



DBE Program
Civil Rights Bureau
Montana Department of Transportation
P.O. Box 201001
Helena, Montana 59620-1001

People Worth Knowing: Jim Bailey

Jim Bailey, owner of Hardrives Construction, Inc. in Billings, attributes much of his success to the work ethic he gained selling fruit along the highways of northern California. Today, this son of industrious migrant farm laborers manages a highway construction company that employs as many as 100 workers during the busy season.

Founded twenty years ago to serve Montana and Wyoming, Hardrives Construction, Inc. performs asphalt paving, asphalt maintenance, concrete work, and excavation throughout the western United States. Jim began learning his trade while still in high school. "My stepfather introduced my two younger brothers and me to paving when we were teenagers. He pulled us out school from May through September...but I still managed to graduate!"

Bailey credits his Disadvantaged Business Enterprise (DBE) and SBA 8-A certifications for the strong and steady growth of his business. Jim explains, "Hardrives has been a DBE for about fifteen years. Sometimes being a DBE firm provides a bidding advantage, but the real benefit for our company has come through using the bidding opportunities to generate contacts, build relationships, and increase our visibility with contracting agencies and large prime contractors. Even when we didn't win the contracts, we gained valuable experience in bidding. Being in the DBE program and having the exposure to larger contractors and larger jobs has forced us to grow and helped us develop infrastructure and accounting systems, and hire professional project managers and estimators. We know what our costs are, and we know we can compete."

An emphasis on quality and an attention to detail has helped Hardrives Construction secure many contracts and subcontracts. They also place a high priority on bringing projects in on time and within budget. Their most satisfying subcontracts are with primes who maintain a high level of integrity and dependability and who are interested in working toward a common goal of a high-quality project.

Jim notes that his firm subcontracts often with trucking, utility, and large excavation contractors. "We're willing to help other contractors, especially DBEs. Being in business for 20 years, we've learned a lot about not only doing the work, but also the management, the finishing, and the follow-up. We're always willing to help and mentor other DBEs." Firms interested in subcontracting for Hardrives Construction have to perform. They have to maintain a priority of high-quality, on-time, on budget work. And, they have to enjoy working as part of a team. Jim advises other DBEs, "Maintain a high level of integrity. Pay attention to detail and safety. It probably will buy you some grace and keep you from getting in trouble. If people know you have a high level of integrity, they are willing to work with you and help you along the way. Don't be afraid to make a mistake or two, but be informed. In the end, there's no substitute for experience. Get out there and do it."

Jim finds the work gratifying because of the sense of accomplishment in building something and seeing the fruit of his labors. He also enjoys the competitiveness and fast pace of the business. "The real bonus comes with working outdoors in the amazing places we work. In the 8-A business, our main work is federal highways and national parks. The places we work, like Yosemite, are out of sight. You might say that our culture here is travel."

Jim says his success would not have been possible without the support of his wife, Stephanie. "She is my partner, and her support behind the scenes has been incredible. She's been here since before there was a payday. She is my rational sounding wall." Jim and Stephanie have four children: James (21), Samantha (13), Morgan (7) and Preston (5).



Hardrives crew in Teton National Park

WHAT'S NEW WITH YOU?

Inroads, the Montana DBE Newsletter, is your tool to gain new ideas, meet new people, network with other businesses, blow your own horn, and move your business down the road to success.

- ◆ Have you or an associate won an award or been promoted?
- ◆ Do you have an idea for an article, or would you like to have your firm profiled in the newsletter?
- ◆ Do you want to show off your good looks or your contracting handiwork?
- ◆ Do you want to hire an employee or buy/sell a business-related item?

Let us know what's new! Send questions, comments, ideas, photos, and want-ads to:
turnerandassocmt@aol.com or call (406) 443-8096.

INROADS

Bid and Contracting Opportunities

Web Site Quick Tip: Include These Seven Pages

Does your web site have these seven pages?

1. Contact Us
2. Testimonials
3. Privacy Policy
4. Frequently Asked Questions (FAQ)
5. "Gimme" Page
6. About Us
7. Confirmation

We'll tell you more about each one in future newsletters.



Sign Up Now!!

Wondering where to take your business next? The Montana Department of Agriculture and Montana Department of Commerce are Partnering to provide individual consultation on a full range of marketing services. Call Angelyn DeYoung at (406) 444-5424 to set an appointment on one of the following days:

- Jan. 8-9, Helena, Great Falls
- Jan. 27-28, Bozeman
- Feb. 3-4, Missoula
- April 1-4, Kalispell
- April 27-30, Billings, Glendive, Hi-line

MONTANA DEPARTMENT OF TRANSPORTATION

Starting in January 2009, MDT will hold two bid lettings each month, except for October—December.

