



DBE Fastrac

TENNESSEE DEPARTMENT OF TRANSPORTATION CIVIL RIGHTS OFFICE

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TDOT CIVIL RIGHTS OFFICE

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Director of the Small Business
Development Program

DBE Supportive Services

Tyler Construction Engineers, P.C.
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DBE Supportive Services

Keeping the Dream Alive

Don't let the many responsibilities of owning a business shatter your dream of being a successful business owner!



Elizabeth Michael
Director of the Small Business
Development Program

Small business owners are often so involved in the day-to-day fundamentals of their business operations that they often have little time for anything else. It's easy to stay so focused on the fundamental aspects of running the business that your day slips by before you even have a chance to look ahead at long-range business strategies. But don't be so focused on simply getting through the day that your dream of running your own business turns into an unfulfilling nightmare.

Too much emphasis on the daily "business grind" has the potential to consume creativity and hinder you from maximizing your business dreams. I recently read an article in the American DBE Magazine that stated there are, "7 things that are Killing Your Business." In this article, Janet W. Christy identifies 7 practices that are imperative for DBEs and other small business owners:

Know who your real audience is

- **Always follow up**
- **Seek out subcontracting opportunities**
- **Network with your real prospects and customers/clients**
- **Focus on the needs of your prospects and customers/clients**
- **Get your message to the right people**
- **Be on task to maximizing opportunities for revenue**

A great way to learn how to apply these principles and practices to your own business will be found at TDOT's DBE Small Business Annual Meeting held August 18 and 19th, 2014 in Nashville, Tennessee. This event will bring together small businesses, prime contractors, consultants and transportation officials from all over Tennessee...and beyond. There will be networking, match-making opportunities, one-on-one time with supportive services consultants and many other resources available. Attending this 2-day event could be one of the easiest (and cheapest - the annual meeting is FREE) ways to learn the latest information about how to attain and expand your business dream!!!

If you are looking for new and innovative ways to fulfill your business dreams and recharge your long-range business strategies, then register today to attend the 2014 Annual TDOT DBE meeting Expanding Your Business: Employees, Strategic Partners, and Technology at

<http://www.tyler-engineers.com/Pages/Annual-Meeting-Event.aspx>.





TDOT DBE Supportive Services



DBE Supportive Services Consultants pictured left to right:
 Victor C. Tyler, Sr., P.E., M.ASCE, NSPE - Program Manager/Construction Specialist
 Sandra T. Webb - QuickBooks Pro-Advisor & Trainer
 Curtis Webb - Strategic Marketing Specialist
 Marie Y Williams - Human Resource Specialist & Leadership Coach
 Ericka L. Hayes, CPA - Accounting & Information Technology Specialist
 Teresa Daniel, PHR - Human Resource Consultant
 Marshall Tabb - Lead Consultant/Financial Management & Leadership Coach
 Jay B Mercer, EA - QuickBooks Pro-Advisor & Business Tax Specialist

The Tennessee Department of Transportation Small Business Development Program’s primary goal is to increase the number of minority and female businesses in the highway and bridge construction industry. In support of that goal, TDOT provides Supportive Services to TDOT-certified DBE firms.

What is DBE Supportive Services?

DBE Supportive Services provides quality management assistance, technical training resources, guidance, and other information to TDOT-certified DBE firms upon request. DBE-Supportive Services is a valuable and necessary tool to ensure the improved growth of those Tennessee DBE firms who are engaged in, or interested in performing, transportation construction and related work.

Our DBE Supportive Services Team has developed a comprehensive business development training program designed to assist DBE firms in capacity building to compete successfully for contracts with TDOT and other entities.

