



## **> In This Issue**

- > DBE Profiles **2**  
Earthworx, LLC  
JR Construction
- > Driving Turnover Down To Maximize Small Business Sustainability **3**
- > 2013 TDOT DBE Annual Meeting **4**
- > Does Your Company Need A Turnaround **5**
- > New DBEs / Recently Renewed **6**
- > Letting Dates **7**

## **DBE/OWNER ROUNDTABLE**

You made it through the tough economy, yet your mind keeps wondering about how to grow your business and long-term business survival. The question you are asking yourself is, "What is my next step?" The next step is developing and/or enhancing your business leadership style and strategy. Unless the CEO/owner can make the transition from early stage, every day hands-on management to delegation and visionary leadership, business growth will be slow to none. So the savvy business owner that can make this leadership adjustment will experience greater long-term business growth and success.



Unfortunately, however, without adequate leadership oversight, costs quickly got out of hand, and profits dropped substantially.

Consider this scenario. The owner of a successful small company, with steady sales, excellent profits and real growth potential, decides to retire from the day to day operations. He appoints his lead project manager to run the company and manage the anticipated growth. However, that owner makes a critical mistake. This company had solid sales and good sales management, but in order to grow, it needed effective operational leadership, too. Ignoring this, the owner placed a project manager as president. Without adequate knowledge of business operations, this new president focused on what he knew best – estimating and project execution. His answer for all problems was to get more projects.

Getting additional projects may be far more exciting, but ignoring the impact of sound operations has its cost. The moral of our story... it takes good leadership to run a successful business. Hopefully the articles in this and past newsletters will provide you with some tools to enhance your leadership effectiveness.

The DBE Supportive Services Program Consultants are in the process of developing a DBE/Owner Roundtable Project to allow owners and company leaders an opportunity forum to discuss and share solutions for greater business growth and success. For more information on this soon-to-be series of meetings, contact Marshall Tabb, Leadership Development Coach with the DBE Supportive Services Program.

**TDOT Civil Rights Office**  
Small Business Development Program  
505 Deaderick Street  
Suite 1800  
James K. Polk Building  
Nashville, Tennessee 37243  
(615) 741-3681 or  
1-888-370-3647

**John C. Schroer**  
Commissioner of Transportation

**Cammie Davenport Woodle**  
CRO Executive Director

**Deborah Luter**  
Director, Small Business  
Development Program

**DBE Supportive Services**  
**Tyler Construction Engineers, P.C.**  
1-888-385-9022

*DBE\_supportive\_services*  
*@tyler-engineers.com*



# DBE Profiles



## EARTHWORX, LLC

**Earthworx, a small, woman-owned business, is a multifaceted firm bringing together the disciplines of Geographical Information Systems (GIS), Civil Engineering, Surveying, 3D Laser Scanning, Biology, Physics, Geology and Computer-Aided Design (CAD).**

Earthworx, LLC, was founded in 1986 in Chattanooga, Tennessee. Its president is Dixon Brackett.

Earthworx's specialties include geographic information system (GIS) development and facility management, global positioning system (GPS) mapping, architectural/engineering design mapping, civil site/stormwater engineering, engineering route design, construction field engineering, construction field inspection and wetlands delineation and mitigation. Earthworx performs GIS mapping and database development for government, commercial, industrial entities and individuals; land surveying services for construction, residential, commercial and specialized projects; and specialized Green Infrastructure civil site engineering. Earthworx's GIS Department was recognized by The Environmental System Research Institute (ESRI) as one of the most progressive in the world for engineering and architectural GIS applications.

As a small woman-owned business enterprise, Earthworx has established a reputation of hard work and integrity by employing talented and forward thinking individuals that have extensive knowledge and understanding in design, construction and site development. Earthworx has managed the GIS design, surveying and engineering of over 2,000 projects covering a wide range of conditions.

The Company is a certified DBE, WOSB and is LEED certified. For additional information contact Earthworx.

**EARTHWORX, LLC**  
4510 Turntable Rd, Suite 120  
Chattanooga, TN 37421  
Telephone: 423-892-4780  
Fax: 423-954-9743  
[dixie.brackett@earthworxllc.com](mailto:dixie.brackett@earthworxllc.com)



## JR Construction Company

**JR Construction, a licensed construction operation, has been serving Nashville and surrounding areas for almost three decades. Established by Theodus (JR) and Patricia Robertson in 1984, the company specializes in concrete services and repairs for commercial and residential clients. It is a solutions-oriented company committed to performing above what is anticipated and providing the best outcome that meets the clients' needs.**

A family enterprise run by Patricia and her son, Tyrone, JR Construction values the timely completion of projects while staying on budget with strict attention to detail. The company takes pride in the confidence that its clients associate with the quality of work and performance that it provides. The company offers a variety of concrete services, including assistance with demolition. By designing and manufacturing custom products, JR Construction is able to offer clients unique and streamlined services to fit its main market segment.

