

# BUILDING OPPORTUNITY

*The Missouri Department of Transportation's newsletter for Disadvantaged Business Enterprises*



## MoDOT's Advanced Contractor Training Program Prepares Henderson Electric and Synergy Group to Embrace the Next Stage of Growth

**W**e would like to highlight two DBE firms that have taken part in MoDOT's Supportive Services business development programs: the Entrepreneurship Training Program and the Advanced Contractor Training Program. Since 2008, 190 DBE firms have participated in MoDOT's Supportive Services Entrepreneurship Training Program. Since 2012, 17 DBE firms have participated in the Advanced Contractor Training Program. These programs assist firms in developing a robust business model, using succession planning and practicing advanced

business development to keep them on track to attain sustainable growth and capacity.

Hendersons Electric, LLC has provided electrical contracting services since 2009. The firm designs and installs electrical systems on new construction, renovation and expansion projects for commercial, industrial and residential clients. Daniel Henderson (pictured at right) is the founder of the firm. Hendersons Electric mission is to build great relationships providing the full range of quality electrical services spanning

commercial, industrial, education, restaurant projects and more.  
(Continued on Page 8.)



To join the ranks of the over 160 successful graduates of MoDOT's Entrepreneurship Training Program, DBE firms across the state of Missouri are invited to complete an application online at:  
<https://form.jotform.com/modot/etp>.



# DBEPROJECTS

## DesignBuild - Up and Coming Projects



**Champ Clark Bridge**

### **Route 54, Champ Clark Bridge, Louisiana, Mo.**

The Route 54, Champ Clark Bridge project is a \$55.65 million project located in the northeast district. It has been a long-awaited project, as the current bridge allows for two lanes of traffic on just 20 feet of bridge deck. This makes it almost impossible for two semi-trucks to safely pass each other on the bridge. The groundbreaking ceremony was held on Sept. 8, 2017. The new bridge will be crossing over the Mississippi River connecting Louisiana, Mo. to Pike County, Ill. The design-build team is Massman and HNTB where the design DBE goal is 16 percent, and the construction DBE goal is 12 percent. The workforce goal established for this project is 3.1 percent minority and 6.9 percent female. The construction DBE firms selected for the project are Tamar, D & S Fencing, Gerdan Slipforming, XL Contracting, PJR & Associates and Pangea. The design DBE firms are Civil Design Group, HG Consultant and Tsi Geotechnical Inc. The project team hosted two career fairs for the project at the Louisiana YMCA. The project will be completed in November 2019.



**Washington Bridge**

### **Route 47, Washington Bridge Project, Washington, Mo.**

The Route 47, Washington Bridge Project is a \$62.9 million project located in Franklin and Warren Counties and will cross over the Missouri River. Construction is currently underway. The DBE goal is 12 percent, and the DBEs firms are ATK Safety, D & S Fencing, DLH Trucking, Kendall Hauling, D & K Welding, Penn Services, Schrimpf Landscaping, Tamar Contracting and XL Contracting. The Workforce goals established are 14.7 percent minority and 6.9 percent female. The OJT goal is four trainees with 1,000-hour slots each. There have been four on-the-job trainees on the project to date. One operator trainee has graduated to journeyman status. Work is to be completed in 2019.

### **Route 141 at I-44 DesignBuild**

The 141/I-44 project is a \$25 million project located in St. Louis County in Valley Park, Mo. The improvements in this project are primarily aimed at relieving the congestion during morning and evening commutes, most notably at the I-44 and Vance intersection. Other issues have been short periods of flooding



**141, I-44 Project**

during rainstorms as well as limited pedestrian and cycling accessibility. The project was awarded to Pace Construction and AECOM team. The design DBE goal is 20 percent, and the construction DBE goal is 18 percent. The design DBE firms are TREKK Design Group, LLC, Engineering Design Source, Maag Geotechnical and Kivindyo Engineering. The construction DBE firms are Schrimpf Landscaping, D & S Fencing, Tamar, Precision Construction, Gerdan Slipforming, PJR, Ronchetto Trucking, Kivindyo Engineering, Glasper Professional Services, Happy Gopher and Rainbow Connection. This project has had three on-the-job trainees. The workforce goals are 14.7 percent minority and 6.9 percent female. Project completion is scheduled for summer 2018.