Our Supportive Services team of consultants serves DBE clients in the following areas:

MARKETNIG / BUSINESS PLANNING	FINANCIAL HEALTH BUILDING	OPERATIONAL & LEADERSHIP
<ul style="list-style-type: none"> Business /Operation Assessments Strategic Marketing Analysis Marketing Communications Business Model Review Facilitated Strategy Sessions 	<ul style="list-style-type: none"> Financial Performance Analysis Industry Benchmarking Analysis Forecasting Assistance Cash Flow Strategy Analysis QuickBooks Setup & Training Assist Loan/Bond Paperwork 	<ul style="list-style-type: none"> Organizational Structure Reviews Management Assessments Leadership Coaching Facilitated Team Building Sessions
HUMAN RESOURCE ASSISTANCE	PROJECT MANAGEMENT	INFORMATION TECHNOLOGY
<ul style="list-style-type: none"> Employee Handbook Assistance Human Resource Compliance Job Titles & Description Reviews HR Strategic Planning Coaching & Counseling Sessions 	<ul style="list-style-type: none"> Project Administration Coaching Contract Review & Budgeting Estimating & Bid Training Overhead /Markup Calculations Project Scheduling Training Assist Construction Plan Reading 	<ul style="list-style-type: none"> IT Contingency Assessments IT Budgeting/Planning Assistance IT Selection Assistance (software, apps, cloud, & hardware) IT Troubleshooting

In Summary

Tyler Construction Engineers, P.C. of Nashville, Tennessee are the statewide program managers and service providers for TDOT DBE Supportive Services. They work with DBE firms in a unique way – bringing together deep industry experience and best practices learned while serving a variety of industry-leading companies.

If you are a TDOT-certified DBE based in Tennessee, you are eligible for Supportive Services. DBE Supportive Services consultants are available to meet you at your convenience - either at your office or on a project site. For additional information, contact Ericka L. Hayes, CPA, at (888)-385-9022 or email at: DBE_Supportive_Services@tyler-engineers.com



TYLER

Construction Engineers, P.C.

cost consultants | estimators | management consultants

Dear Potential Annual Meeting Attendee;

This letter is your personal invitation to attend the Tennessee Department of Transportation DBE Small Business Annual Meeting event August 18-19, 2014. This event is being held at the Nashville Airport Marriott, located just minutes away from Nashville's top attractions. I highly recommend this event as I believe it will bring significant benefits to your business.

The 2014 Annual Meeting promises to be informative and will challenge you to think outside the box when it comes to running your business. You will hear about how other small businesses have created strategic partnerships which helped them to expand their businesses and also how these owners hire and retain top employees. There will also be informative and hands-on learning opportunities for the new cloud software, the latest apps, industry best practices, and new business strategies to make your business more productive and competitive. I am positive that the agenda will be a benefit to any business.

In addition, please take note of these tangible benefits to attending this event:

- **Help your company stay current with new trends and technologies**
Learn what other businesses are doing to stay competitive by attending forward-looking innovation forum/classes and visiting with the Marketplace Hall vendors.
- **You'll make connections.**
You will network with peers to understand how other businesses handle common issues. While participating at the Matchmaker Session it may also be an opportunity to find joint venture partners, subcontractors, DBEs, or new employees who can enhance your business.
- **You'll learn new skills and share them with your team.**
We encourage you to make a concerted effort to share what you learn at the Annual Meeting.

Attending the Annual Meeting is at no cost to you. However, you are responsible for transportation and lodging. Please note that while the DBE Annual Meeting is in session that continental breakfast, lunches and refreshment breaks will also be made available for you at no cost.

This is my firm's 5th year in organizing and presenting the DBE Annual Meeting and each year we have seen small business owners benefit tremendously. Don't miss this opportunity to grow and enhance your business. See you in Nashville!

Sincerely,

Victor C. Tyler, P.E.
TDOT DBE Supportive Services
Tyler Construction Engineers, P.C.



TO EVALUATE OR NOT TO EVALUATE OUR EMPLOYEES THAT IS THE QUESTION ?

By Marie Williams, Human Resource & Leadership Coaching

FOR MANY MANAGERS, THE MERE THOUGHT OF EVALUATING OUR EMPLOYEES IS ONE OF THOSE MANAGERIAL TASKS WE DREAD THE MOST.