The core capability of JR Construction is flat work services, which includes sidewalks, curbs and gutters, driveways, driveway ramps, retaining walls, demolition, and handicap ramps. The staff is key to the continued success of JR Construction. They ensure that every project is completed

with precision and accuracy. Its reputation of executing projects in a timely manner with high professionalism has created valuable long-term client relationships with customers like Piedmont Natural Gas; BAC Paving; Scott and Ritter, Inc; and Cumberland Valley Constructors Inc., to name a few.

JR Construction is a TDOT-certified DBE, as well as a certified Woman Business Enterprise with the Governor's Office of Diversity Business Enterprises (GoDBE). JR Construction is committed to excellent customer satisfaction by providing the highest quality of performance and maintaining a standard of safety for its clients and the community.

**JR Construction**  
Telephone: 615-876-2247  
[jrconcrete@aol.com](mailto:jrconcrete@aol.com)  
[www.jrconstructiontn.com](http://www.jrconstructiontn.com)



# DRIVING DOWN TURNOVER To Maximize Small Business Sustainability

**W**e have heard the horror stories time and time again of small businesses whose business operations have been paralyzed due to high employee turnover within their companies. Now that the economic environment is moving to more positive market indicators, today is a perfect time to focus on what small businesses can do to drive down turnover and the considerable costs associated with it. So what is meant by turnover? In basic terms, turnover measures the number of employees who have left an organization in relation to the number of employees who have stayed.

According to an October 2012 Mercer survey, about 60% of organizations anticipated increases in voluntary turnover (when an employee chooses to leave) as the job market and economy continue to improve.

High turnover can be expensive for any size business, because when an employee leaves (unless the employee was a low performer), that employee leaves with considerable business knowledge, skills and expertise. As a small business owner, filling that gap with another talented employee can prove to be very difficult, particularly in a growing job market and/or due to the talent shortage gaps that exist between skills employees possess and the skills businesses need.

According to the Society of Human Resource Management, the cost to replace and hire new staff is estimated to be 60% of an employee's annual salary. But this is not the whole story. According to a 2006 Pricewaterhouse Coopers study, the total cost of replacement, including training and loss of productivity, can range from 90 –200% of an employee's annual salary, which are staggering numbers. With this in mind, as a small business owner, what are you doing or plan to do to control voluntary turnover costs within your company?

## **HERE ARE JUST A FEW SUGGESTIONS FOR DRIVING DOWN TURNOVER:**

Calculate the turnover rate for your business. Knowing what it is and developing an action plan to address it is half the battle.

Focus on hiring quality employees that are the "right fit" with your company culture and have the required skill sets and values. Create a high performing people culture that balances business excellence with work-life balance and employee wellness.

Monitor employee compensation and benefits plans. Are they competitive with the market?

Pay attention to signs of employee burnout and dissatisfaction by conducting employee surveys, monitoring employee absenteeism rates and reviewing HR complaints and grievances. Conduct "stay interviews" – find out what your employees like most about working for your company and what aspects of their work life are important for them to stay.

Driving down turnover isn't as difficult as thought initially, but it does require being focused and steadfast to implement the strategies that will enable a small business owner to attract and retain talented employees. You can do it!



**Marie Williams**  
*Strategic HR Consultant*  
*TDOT DBE Supportive Services*



SAVE THE DATE **SEPTEMBER 17-18**

# 2013 TDOT DBE ANNUAL MEETING



## Building Business Through Leadership

The TDOT DBE Annual Meeting is the premier event that brings together small businesses, prime contractors, State transportation officials and other related businesses and individuals in Tennessee. The 2013 Annual Meeting will offer educational sessions focused on improving leadership in small business, and a Marketplace Hall will be available to receive procurement information from other State agencies.

The DBE Annual Meeting 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. As in years past, you are welcome to man a booth in the Marketplace Hall or participate in our new "See if it Sell" Presentation event to showcase your company's innovative and technical abilities. More information on these sessions will be forthcoming.

By participating in the 2013 DBE Annual Meeting, you have the chance to reach this uniquely targeted audience and demonstrate your commitment to building industry relationships.