### **St. Louis District Safety Design-Build Project**

The goal for this Design-Build is to make safety improvements at 31 locations across Franklin and St. Charles counties. These improvements include pavement treatments, reflective pavement markers, rumble strips and flashing stop signs. Over the course of 10 years, these



## Up and Coming Projects (continued)

improvements are expected to reduce fatal and serious injury crashes by more than 70 people. This initiative shows the great commitment MoDOT is constantly taking to ensure the safety of all Missouri citizens and visitors as they travel on our roads. The project was awarded to the NB West Contracting and Horner Shifrin team. It is a \$24 Million project where the DBE goal for design is 20 percent and the DBE goal for construction

is 14 percent. The design DBE firm is Engineering Design Source Inc., and the construction DBE firms are Site System, Tramar, D & S Fencing and Freedom Fence. The workforce goal is 14.7 percent minority and 6.9 percent female. There are two construction on-the-job trainees on the project and one professional services trainee. Project completion is slated for Fall 2019. ▀

## The I-435 South Loop Link Design-Build Project

The I-435 South Loop Link Design-Build Project was originally constructed in 1966 as a six-lane freeway. Additional lanes were added between 1983 and 1994. Improvements have been made over the last 20 years by both MoDOT and KDOT, but the corridor has been left virtually unchanged. This segment of freeway provides an important link between residents and jobs on the south side of the metropolitan area. Increased corridor maintenance expenditures, safety problems and traffic congestions have led MoDOT to develop a transportation plan for this segment of the interstate.

The project is located on I-435 between Stateline Road and Three Trails Crossing. There is approximately \$74 million programmed for the entire project. The DBE goals are 18 percent, and the professional services goal is 12 percent. The scope of the project is rehabilitation/replacement of the I-435 twin bridge system (Wornall Road, Holmes Road, and 104th Street).

On Sept. 7, 2017, MoDOT ECR Division held a mixer at the Lee's Summit office so that DBEs could come out and meet the potential primes on the project. The potential Primes are Clarkson Construction/ Burns & McDonnell Joint venture, Radmacher



Bros. Excavating/Wilson & Co. and Ideker/Millstone Weber Joint Venture. The Prime for the project will be selected on Dec. 1, 2017. The contract will be executed and the notice to proceed will be issued January 2018. The project is scheduled to be completed in May 2020. ▀



## Business is a Practice!

By Jami Henry | President/COO of Bellewether, Ltd.

Today's business owner has so much to consider when it comes to best practices. Every business owner has three roles they play; the Entrepreneur, the Business Manager and the Technician.

As Entrepreneur, it's all about the owner's vision and setting goals, direction and strategy for the company. As technician, it is simply doing "what" you do. Technical expertise is likely why you found yourself in business. Most often it is the role of the business manager that slows progress and sometimes, even hurts the entity itself. Without best business practices and a desire for continuous improvement, all the hard work as "technician" can drown in a poor return on the investment of time, effort and money.

Market demands call for smart choices and a need to know more in order to stay relevant and competitive.

Naturally, many business owners focus on their role as technician - providing their skill, service or products to the marketplace. They transact the sale, do the work, receive a payment, and move on to the next thing. Today's market is more complex. Competition makes it increasingly more challenging, but ever more important to act as a business manager, but ever more important. Market demands call for smart choices and a need to know more in order to stay relevant and competitive. The owner finds him/herself in need of more knowledge. On-going

training is not the thing most owners enjoy most, but it is by far one of the most critical aspects of success.

Consider this; you invest startup capital to create an "entity" and fund the costs of inventory, space and other physical assets to get into business. Along the way, you may hire employees, investing again, but this time in salaries, benefits and more assets. As an ongoing investment, there are marketing expenses, sales expenses, financial obligations to government agencies, perhaps a line of credit and much more. Given the enormous expense, it makes sense to become increasingly aware of this business as a "practice" that requires time, attention and knowledge to make it sustainable.

There's an old joke that goes something like this; "Guy #1 stops guy #2 on the streets of New York and asks "Hey how do you get to Carnegie Hall?" Guy #2 simply answers, "Practice, practice, practice!"

Practice is the key to everything – be it running a business or playing at Carnegie Hall. The word "practice" in business creates a double meaning. Meaning one; you practice your skills and knowledge and get better at what you do or become stronger at running a business. Meaning two; your business entity IS a practice and should be respected and viewed as the asset it is.

In the latter definition, owners must intentionally BUILD a business. Practice structure is the way you set up your internal

systems, the way your employees understand what to do and how it should be done. As a business grows it requires new structure and those that look for ways to continuously make it better end up increasing their ability to own a sustainable entity and/or have an asset they can sell.