So in true fashion, we avoid it, and then wonder why our employees are not being as productive as we would like, why our customers do not feel that they are receiving the best service, and, most troublesome, why our good employees choose to leave. According to a recent article published in the NY Times by Josh Patrick, he cited several reasons why many managers and supervisors avoid doing performance evaluations. Mr. Patrick stated that many managers think evaluations are too time-consuming, or they may have reluctance in being honest with employees about how they are doing. Some view the evaluation process as just a waste of time, and as a consequence, these managers have difficulty seeing their value or results.

Despite these reservations to do evaluations, I can say without a doubt, performance evaluations have numerous benefits, even for small business owners. The best news of all is that they do not need to be complex or time consuming. In fact, a good employee performance evaluation can be as simple as having at least an annual, but preferably quarterly, performance coaching conversation with your employees to let them know how they are doing, the things they have done well, and if applicable, areas of the employee's performance you would like see improved or developed through additional training. So here are just a few reasons why we must change our mindset regarding performance evaluations.

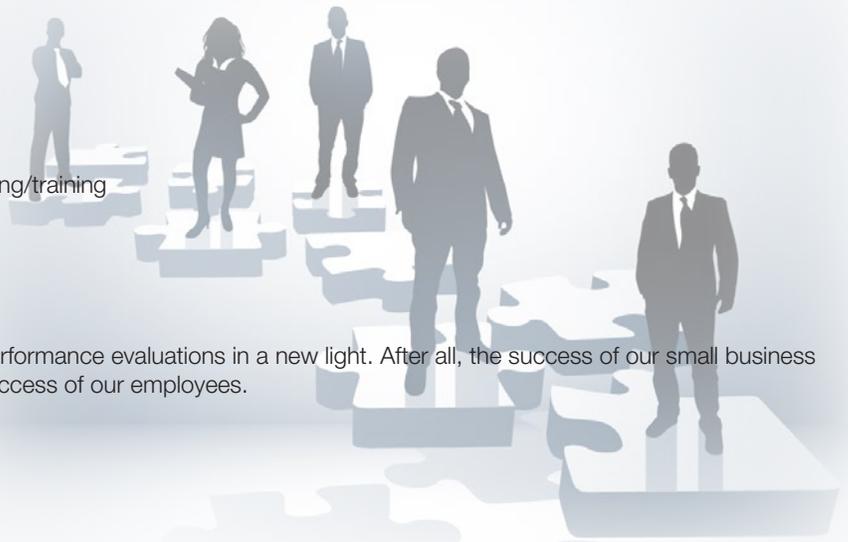
BENEFITS TO THE EMPLOYEE

- They find out how they're doing
- Receive recognition for their accomplishments
- Allows for two-way communication on goals and performance
- Encourages employees to take responsibility for their performance and progress
- Provides opportunities for career development and improvement

BENEFITS TO THE SUPERVISOR

- Builds management skills
- Develops and improves rapport with employees
- Identifies and rewards high performers
- Identifies performers needing improvement for coaching/training
- Improves individual employee productivity
- Identifies general training needs
- Demonstrates fairness to employees
- Improves employee morale and satisfaction

So let's rewind this image and think about employee performance evaluations in a new light. After all, the success of our small business depends upon how much we genuinely invest in the success of our employees.





DBE Profiles



Patsy Hayward, President Hayward Bolt

Hayward Bolt (HB) is a fastener distribution company located in Chattanooga TN. The company was established in 1976 and is TDOT-certified in the fastener industry.

In 2007, Patsy Hayward, who has been a part of the company since 1991, became president and owner and set out to revamp the company with a great staff of loyal employees and customers. Due to their loyal and knowledgeable staff, they have the feel of a close knit family. Their number one mission each day is to help their customers find and get the fasteners they need for their jobs both in and outside the local area. They can ship to most any location in only one to three days.