Proposed for letting January 15, 2009

UPN/UNIT	PROJECT ID	FINANCIAL DISTRICT	PROJECT DESIGNATION	TYPE OF CONSTRUCTION	LENGTH MILES
6505 000	STPP 52-2(35)40	1	Creston-North	Resurfacing—seal & cover	7.7
6500 000	NH 5-3(102)103	1	Somers-Ashley Creek	Resurfacing—seal & cover	6.1
6518 000	STPS 205-1(36)21	2	Gallatin Field Road—East	Resurfacing—seal & cover	6
6519 000	STPS 411-1(11)0	2	South Springhill Road	Resurfacing—seal & cover	6.4
6520 000	STPS 286-1(2)0	2	Trident Road	Resurfacing—seal & cover	3.9
6230 000	NH 8-2(74)34	3	West of Helena—East	Resurfacing—seal & cover	6.3

Proposed for letting January 29, 2009

UPN/UNIT	PROJECT ID	FINANCIAL DISTRICT	PROJECT DESIGNATION	TYPE OF CONSTRUCTION	LENGTH MILES
6498 000	IM 90-1(181)54	1	Lozeau-Tarkio	Resurfacing—seal and cover	10.2
6497 000	IM 90-1(179)50	1	Superior-Lozeau	Resurfacing—seal and cover	3.9
5482 000	CM 5299(63)	3	2003-Bike/Ped Facil impvts—GTF	Pedestrian an & bicycle safety	
4549	BR 9050(14)	3	Muddy Cr.—17 KM N Choteau	Bridge replacement with no added capacity	
2145	NH-MT 1-10(47)656	4	Bainville E & W	Reconstruction without added capacity	10.9

WESTERN FEDERAL LANDS HIGHWAY DIVISION

Solicitation #	Description	Closing Date	Closing Time
DTFH70-08-R-00032	Rehabilitate Going to the Sun Road Big Bend to Logan Pass Phase VIII	Summer 2009	

MONTANA DEPARTMENT OF TRANSPORTATION

Solicitation #	Description	Closing Date	Closing Time
308953	Traffic Signal Controllers/Components/Cabinets	Dec. 12	3:00 p.m.
308961	Roberts Rest Area Maintenance	Dec. 11	3:00 p.m.
308962	Bridger Rest Area Maintenance	Dec. 11	3:00 p.m.
308981	Reflective Sheeting	Dec. 10	3:00 p.m.
308983	Vehicle Lights	Dec. 10	3:00 p.m.

MONTANA DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

Solicitation #	Description	Closing Date	Closing Time
095170 CSO	Northwestern Land Office Right of Way Acquisition	Dec. 15	2:00 p.m.
095180 CSO	Tree Planting	Dec. 31	2:00 p.m.



Surviving the Recession

Josh Turner

“The plan is useless; but the planning is essential.” Dwight D. Eisenhower

If you've been in business for a while, you may have weathered the recessions of 1971, 1982, 1992, or 2001. Recessions are scary—especially for small businesses. And this one may be the worst one yet.

But you can survive it. First, take a deep breath and don't panic. Don't rush into cutting prices, dropping products or services, selling off inventory, or laying off people. Instead, spend some time on your business fundamentals.

1. Planning

The first fundamental is planning, which essentially means taking a close look at things. Track your progress on cash flow, sales, expenses, new projects, customer satisfaction, traffic, advertising spending, speed of customer payment, etc.

Look at the built-in indicators that drive your sales—or expenses—and think about how you can get early warning about changes that might affect you. It may be street traffic, floor traffic, internet traffic, e-mail response rates, deal flow, or lead generation. Look at them early, before they play all the way through your system.

Tighten your planning and shorten your planning cycle. Review your progress more often than usual. Look at things by the week instead of the month, or the month instead of the quarter.

2. Cash Drivers

The second fundamental is watching the drivers of cash flow. Keep a close eye on your *burn rate*—what you spend every month to keep your business running, such as salaries,

rent, marketing, and office expenses. If your revenue goes down, you may be able to sacrifice profits for a while, but if revenues stay below the burn rate you will lose capital and maybe your business.

3. People

The third fundamental is people. Don't make the mistake of laying people off too soon. No matter how carefully you follow your plan, layoffs may be necessary. But don't be too quick, because the recession WILL end. Good people are hard to find—especially trained people who know your business.

Josh Turner is a DBE in Helena who provides enterprise development consulting for businesses, government agencies, and non-profit organizations. Her 15-year old business, Turner and Associates, is reachable at turnerandassocmt@aol.com and 406-443-8096.

In each DBE newsletter we give a management or marketing tip and recommend a book that can help grow your business. This month's recommended book is [The Plan-As-You-Go Business Plan](#), by Tim Berry (available at [Amazon.com](#) and your local book store).