### WHO SHOULD ATTEND:

DBE Small Businesses, Prime Contractors, Vendors, Procurement Officers and Small Business Advocates. Be sure to bring your brochures, business cards and capability statements.

**WHERE:** Nashville Airport Marriott Hotel, 600 Marriott Drive, Nashville, Tennessee 37214

### FOR MORE INFORMATION:

Telephone: (615) 469-5398  
[DBE\\_supportive\\_services@tyler-engineers.com](mailto:DBE_supportive_services@tyler-engineers.com)





# Does Your Company Need A Turnaround?

How is it possible to turn a poorly performing company away from losing money or bankruptcy? What is it that company leaders do to avoid financial fall-out? We surely know that it takes hard work and long hours to transform a weak company into one that is progressive and consistently profitable, even through slow economic conditions. What is it that makes a company turn around from losing money to making profits? We believe the first step is for the company leaders to recognize that there is a problem. The second step is to identify the problem area(s) by asking a few questions as listed below.

1. Did we grow and/or expand our scope of operations too quickly?
2. Are we consistently losing money on a majority of our jobs? If so, what job types, location, project manager, estimator, etc.?
3. Are we resting too much on our past successes?
4. Do we continuously pass up new business opportunities?
5. Does our organization lack discipline?
6. Are we disciplined in our billing and collections process?
7. Do we have any non-performing or idle equipment?
8. Is our competition conducting more employee training and leadership development than we are?
9. Is our technology out-of-date compared to our competition?
10. Are we behind on having written current and up-to-date policies and procedures?

How many of the questions to the left did you answer with a yes? Well, the third step in performing a business turnaround is to invest in



Annual Meetings hosted by TDOT and their DBE Supportive Services Program are one such example. It sends a positive message to employees when

improvements of the problem area(s). And yes, sometimes that investment may need to be in hiring management consultants with industry expertise to assist in evaluating and implementing the improvements. The mindset is to invest in the future of the company. Company leaders have to begin investing in their operations, such as acquiring new technologies and attending training and leadership development programs. Another example is selling old non-performing and idle equipment and machinery, and using the proceeds to reinvest in areas you want to improve.

Investment in developing company leaders and training employees is vitally important to the success of a business. Sending key managers and employees to seminars, workshops, or the DBE

company leaders invest in them to enhance their knowledge and skills to help the company succeed. What most company leaders will discover is that when you properly identify and invest the time and resources to improve problem areas, the whole team will develop a mindset to better understand the business and to realize the changes implemented will result in a company turnaround sooner rather than later if left unattended. If you are a TDOT-certified Disadvantage Business Enterprise (DBE), remember to utilize the services of the DBE Supportive Services Consultants identified in this newsletter. Until next time, much success!

**FOR MORE INFORMATION:**

Telephone: (615) 469-5398  
DBE\_supportive\_services  
@tyler-engineers.com



# Welcome **New DBEs**

## Region 1

### **New Millennium Construction and Services**

**Dorothy Ann Bennett**

Striping (Parking Lot Only), Rebar, Painting (Residential & Commercial Buildings), Sediment and Erosion Control, Flagging

## Region 3

### **Jerry Young & Son Construction, Inc.**

**Jerry B. Young, Sr.**

Truck and Hauling Dirt, Rock and Hot Mix

### **Sigma Solutions**

**Lawrence Shaw, Sr.**

Information Technology Consultant, Business Continuity, Policy & Planning Consultant,

Information Assurance, Security Tests & Evaluation, Technical Writing and Green IT Consulting

## Region 4

### **Anthony Gorden, Inc.**

**Anthony Gorden**

Tree Removal, Site Preparation, Dozier Work, Install Septic Tank Systems, Trenching, Hauling and Erosion Control

# Recently Renewed Firms

## Region 1

### **First Place Finish, Inc.**

**Laurel Patrick**

New Single-Family Housing Construction; New Multifamily Housing Construction; New Housing Operative Builders; Residential Remodelers; Industrial Building Construction; Commercial and Institutional Building Construction, Highway, Street and Bridge Construction; Other Heavy and Civil Engineering Construction

### **Lynn Sanford Construction, Inc.**

**Mary L. Forrester**

General Construction Contractor; Hydro-seeding; Landscaping; Sodding; Seeding and Erosion Control; Weatherization; Tie Rebar; Concrete Construction (Flatwork, Pour and Form); Precast Beams and Beam Erection; Site Preparation; Traffic Control, Hauling (Local)