Hayward Bolt's customer base includes contractors, erectors, original equipment manufacturers, government agencies, fabricators, end-users, and construction companies. In house, their staff has 74 years of accumulative experience in the fastener industry. They stock and carry over 16,000 different types of standard and non-standard fasteners in inch and metrics. Great service, on-time deliveries, and happy, repeat customers are their goal. They have a reputation for saying in Chattanooga, "If Hayward doesn't have it, no one else will".

Hayward Bolt is particularly proud of the completely redesigned walkup counter area which they call the "man cave." Just because the business is run by a female, doesn't mean she doesn't know how to make the guys feel wanted and comfortable.

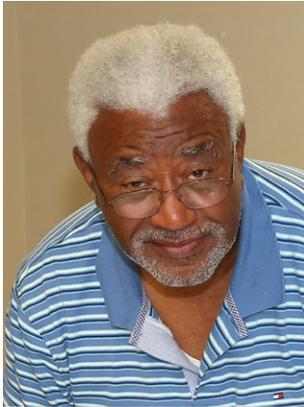
Also, Hayward Bolt has improved its corporate image with a new logo, signage and a new and improved website is under way. Their goal is to be the best at what they do and to have quality fasteners, competitive prices and for their customers to have a "fasten-aiding" experience.

If you would like to learn more about Hayward Bolt contact them at:
phone: 423-622-2193
fax: 423-622-2175
toll free: 1-800-622-2156
patsyh@boltandspecialty.com
2805 South Orchard Knob Ave. P.O. Box 72669
Chattanooga, Tennessee 37407





DBE Profiles



Cliff Steger, General Contractor CD Steger Construction, Inc.

CD Steger Construction (CDSC) Inc. was established in 2005 and is owned and operated by Cliff Steger, a general contractor. CDSC is certified by the Tennessee Department of Transportation and primarily focuses on construction of small commercial projects. Over the last nine years the company has completed projects ranging from new construction to modification and additions.

CDSC provides the skills necessary for customers to receive the goods and services needed to improve its operations. These services consist of the planning, development, budgeting and construction of all phases of capital improvements. This can consist of land, utilities and building improvements.



As a general contractor, the goal of CDSC is to exceed customer expectations while working within their budget and time constraints. CDSC works as a harmonious team member within the design and construction trades to ensure the best quality for their customers. Some of these services include working as a prime contractor for new construction, alterations and additions. They also perform as lead contractor in design-build work for renovations, alterations and additions, site preparation, and utility projects.

During this past economic turndown, the company had to revise its business plan and objectives by downsizing and tightening its belt in order to remain competitive. They shifted their target market from commercial vertical construction to industrial type utility projects and other heavy construction type needs. With a revision in operational procedures and expectations, the company has increased its competitive edge in a more competitive bid market.

If you would like to know more about CD Steger Construction, contact them at:

Office - 615-370-7024 or mobile - 615-243-5852

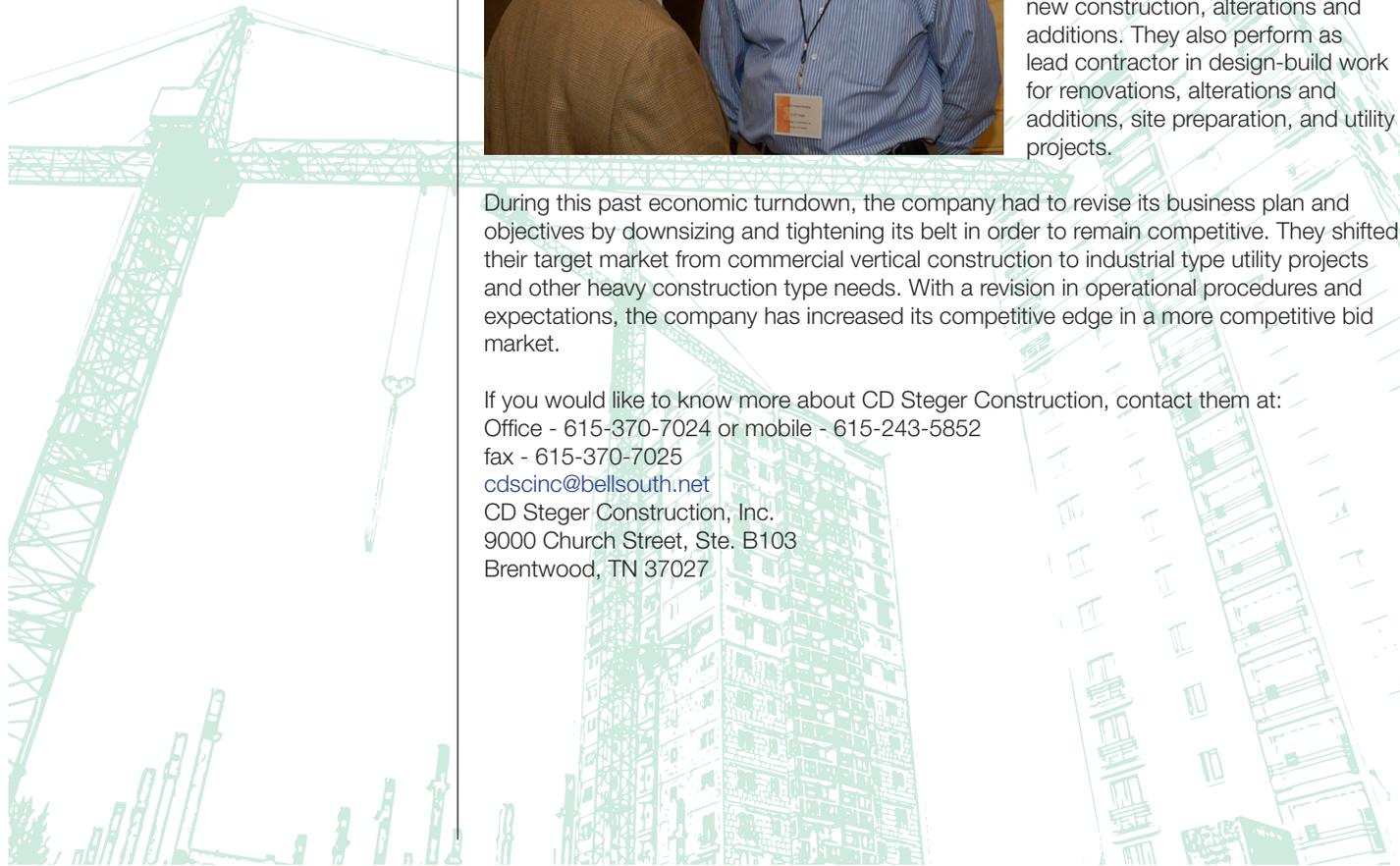
fax - 615-370-7025

cdscinc@bellsouth.net

CD Steger Construction, Inc.

9000 Church Street, Ste. B103

Brentwood, TN 37027





MARK YOUR CALENDAR

Join friends and colleagues

August 18-19, 2014



2014 TDOT DBE Small Business Annual Meeting

Expanding Your Business:

It Takes Employees, Strategic Partners, Technology

About Annual Meeting	The only state-wide event that brings together DBEs, prime contractors, industry professionals and key state officials in the transportation construction industry.
Dates	August 18-19, 2014
Hotel	Nashville Airport Marriott Hotel 600 Marriott Drive, Nashville, Tennessee 37214
Theme	Expanding Your Business: It Takes Employees, Strategic Partners, and Technology. As an attendee you will gain information, new strategies, and valuable knowledge that will allow you to take immediate action to expand your business toward profitable growth.
Attendees	Over 200 expected: DBEs, small businesses, prime contractors, state transportation officials and other related businesses and individuals (based on 2013 event)
Professionals Represented	Construction, engineering, architecture, material suppliers, consultants, equipment manufacturers, local, state and federal representatives
Breakout Sessions	Hire and Retaining the Best Talent; Cloud Software for Small Business; Social Media and Google Glass; Overview of State Procurement Opportunities.
Featured Speakers	Andres Gutierrez, The Lampo Group, Inc., (Dave Ramsey Speaker's Group); Dr. Sybril Bennett, Emmy Award Winning Journalist, Social Media Expert
Matchmaker Session	DBE-Prime Matchmaking Session (advance registration required)
Marketplace Hall	Operating a table-top area or booth display represents an exceptional opportunity to put your company's brand in front of key industry leaders who have a vested interest in your product or service. By becoming one of our Marketplace Hall vendors you have a chance to reach this uniquely targeted audience. Open to DBEs, small businesses, prime contractors, vendors and local and state agencies. Limited space is available.
Elevator Sales Pitch Ready	Be ready at each session... you'll never know when you may be asked to tell the audience about your company's competitive advantage. All in 2 minutes!
Web Link:	Link to: 2014 TDOT DBE Annual Meeting Link to: Meeting Registration Remember: No Fee to Attend



Design Professionals: Are You Charging Enough?

Victor Tyler

Program Manager & Construction Business Specialist

Many professional service providers such as designers, architects, engineers, and consultants wonder if they are charging enough. As a supportive services consultant, I am often asked this by my clients and have found that most professionals starting out definitely do not charge enough. This is usually because these entrepreneurs do not take the time to sit down and figure out how much to charge to cover their expenses and earn the living they need to achieve their goals.

Starting from the very beginning you must think like a business and not just as a single architect or engineer on your own. Why? Because, you are in business to make a profit. Remember, you need profits in order to grow beyond being a single-person firm. I would like to demonstrate a quick and basic pricing plan - you can almost call it a "peanut butter and jelly"-type plan. It's a method that has been the most helpful to all of my startup architectural, engineering and consulting clients, but can be very useful to any small or emerging firm.

Below is the process you will need to follow to figure out the hourly rate you must charge in order to earn the living you want and be successful. You can follow along using the chart to the right.

Step 1: Determine your Annual Salary...let's say \$50,000.

Add 25% for Uncle Sam and his income tax. 25% of \$50,000 is \$12,500. So now you need to see at least \$62,500 from your business.

Step 2: Determine how many hours you will actually bill a client. There are 2,080 works hours in a year. Realistically, you will not be working productively all 2,080 hours in the year. The design industry's average annual productive billable hours are approximately 65% for a healthy performing firm. Which means, at least 35% of your time will be spent on administrative tasks such as managing, invoicing, marketing, travel, etc. 65% of 2,080 is 1,352. We're not through: remember you have to deduct non-billable time such as 80 hours for vacation and 24 hours for sick, which brings your total billable time to 1,248 hours.

Step 3: Determine your business overhead. Most emerging entrepreneurs underestimate this figure. Whether you're working from home or renting space, you must go through this exercise of adding up what you pay for rent, insurance, utilities, office supplies, phone, internet, professional fees, etc. For this example, let's say you expect to spend \$36,000 per year to run your business. Now you must bring in \$98,500 to cover your salary and overhead.

Step 4: Determine overhead rate. Your Overhead Hourly Rate is \$36,000 divide by the billable 1,248 hours.

Step 5: Now add your labor hourly rate and your overhead hourly rate. This sum is the hourly rate to cover both your salary and your overhead.

Step 6: Add your profit. For high performing design firms its 20%. Let's use 10% for our example. Add your combined labor and overhead rate and profit rate to get your charge rate. I recommend you round up.

Now, \$86.82 is the base hourly rate to work with. It's not necessarily what you should be charging; it's a minimum you must charge to run this business profitably. Once you calculate your rate for yourself, you'll know the base of how much you'll have to figure into a project. You must charge at least this much.

