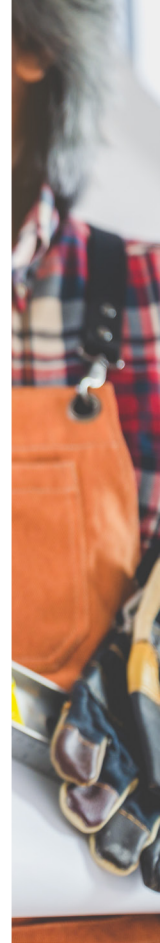


South Dakota Disadvantaged Business Enterprise Newsletter

June 2024



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5 x y - Using the Five Why Analysis in Highway Construction

by Project Solutions Inc. Team



The construction industry is challenging enough on its own, but when you add in repeated difficulties like project delays, safety incidents, or over-budget costs, it can cause significant problems for our companies. The good news is, there is a process that can help improve project efficiency, reduce costs, and enhance overall performance. Conducting a proper root cause analysis (RCA) enables companies to address the issues at the source rather than simply treating symptoms, by systematically identifying the underlying reason(s) that allowed for the situation to occur.

RCA aims to identify the fundamental reasons behind an issue, similar to how medical professionals strive to diagnose an ailment rather than just treat the symptoms. In construction, where time, resources, and safety are critical, RCA becomes an essential practice. In the competitive and complex environment of highway construction, where even minor delays or errors can have significant repercussions, the use of root cause analysis can provide a strategic advantage by enabling businesses to home in on and rectify the fundamental issue at hand. This proactive approach not only helps in resolving immediate problems but also fosters a culture of continuous improvement within an organization.

In this article, we are going to look at a straightforward, yet powerful root cause analysis tool that is easy for companies to employ immediately: the Five Why Analysis. Simply put, this strategy centers around asking “why” repeatedly (at least five times) to look deeper than the surface-level of a problem and discover the root cause. Let’s apply it to these examples.

Continued on Page 2

Example 1 | Project Delay: Construction companies often face delays in completing projects, which can lead to financial losses and damage to their reputation. At a quick glance, many believe they can find the reason for delays, but root cause analysis could reveal a plethora of issues creeping beneath the surface.

Description:

ABC Construction has been given the contract for a highway expansion project which involves widening a section of the highway to accommodate increased traffic. The original timeline for the project was 12 months.

Problem Statement:

The company is experiencing delays in completing the project.



Five Why Analysis

#1: Why is the road widening work delayed?

Because the crew did not complete the excavation work on time.

#2: Why was the excavation work not completed on time?

Because there was a shortage of heavy machinery to carry out the excavation work efficiently.

#3: Why was there a shortage of heavy machinery?

Because one of the excavators broke down and required extensive repairs.

#4: Why did the excavator break down?

Because regular maintenance checks were not conducted, leading to the failure of a critical component.

#5: Why were regular maintenance checks not conducted?

Because there was no scheduled maintenance plan in place for the excavator, and maintenance was only carried out reactively when issues arose.

Root Cause:

The root cause of the delay in completing the road widening work was the lack of a proactive maintenance plan for the heavy machinery, specifically the excavator, which led to its breakdown and subsequent delays in excavation work.

Solution:

Implement a scheduled maintenance plan for all heavy machinery to prevent similar delays on future projects.

Instead of stopping at the first why and disciplining the crew for not completing the work (treating the symptom), the analysis dug deeper into the events that led to the delay. By implementing a scheduled maintenance plan, the company is likely to avoid future delays due to equipment breakdowns.

Continued on Page 3

Example 2 | Safety Incident: Safety is a significant concern in the construction industry. Construction companies might experience safety incidents due to inadequate training, lack of proper safety equipment, or failure to adhere to safety regulations. Root cause analysis can help identify the underlying reasons for these incidents.

Description:

DEF Construction has been awarded a large government contract for a bridge construction project. The crew is returning to the work site after two days of heavy rain caused the site to be shut down.



Problem Statement:

A worker sustained an injury from a fall at the construction site.

Five Why Analysis

#1: Why did the worker fall?

Because the worker slipped on a wet surface.

#2: Why was the surface wet?

Because it had been raining, and no precautions were taken to cover or dry the area.

#3: Why were no precautions taken?

Because there was no procedure in place for monitoring and addressing slippery conditions after rainfall.

#4: Why is there no procedure in place?

Because safety protocols did not adequately address weather-related risks, and there was no specific training provided on this aspect.

#5: Why did safety protocols not address weather-related risks?