Useful Resources

Governor's Indian Affairs Liaison: Jennifer Perez Cole, 406-444-3713, jpcole@mt.gov
 Governor's Office of Economic Development: Lesa Evers, 406-444-1366
 Montana Indian Business Alliance: <http://www.mibaonline.org/SmallBusinessResources.html>
 Southeastern Development Corporation: <http://www.semhc.org/>
 Montana Cooperative Development Center: <http://www.mcdc.coop/>

Contracting opportunities:

State of Montana: <http://www.mt.gov/doi/gsd/osbs/>
 Montana General Services Division: www.gsd.mt.gov
 City of Billings: www.ci.billings.mt.us
 Great Falls Tribune: www.greatfallstribune.com

Online representation and certifications applications: <http://orca.bpn.gov>

Business topics/ Starting a business:

<http://humanresources.about.com>
www.business.com
<http://www.entrepreneur.com/bizstartups>
 Small Business Administration: <http://www.sba.gov/>
 Internal Revenue Service: www.irs.gov/businesses/small

Business training:

Montana Business Connection: <http://www.mbc.umt.edu/calendar/default.asp>
 Montana Small Business Development Center: <http://commerce.mt.gov/>
 Indianpreneur and NxLevel training: Phil Belangie, Montana Department of Commerce, 406-721-3663, pbelangie@mt.gov

National Highway Specifications: <http://www.fhwa.dot.gov/construction/>

Online Courses: www.elementK.com/corp/catalog.html

30-SECOND WRITING CLINIC

Sick sentence:

Our business owner said, by way of illustration, that he had made a bid to the prime contractor that included sufficient funds to make a purchase of two new post-hole diggers.

Healthy Sentence:

Our business owner said, for example, that he had bid to the prime contractor for enough money to buy two new post-hole diggers.

MDT Civil Rights Bureau Directory

(Vacant)		
DBE Program Manager		(406) 444-6337
Shannon Hahn	shahn@mt.gov	(406) 444-7287
DBE Supportive Services Coordinator		
Andy Hyatt-Marcucci	ahyattmarcucci@mt.gov	(406) 444-6331
Compliance Technician		
Alice Flesch	aflesch@mt.gov	(406) 444-9227
ADA Coordinator		
Bill Anderson	bianson@mt.gov	(406) 444-6334
Title VI & EEO Compliance Specialist		
Jim Phillips	jamphillips@mt.gov	(406) 444-6045
EEO & Labor Compliance Specialist		
Sheila Cozzie	scozzie@mt.gov	(406) 444-6335
Civil Rights Bureau Chief		

Montana Department of Transportation—Civil Rights Bureau
 2701 Prospect Avenue
 P.O. Box 201001
 Helena, MT 59620-1001
 Phone: (406) 444-6331
 Fax: (406) 444-7685
 TTY: (800) 335-7592

Meetings, Workshops, and Training Opportunities

- Dec. 18 Business Survival**
 UM-Helena, Donaldson Bldg., Room 136
 Noon—1:00 p.m.
 Contact: Director of Community Education (406) 444-6800
- Feb. 9-11 2009 Pavement Test Track Conference**
 Latest research findings
 Auburn Marriott, Auburn AL
 Contact: www.ncat.us
- Feb. 10-12 International Construction Management Conference**
 Orlando, FL
 Contact: Ed Tarrant (202) 289-4434 or etarrant@artba.org
- March 9 –10 National Traffic Management/Work Zone Safety Conference**
 Orlando, FL
 American Road and Transportation Builders Association
 Contact: Brad Sant (202) 829-4434
- Apr. 1-3 Design-Build in Transportation Conference**
 Baltimore, MD
 Contact: Jerry Yakowenko (202) 366-1562 or gerard.yakowenko@fwha.dot.gov
- Apr. 22-24 National Conference on Preservation, Repair, and Rehabilitation of Concrete Pavements**
 St. Louis, MO
 Contact: Shiraz Tayabji (410) 997-9020 or www.fwha.dot.gov/pavement/concrete/2009CPTPconf.cfm
- May 19 –21 EcoBuild Summer Conference**
 Sustainable, green, and high-performance solutions for the built environment, including highway construction.
 Colorado Convention Center, Denver, CO
 Contact: www.ecobuildamerica.com

copies of this public document were published and distributed at an estimated cost of s.## per copy for a total of \$\$\$..\$. MDT attempts to provide accommodations for any known disability that may interfere with a person participating in any service, program, or activity of the Department. Alternative accessible formats of this information will be provided upon request. For further information, call (406) 444-6331, TTY (800) 335-7592, or Montana Relay at 711.



INROADS

Paving the Way for Montana's Disadvantaged Business Enterprises

DBE Program
 Civil Rights Bureau
 Montana Department of Transportation
 P.O. Box 201001
 Helena, MT 59620-1001

In this issue...

People Worth Knowing.....	1
What's New With You?.....	1
Bid/Contracting Opportunities.....	2
Web Site Quick Tip.....	2
Surviving the Recession	3
30-Second Writing Clinic.....	3
Useful Resources.....	3
Meetings and Workshops.....	4

Type address here or use Mail Merge (under Tools) to automatically address this publication to multiple recipients.