So now you can feel confident you are charging enough to build a thriving professional business. As always, if you are a TDOT certified DBE firm and require assistance in developing or reviewing your labor or overhead rates, call the TDOT DBE Supportive Services consultants at 1-888-385-9033 or DBE_Supportive_Services@tyler-engineers.com. *Much Success!*

Your Hourly Rate	
Step 1	
Estimated salary	\$50,000
Estimated taxes - Add 25%	\$12,500
Total Salary for the year	\$62,500
Step 2	
<i>Yearly business hours 2,080 less 80 vacation & 24 sick days is 1,352, then apply being 65% productive, which leads to 1,248 billable hours per year</i>	
Labor hourly rate (total salary divided by 1,248)	\$50.08 < labor hourly rate
Step 3	
Business overhead expenses:	\$36,000
Business overhead + total salary =	\$98,500
Step 4	
<i>Overhead hourly rate: Business Overhead (step 3) divided by 1,248 billable hours per year</i>	
	\$28.85 < overhead hourly rate
Step 5	
Hourly Rate to cover:	
Labor Rate + OH Rate= (\$50.08 + \$28.84)	\$78.93 < WHAT YOU MUST CHARGE!
Step 6	
Profit percentage (what you want to make)	10%
Profit = Hour Rate x Profit rate	\$7.89
Charge Rate = Add Profit to Hourly Rate	\$86.82 < WHAT YOU SHOULD CHARGE!
Round it up...	\$87.00
HOURLY RATE IS \$87.00 PER HOUR	



TDOT DBE at ARTBA Young Executive Development Program



Rebecca Wood and Robby Wood of Superior Traffic Control-Memphis, Inc. (STC), were two of six delegates selected from Tennessee to attend the American Road & Transportation Builders Association's (ARTBA's) 19th annual Young Executive Development Program (YEDP), held June 9-12 in Washington, DC.

This event, held in conjunction with the annual ARTBA Federal Issues Program and Transportation Construction Coalition Fly-in, was composed of over 50 "young guns" in the transportation design and construction industry to take part in an intensive "boot camp" introduction to the federal legislative and regulatory processes. These delegates then descended onto Capitol Hill during the second week in June to press their members of Congress to fix the Highway Trust Fund (HTF) as well as pass a long-term surface transportation bill.

The 2014 class marks the largest ever in the program's history. YEDP fellows represented about half of the states, the District of Columbia and Canada. The YEDP sessions focused on federal highway program financing, grassroots advocacy, future challenges

facing the nation's infrastructure, transportation construction safety, P3s, ethics, and featured a visit to the U.S. Department of Transportation Turner-Fairbank Highway Research Center. Senior ARTBA staff provided an overview of the association's role in shaping federal transportation policies and regulations.



Participants also heard the perspectives of U.S. Secretary of Transportation Anthony Foxx, House Transportation & Infrastructure Committee Chairman Bill Shuster (R-Pa.), Senate Environment & Public Works Committee Ranking Member David Vitter (R-La.), and Rep. Earl Blumenauer (D-Ore.) about the HTF crisis and timeline for the reauthorization of MAP-21.



STC's inclusion in this program was in large part based on recommendations by Steve Wright of Wright Brothers Construction Co. Inc. and Kent Starwalt, executive vice-president of Tennessee Road Builders Association. Rebecca and Robby met with Rep. Scott DesJarlais and Rep. Stephen Fincher to advocate for industry issues, primary of which was solving the funding crisis of the Highway Trust Fund. We at TDOT want to congratulate Rebecca and Robby for their inclusion in this program and appreciate their work in trying to improve the policies and procedures affecting the roadway industry.



New DBEs

Welcome

Region 1

Barr Technical Services, LLC
Rebecca Barr Rupp
Office Of Notaries; All Other Legal Services; Management and General Consulting.