Because the company's safety training and protocols were outdated and did not account for all potential hazards, including weather-related ones.

Root Cause:

The root cause of the safety incident was the lack of updated safety protocols and training that adequately addressed weather-related risks, leading to a failure to implement measures to prevent slippery conditions after rainfall.

Solution:

Update safety protocols and provide comprehensive training on weather-related risks to help prevent similar incidents in the future.

Involving employees that were involved with an incident is a great way to get to the root cause of a problem. The point here is not to assign blame, but to really look at the underlying issues and ensure that they are prevented from recurring.

Continued on Page 4

Example 3 | Over-Budget Costs: Construction companies may struggle with cost overruns, where the actual project costs exceed the budgeted amount. Root cause analysis can uncover issues such as inaccurate cost estimates, scope changes, or inefficient resource allocation.

Description:

DEF Construction has continued working on the bridge construction project, but the project is costing more than was previously estimated.

Problem Statement:

The highway construction project has exceeded its budget due to cost overruns.

Five Why Analysis

#1: Why did the project exceed its budget?

Because the cost of materials was higher than anticipated.

#2: Why were the material costs higher than anticipated?

Because there was a sudden increase in the price of steel and asphalt due to market fluctuations.

#3: Why were market fluctuations not accounted for in the budget?

Because the budget was based on outdated cost estimates and did not account for potential changes in material prices.

#4: Why were the cost estimates outdated?

Because the initial estimates were made before the project was fully planned and designed, leading to inaccuracies in budget projections.

#5: Why were the estimates made before the project was fully planned and designed?

Because there was pressure to start the project quickly, and detailed planning and design work were rushed to meet deadlines.

Root Cause:

The root cause of the cost overruns was the lack of consideration for potential material price fluctuations in the budget, stemming from rushed planning and design work.

Solution:

Conduct more thorough planning and design work before finalizing the budget to help prevent similar cost overruns on future projects.

Using the Five Why Analysis method to drill down to the root cause even when looking at administrative functions within your construction company is effective and can help improve processes to become more competitive and remain profitable. Looking at the cause and not the outcome helps to eliminate systematic problems (and thinking) before they occur.

The Five Why Analysis RCA acts as a diagnostic tool, allowing teams to tackle problems at their core. By asking “why” repeatedly, you can peel away layers of symptoms to reveal the true source of issues. The next time you are met with a challenge, remember it’s not just about fixing the problem on the surface—it’s about digging deep, understanding the root cause, and establishing mechanisms to mitigate future issues.

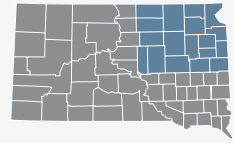


Upcoming Bid Lettings

For June 26, 2024

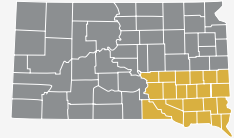
1. BRO-B 8052(75) (PCN 0862); Pennington SWPPP = 0.24 AC; Structure (2-15'x3.5' CIP RCBC) & Approach Grading; Structure 0.1 S of San Marco & S Canyon in Rapid City on San Marco Blvd over the Pierre St Drainage Ditch (City Owned) SN 52-375-296
2. CIP 51194() (PCN X06G); Pennington; Water Main Lowering; San Marco Blvd over the Pierre St Drainage Ditch
3. BRO-B 8026(34) (PCN 084D); Grant SWPPP = 0.62 AC; Structure (228' composite Steel Plate Girder Bridge) & Approach Grading; Structure in Big Stone City on 2nd Ave over the BN RR (City Owned) SN 26-374-023
4. NH-PH-B 0385(00)87 (PCN 09KE); Pennington; Gravel Surfacing; Boulder Hill Rd - Fm Silver Mountain Rd to Sheridan Lake Rd; Custer Gulch Rd - Fm Pactola south 2 miles
5. IM 0902(188)67 (PCN 09NV); Pennington; Asphalt Concrete Resurfacing; I90 E & W - Fm Box Elder to 2 E of New Underwood
6. PH 0040(325) (PCN 05VN); Pennington; Cold Plastics Pavement Marking; US16B & SD44 in Rapid City
7. PH 0010(157) (PCN 06U8); Regionwide; Rumble Stripes & High Grade Polymer Pavement Markings; Various locations on the local system in the Aberdeen Region
8. PH 0010(122) (PCN 05G7); Day, Kingsbury; Durable Pavement Markings; US12- Webster & US14 - Arlington

Regional Lettings



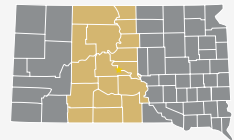
Aberdeen Region

None.