In addition, customers and clients view this company as viable and more often turn to this business because processes are smoother and more professional. Business owners that have little structure are often unorganized, scattered and take longer to accomplish the work. Owners that have structure don't have to recreate the wheel each time they work; they know what and how the job should go. Their production is greater. What's more, communication is more effective when structure is in place; invoicing is up to date and cash flows more quickly.

A friend of mine most recently had her kitchen remodeled. She said she could so easily see these differences between the trades that had structure and those that just showed up to the job. She felt more confident in those that could demonstrate a sense of structure, those that could communicate intention and then follow through in their delivery.

As DBE firms, finding ways to differentiate yourselves cannot be focused on the certification alone. Separate yourselves through the ability to manage the business, provide an excellent product or service, increase efficient use of time and materials, maintain solid relationships and gain the knowledge required to improve.



Here are some common questions and answers that business owners can consider in order to intentionally build a stronger, more relevant business.

**Q:** I own a service firm and my profit margins are small. My employees often go over the allotted scope of work. What will structure do for me?

**A:** For service firms, how the hours in a work day are managed is the difference between profit and loss. Owners that create written policies and provide training to their associates that outline how to approach specific job tasks are setting up a structure for employees to follow. The expectation is set and the owner can manage to ensure that what is expected is actually being completed, on time and within budget. Without setting the expectation and writing down the policies, employees may take it upon themselves to determine how quickly projects are completed. Clients will notice the difference between companies that are structured and those that are not. Generally, those that are see more return business.

**Q:** I own an electrical contracting company. Though my revenues have grown, I continue to end the year with little or no profit. Since I am a service firm, my costs are really in the people I employ, so I'm not sure where the extra money goes.

**A:** Yes, it is true that people are one of the largest expenses that business owners must manage, but look around. Do you see tools, parts and materials? Are they organized? Are they counted? Do you know how many of this, that or the other thing you have? Do you know where they are located? Do you have a single source dedicated to the purchasing function?

DBEs have numerous opportunities to gain insights, knowledge and business acumen thru the MoDOT DBE Supportive Services initiative.

These items have costs and they are part of your inventory. Service firms often don't think about having inventory, but inventory can simply be an asset. If you own things, you have

inventory. Carrying that inventory has an initial cost to it but not managing it just increases your cost of doing business, making your company less profitable. If you are not managing your practice by being organized, logging the company assets and having a process to approve additional purchases – then you may have what is known as a “free for all” regarding on-going expenses. Your profit is walking out the door or sitting somewhere without your knowledge.

DBEs have numerous opportunities to gain insights, knowledge and business acumen through the MoDOT DBE Supportive Services initiative. Are you taking advantage of these opportunities? Do you seek out free opportunities to find measureable ways to help your company improve? Bellewether provides MoDOT Supportive Services for Western Missouri. Contact us at (816) 554-9400 to find out what's available to you. To reach our counterpart in Eastern Missouri, contact Philips & Associates at (636) 394-4430. ▀





## The **FOR CHANGE INITIATIVE** Program \*

PRIVATE INDUSTRY PARTNERS WITH THE CITY FOR CHANGE

The City of Kansas City, Missouri has created a solution to help small, minority-owned businesses qualify for performance bonds and financial assistance needed to bid on larger city contracts



Are you a prime or subcontractor on a City contract? Do you need cash flow to sustain your business? Have you been denied bonding in the past?

The City of Kansas City, Missouri has partnered with Lead Bank Kansas City and Cornerstone Companies to make a stronger business community.

The FCI program allows for certified and uncertified firms that have been awarded a City contract to receive lines of credit and surety/performance bonds at low cost and with reduced underwriting requirements. In addition, consolidated paperwork allows for a streamlined application process.

Nearly 500 companies are certified as Minority, Woman, Disadvantaged or Small Local Business Enterprises with the City. Less than **10%** of the certified firms are pursuing contracts on more than **\$1 BILLION** worth of work with the City. FCI program participants can take a bite out of that amount by being more prepared to compete for City contracts in the future.

To learn more about the **FOR CHANGE INITIATIVE** please contact:



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\*The City has no responsibility for and is not involved in the decision to extend approval of bond, insurance, loan or other financial services to any entity or the administration or execution of any contractual agreement between entities, including Lead Bank and Cornerstone Companies. The City makes no representations about the review and/or approval process of any institution or their financial worthiness.\*

The For Change Initiative Program was initially launched with the financing piece in 2015 and the bonding piece was added in January of 2016. Since that time, almost \$5 million dollars in lines of credit to small business owners to complete City projects have been approved, which has included 22 separate loans ranging from \$26,000 to \$1,240,000.