Elite Manufacturing and Professional Services, Inc.
Sonja Bennett
Employment Placement Agencies and Temporary Help Services

Region 2

Asa Engineering and Consulting, Inc.
Christy M. MacKenzie
Engineering Services (Professional Civil and Environmental Engineering and Consulting, Construction Building Inspection)

Region 3

B & A Services, LLC
Allen Jefferson, Sr.
Tree Service and Landscaping

Clinical Solutions, LLC
Christi Throneberry
Closed Door Mail Order Pharmacy

Pillars Development, LLC
Edward Henley, III
Real Estate Development, Project Management, Financial and Budget Management, Property Management

Sizemore Consulting, LLC
Susan W. Sizemore
Corporate Communications, Marketing Consulting and Public Relations

Region 4

Construction Warehouse, Inc.
Bonnie Holmes
Sale of Construction Materials and Supplies

Recently Renewed Firms

Region 1

The Bingham Group, Inc.
Lisa Bingham
Marketing Consulting Services, Graphic Design and Television Production

Cherokee Porcelain Enamel Corporation
Vicki C. Helms
Manufacturing of porcelain enamel over steel, porcelain signage

Intuitive Technologies, Inc.
Susan Dakak
Underwater Inspections

Mills Landscaping
Ruth Mills
Landscaping, clearing, sodding, seeding, and grubbing

Siler Excavating, LLC
Tammy Siler
Highway, Street, and Bridge Construction, Poured Concrete Foundation and Structure Contractors

Region 2

Environmental Concepts of TN, Inc.
American Custom Manufacturing
Lee Otis Burton
Manufacturing and supplier of steel pressure vessels and handrails

Hayward Bolt and Specialty, Inc.
Patsy J. Hayward
Hardware Merchant Wholesalers (Distribution house for fasteners in the construction line. Sells Milwaukee tools.)

Lane Hauling and Excavating, Inc.
Debra Young
Highway, Street, and Bridge Construction, Aggregate construction earthwork

Officer and Associates, Inc. d/b/a C & M Trucking
Mary Hillis
Aggregate construction and trucking

Region 3

A-Z DME, LLC
Dinah Norman
Drug Testing, Durable Medical Equipment, Specialty Medical Equipment

G & M Associates
Greg Rice
Masonry/structure contractor & concrete foundations, steel rebar reinforcement

Medusa Concrete Pumping Co., LLC
Melanie Rice Harvey
Pump Concrete for Commercial and Residential Projects

Thornton and Associates
Erly Thornton
Surveying and inspection

Jerry Young & Son Construction, Inc.
Jerry B. Young, Sr.
Truck and Hauling Dirt, Rock and Hot Mix

Modern Day Wrecking
Douglas Williams
Demolition and Excavation

Region 4

Anthony Gorden, Inc.
Anthony Gorden
Tree Removal, Site Preparation, Dozier Work, Install Septic Tank Systems

Airfield, ETC., Inc.
Stephanie Poole
Highway, street and bridge construction, traffic control, concrete work

Johnson Heating and Air
Donnie Johnson
Heating, Ventilating and Air Conditioning Contractors

Payne Steel Erectors
Geoffrey Payne
Concrete flatwork, painting, trucking/hauling and steel work

Toles and Associates, Inc.
James Toles
Consultant engineers: Civil, Structural, Transportation and Surveying



Scheduled Letting Dates 2014

August 29, October 17, November 14 (mowing & litter) & December 5

TDOT DBE Supportive Services

BUSINESS DEVELOPMENT AND TRAINING

TECHNICAL ASSISTANCE

BUSINESS ASSISTANCE

- Business Planning
- Financial Analysis
- Leadership Development
- Business Coaching

ONE-ON-ONE TRAINING

- Strategic Marketing
- Accounting Software
- Construction Accounting
- Bidding & Estimating
- Project Management
- Contracts & Specifications
- Construction Plan Reading
- Project Controls

“Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.”

– Norman Schwarzkopf

Civil Rights Office Small Business Development Program Team

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cost consultants | estimators | management consultant

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