### **Southeastern Constructors, LLC**

**Mark Deathridge**

General Contracting and Underground Storm Sewers, Sanitary Sewers and Satermains

### **Sustainable Construction & Consulting, LLC**

**Shelma Wolfenbarger**

Stormwater Compliance, Safety Compliance, OSHA Training, First Aid/CPR Training

## Region 2

### **C.J. Enterprises**

**Carolyn G. Jones**

Records and Information Management, Administrative Services, Web Services, Record

Management Training, General Management Consulting Services, Other Management Consulting Services, And All Other Business Support Services

### **Environmental Concepts of TN, Inc.**

**Rita W. Lonas**

Hydroseeding, Erosion Control Mat, Sod, Mulching, Silt Fence, Tree Planting

### **J.M. Hanner Construction Company, Inc.**

**Jerry Hanner**

Concrete and Barrier Walls, Building Moving, Demolition, Guardrail, Fence

### **Pec's Construction**

**Timothy Pruett**

Asphalt Paving; Trucking and Light Concrete Work (Concrete Curbing, Sidewalks); Silt Fencing; Chain Link Fencing; Erosion Control, Traffic Control; Supplier of Liquid Asphalt and Aggregate Stone

## Region 3

### **Ace Contractors, Inc.**

**Chandan Chaudhuri**

Construction (Mainly Concrete & Asphalt); Remodeling Work (Framing, Roofing and Grading)

### **Gridiron Construction Co., LLC**

**Mike Jones**

Highway Underdrains, Concrete Catchbasins, Miscellaneous Concrete, Clearing and Grubbing, Guardrail Removal

### **Modern Day Wrecking**

**Douglas Williams**

Demolition and Excavation

### **Vega Concrete**

**Diane Edmundson**

Concrete Construction, Building Slabs, Driveways, Sidewalks, Stamp Concrete, Retaining Walls, Footings/Foundations.

## Region 4

### **Bass Annie, Inc.**

**Annie Ruth Rice**

Cosmetic Boat & Auto Body Repairs (Complete Paint and Body Repairs on Automobiles, Light Trucks, Medium Duty Trucks and Trailers, Heavy Duty Fleet Trucks and Trailers, Light and Heavy Duty Machinery/Equipment)

### **Johnson Heating and Air**

**Donnie Johnson**

Heating, Ventilating and Air Conditioning Contractors

### **Powers Hill Design, LLC**

**Nisha Powers**

Civil Engineering Design and Consulting Services

### **WMC Contracting Co., Inc.**

**Dennis Garcia**

Concrete (Driveways, Sidewalks, Curb, Gutter, Catch Basins, Inlets, Median Barrier Walls and Parapet); Erosion Control; Fencing; General Freight Trucking (Local); Rip Rap; Aggregate; Base Stone; Liquid Asphalt



**Scheduled 2013 Letting Dates**

May 24, July 12, August 30, October 18 & November 15

(Mowing & Litter Removal), December 6

**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

**INTERESTING QUOTE:**

“Your Most Unhappy Customers Are Your Greatest Source of Learning!”

–Bill Gates

**Civil Rights Office  
Small Business Development  
Program Team**

**Cammie Davenport Woodle**  
Executive Director

**Deborah Luter**  
Director, Small Business  
Development Program

**David Neese**  
Small Business Development Coordinator/  
Bond Guarantee  
Program Manager

**Elizabeth Michael**  
Contract Compliance Officer

**Stephanie Brooks**  
Contract Compliance Officer

**Sherri Mays**  
Contract Compliance Officer

**Ross Webb**  
Contract Compliance Officer

Phone: (615) 741-3681 or Toll free: 1-888-370-3647

**DBE Supportive Services Team**

**TYLER**

Construction Engineers, P.C.

cost consultants | estimators | management consultants

810 Dominican Drive, 3rd Floor  
Nashville, TN 37228

Phone: (615) 469-5398  
Toll free: 1-888-385-9022

DBE\_supportive\_services@tyler-engineers.com

**Victor C. Tyler, P.E.**  
Program Manager – Construction Business Specialist

**Curtis Webb**  
Strategic Marketing  
& Business Development

**Sandra T. Webb**  
Accounting Software Trainer

**Jay B. Mercer**  
QuickBooks Pro-Advisor & Tax Specialist

**Ericka L. Hayes, CPA**  
Accounting – Business Organization  
& Information Technology

**Marshall Tabb**  
Financial Management  
& Leadership Coaching

**Marie Y. Williams**  
Human Resource Specialist  
& Leadership Development