# DBESYMPOSIUM

## 2018 Civil Rights Contractor Compliance/DBE Training Symposium

MoDOT will host its annual Civil Rights Contractor Compliance & DBE Training Symposium on Tuesday, March 13th and Wednesday, March 14th, 2018 at the Hilton Garden Inn Conference Center located at 3300 Vandiver Dr. Columbia, MO 65202.

The External Civil Rights Division has worked tirelessly to plan an exciting and informative conference packed with educational forums and sessions. The goal of this symposium is to update MoDOT staff, prime contractors and Disadvantaged Business Enterprises on the most up to date information regarding the Disadvantaged Business Enterprise program.

With MoDOT's ongoing commitment to ensure a level playing field and obtain increased participation in the transportation industry for minorities and women, the symposium will host a networking reception as well as a speed dating activity. Fostering relationships are key to successfully increase contracting work and obtaining diverse workforces. The Civil Rights and DBE Training Symposium will be the opportunity to work towards improving and obtaining these objectives. ▀

Registration is now open at:  
[www.modot.org/ecr/DBECS/](http://www.modot.org/ecr/DBECS/)



# SAVE THE DATE

2018 External Civil Rights Division  
**CONTRACTOR COMPLIANCE/DBE TRAINING SYMPOSIUM**

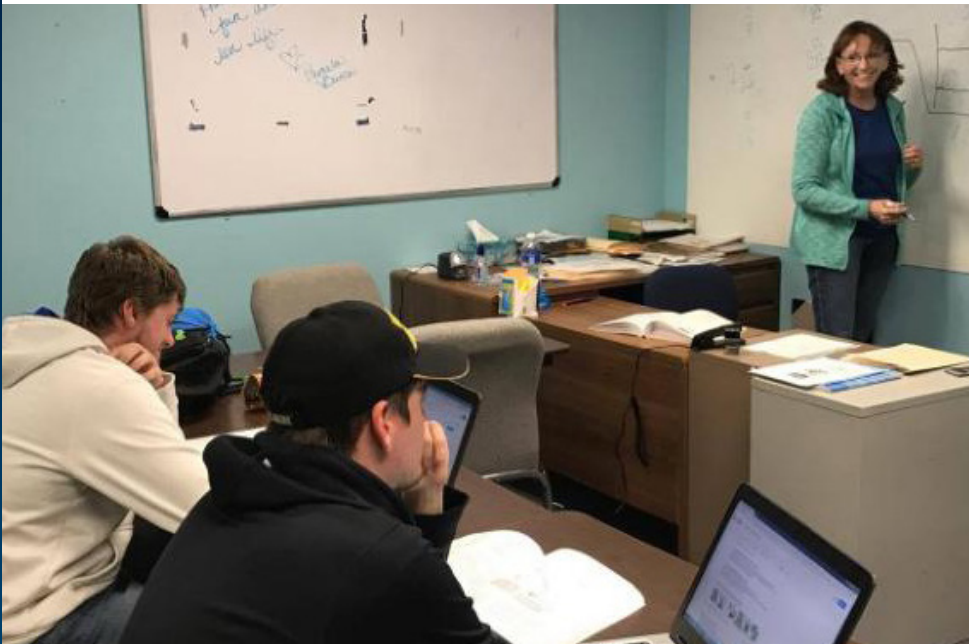
**MARCH 13-14, 2018**

**Hilton Garden Inn**  
Columbia, MO



# OJT SUPPORTIVE SERVICES

## OJT Supportive Services – Building Roads to Opportunity



OJT/SS in 2016. Eight states were selected for this pilot program including Pennsylvania, Montana, Florida, Idaho, Virginia, California, Colorado as well as Missouri.

The goal of this initiative is to find new and innovative ways that states can use OJT SS funding that may be used as a national model.

For Missouri, the grant is supporting training programs for highway contractors, apprentices and trainees throughout the state.

Selected consultants are Moberly Area Community College, Building Union Diversity and MoKAN. Now that the program has completed a full year of implementation, there have been several students that graduated, and of those, some have already been placed in construction industry employment.

MoDOT is currently reviewing FY2017 Request for Proposals with award expected mid-winter 2018. ▀

The Federal Highway Administration On-the-Job Training Program requires State Transportation Agencies to establish apprenticeship and training programs targeted to move women, minorities and disadvantaged individuals into journey-level positions to ensure that a competent workforce is available to meet highway construction hiring needs and to address the historical under-representation of these groups in highway construction skilled crafts.

The primary objectives of OJT Supportive Services is to increase the overall effectiveness of each STA's approved OJT program

in connection with Federal-aid highway construction projects and to seek other ways to increase the training opportunities for women, minorities and disadvantaged individuals.