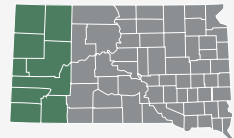
Mitchell Region

None.



Pierre Region

None.



Rapid City Region

None.

[For listings please visit the SDDOT website's Regional Lettings here](#)



Upcoming Training & Events

June 27 Attracting and Securing the Right Funding for Your Business

Webinar

Thur., June 27, 2024

12:00 PM CDT | Free

[Learn More>](#)

July 10 Construction Executive's 2024 Mid-Year Construction Economic Update and Forecast

Webinar

Wednesday, July 10, 2024

1:00 PM CDT | Free

[Learn More>](#)

July 9 Building Momentum: Women in Business - Chamberlain/Oacoma

In-person

Tuesday, July 9, 2024

9:30 AM - 3:00 PM CDT | \$45 per person

[Learn More>](#)

July 11 Boost Your Business with AI - Simple Tools for Success

Webinar

Prairie Shores Resort and Events | Madison, SD 57042

Thursday, July 11, 2024

12:00 PM CDT | Free

[Learn More>](#)

Did you know?



Project Solutions is producing a four-part video training series to help DBEs maintain and capitalize on their competitive edge in contracting with the SDDOT. With the new DBE rule changes now in effect, it's a great time to review some of the basics and complexities of contracting with the government. A new video will be posted each month from May through August.

- May | Government Contracting
- June | Partnering to Win Contracts
- July | RFP Prep - How to Crack the Code
- August | Navigating Contract Changes

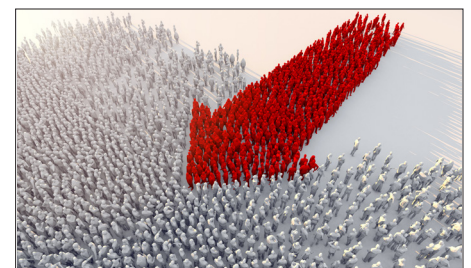
You can check out the May video along with the other training videos previously produced by PSI here:

[Training Videos - South Dakota DBE Program \(sddbe.com\)](https://sddbe.com)

Announcements

The documentation for the goal rational will be available for inspection during the business hours of 8L30 a.m. until 4:30 p.m. at the front desk of the Becker Hansen Building, 700 E Broadway Avenue, Pierre, SD until July 1, 2024. The DOT will accept comments on the goal which can be mailed to the SDDOT DBE Program, Department of Transportation, 700 E Broadway Avenue, Pierre, SD 57501, or emailed to Kyle Watkins at kyle.watkins@state.sd.us until July 10, 2024.

You can view the 2025-2027 SD DBE Goal Methodology [here](#).



Invitation to Bid

Invitation to Bid #1:

The Office of the State Engineer on behalf of Clark Drew Construction

Electronic bids will be accepted by the State Engineer on behalf of Clark Drew Construction via the electronic bidding platform until **June 25, 2024 at 2:30 PM CT** for the **SLC 2806, Larson Commons Interior Renovations, South Dakota State University, Brookings, South Dakota**, OSE# R0323--27X. Please see project manual for specific bid times and individual links to the electronic bidding platform for each bid package.

There will be an on-site pre-bid meeting on **June 12, 2024, at 1:30 PM CT**. All bidders can meet in the Larson Commons dining area. This pre-bid meeting is optional but is the bidders only opportunity to review the site. Campus contact is Keith Skogstad, 605-688-5292, Keith.Skogstad@sdstate.edu. OSE contact is Todd Baack, Todd.Baack@state.sd.us 605-280-4360.

Copies of the Plans and Specifications may be obtained by bidders at the office of Clark Drew Construction, 302 32nd Avenue South, Brookings, SD 57006. Contact: Matt Chandler, 605-692-9063, matt@clarkdrewconstruction.com or Randy Roiger, 605-692-9063, randy@clarkdrewconstruction.com. Anyone requesting, reviewing, or copying Plans and Specifications for this project agrees that they are doing so for the sole purpose of submitting a bid on the project. Bidder further agrees the Plans and Specifications are the sole property of the State;

Each bid in excess of \$100,000.00 must either pre-mail a certified check, cashier's check, or draft in the amount of 5% of the base bid and all add alternates and drawn on a State or National Bank to the Office of the State Engineer, Joe Foss Building, 523 East Capitol Ave, Pierre, SD 57501-3182, or upload a copy of their 10% bid bond to their electronic bid issued by a surety authorized to do business in the State of South Dakota and made payable to the Clark Drew Construction. The Clark Drew Construction reserves the right to reject any or all bids and to waive any irregularities therein. All active bids can be found here: <https://boa.sd.gov/state-engineer/adv-advertisements.aspx>

Office of the State Engineer

Published twice at the total approximate cost of_____.