The goal of the OJT-SS program is to increase the participation of women, minorities and disadvantaged individuals in skilled and semi-skilled crafts. MoDOT is currently providing funding through the OJT SS program for FY2016 to Job Point, Full Employment Council and Building Union Diversity.

MoDOT was awarded \$400,000 from the FHWA through The Ladders of Opportunity Initiative

**Please contact the  
ECR Division at 573-  
526-2978 if you have any  
questions regarding the  
upcoming events.**

## MoDOT's Advanced Contractor Training Program (*continued*)



Over the past 20 years, Synergy Group, Inc. has helped clients develop marketing strategies, improve their branding, gain exposure and implement marketing campaigns to support business development. Their mission: we help organizations discover and communicate their most winning strengths for success. Mary Schanuel is the President of the firm, and Rachel Brown is Senior Marketing Specialist. ▀



# BUILDING OPPORTUNITIES

## St. Louis Construction Career Day – 2017

MoDOT hosted a Construction Career Day on Oct. 10, 2017 at Alberici Constructors facilities located at 2150 Kienlen Avenue in Wellston, Mo.

MoDOT partnered with 12 St. Louis area high schools, St. Louis Council of Construction Consumers, Alberici Constructors and Construction Forum STL to host this year's event. The goal for the day was to give students the chance to learn about various aspects of the construction industry.

The students received hands-on experience and received

information about careers in the construction trades. The agenda also included a concrete plant tour and an equipment tour with Alberici Constructors.

Representatives from MoDOT's ECR Division, Construction Forum STL, Associated General Contractors of Missouri (AGC), Tarlton, Missouri Women in Trade, Roofers Local No 2, Cement Masons Joint Apprenticeship, Operating Engineers Local 513, B.U.D. and St. Louis Job Corps were available to network with students on construction careers.

This construction career day is part of MoDOT's initiative to reach

area youth about employment in transportation. If you are interested in becoming a sponsor, exhibiting or volunteering for any of the below construction career day events, please contact your area ECR Specialist:

Mid-Missouri Construction Career Day (March 23, 2018) – Jen Griffin

Springfield – Build My Future (March 28, 2018) – Zainab Jasim

Kansas City – iBuild (May 3, 2018) – Prenness Taylor ▀



# NEWECRSTAFF

## Staffing Announcements



**Jennifer Griffin**  
**Civil Rights Specialist – Central District**

Jennifer Griffin is a new employee who will be handling contract compliance, Disadvantaged Business Enterprise (DBE) Program, Outreach, MRCC, DBE Supportive Services and Workforce Diversity initiatives. Ms. Griffin graduated from Columbia College having received a bachelor's degree with a dual major in Business Management and Human Resources Management. Prior to coming to the division in July 2017, she was an investigator for another state agency.



**Abigail Steinbach**  
**Senior Administrative Technician – Kansas City**

Abigail Steinbach is a new employee that will be serving as a Sr. Administrative Technician in the ECR Division for the Kansas City District Office. Ms. Steinbach will be assisting the Civil Rights Specialist in our Kansas City district. Abigail started with MoDOT in the ECR Division in August 2017.



**Prenness Taylor**  
**Intermediate Civil Rights Specialist – Kansas City**

Prenness Taylor is a new employee who will be handling certifications, contract compliance, the OJT Program, the DBE Program, Outreach and Workforce Diversity initiatives in the Kansas City/Northwest Area. Ms. Taylor is a graduate of The University of Missouri Kansas City with a bachelor's in Criminal Justice. Prenness started with the division on Feb. 1, 2017.



**Laura Bouslaugh**  
**Civil Rights Specialist – Northeast District**

Laura Bouslaugh is a new employee who will be handling contract compliance, the DBE Program, Outreach, OJT SS and Workforce Diversity initiatives for the Northeast District. Ms. Bouslaugh graduated from Evangel University in Springfield, Mo. and received a bachelor's degree in Human Services.



# ECRCONTACTS

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\*All Specialists conduct and administer DBE Certifications, Annual Updates, EEO Compliance Reviews, Workforce JSP, goal setting and community outreach in their respective districts.

If you're a DBE firm, please review the MRCC DBE Directory to verify all contact information is current. Future communications such as the newsletter, bidding opportunities, program updates/changes, etc. will be sent electronically to the email address on file. If corrections are necessary or if your firm cannot receive information electronically, please send an email to [dbbe@modot.mo.gov](mailto:dbbe@modot.mo.gov), call (573) 526-2978 or fax (573) 526-0558.

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