Invitation to Bid #2:

The Office of the State Engineer on behalf of the South Dakota Department of Corrections

Electronic bids will be accepted by the State Engineer on behalf of the South Dakota Department of Corrections at https://www.sd.gov/cs?id=sc_cat_item&sys_id=01411ec64766ca50da219464336d435d until **June 27, 2024 at 3:00 PM MT** for the **Main Building, Replace Boilers/Water Heaters, Rapid City Community Work Center, Rapid City, South Dakota**, OSE# C2224--01X/SWMR.

There will NOT be a pre-bid meeting. Campus contact is Frank Morton, 605-394-1998, frank.morton@state.sd.us. OSE contact is Camilla Widvey, PE, cami.widvey@state.sd.us 605-910-4799.

Copies of the Plans and Specifications may be obtained by bidders at the office of Skyline Engineering, LLC, 615 12th Street, Rapid City, SD 57701. A/E Contact: Charles Palmer, PE, 605-737-3800, chuckp@skylineltd.com. Anyone requesting, reviewing, or copying Plans and Specifications for this project agrees that they are doing so for the sole purpose of submitting a bid on the project. Bidder further agrees the Plans and Specifications are the sole property of the State;

Continued on Page 8

Each bid in excess of \$100,000.00 must either pre-mail a certified check, cashier's check, or draft in the amount of 5% of the base bid and all add alternates and drawn on a State or National Bank to the Office of the State Engineer, Joe Foss Building, 523 East Capitol Ave, Pierre, SD 57501-3182, or upload a copy of their 10% bid bond to their electronic bid issued by a surety authorized to do business in the State of South Dakota and made payable to the Bureau of Human Resources and Administration of the State of South Dakota. The BHRA reserves the right to reject any or all bids and to waive any irregularities therein. All active bids can be found here: <https://boa.sd.gov/state-engineer/adv-advertisements.aspx>

Office of the State Engineer

Published twice at the total approximate cost of_____.

Invitation to Bid #3:

The Office of the State Engineer on behalf of the South Dakota Board of Regents

Electronic bids will be accepted by the State Engineer on behalf of the South Dakota Board of Regents at https://www.sd.gov/cs?id=sc_cat_item&sys_id=38f39bdc97aa4250447ef64ef053afdf until **July 3, 2024 at 3:30 PM MT** for the **Central Plant, Chilled Water Pumps, South Dakota School of Mines and Technology, Rapid City, South Dakota**, OSE# R0724--04X.

There will be an on-site pre-bid meeting on **June 20, 2024 at 10:00 AM MT**. All bidders can meet at the shop, basement of the Facilities Building. This pre-bid meeting is optional but is the bidders only opportunity to review the site. Campus contact is Jerilyn Roberts, 605-394-6729, Jerilyn.Roberts@sdsmt.edu. OSE contact is Steve Mezger, steve.mezger@state.sd.us 605-2804526.

Copies of the Plans and Specifications may be obtained by bidders at the office of West Plains Engineering, 1750 Rand Road Rapid City, SD 57702. A/E Contact: Michael Heinrich, 605-348-9445, Michael.Heinrich@WestPlainsEngineering.com. Anyone requesting, reviewing, or copying Plans and Specifications for this project agrees that they are doing so for the sole purpose of submitting a bid on the project. Bidder further agrees the Plans and Specifications are the sole property of the State;

Each bid in excess of \$100,000.00 must either pre-mail a certified check, cashier's check, or draft in the amount of 5% of the base bid and all add alternates and drawn on a State or National Bank to the Office of the State Engineer, Joe Foss Building, 523 East Capitol Ave, Pierre, SD 57501-3182, or upload a copy of their 10% bid bond to their electronic bid issued by a surety authorized to do business in the State of South Dakota and made payable to the Board of Regents of the State of South Dakota. The BOR reserves the right to reject any or all bids and to waive any irregularities therein. All active bids can be found here: <https://boa.sd.gov/state-engineer/adv-advertisements.aspx>

Office of the State Engineer

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Navigating the Digital Terrain:

A Guide to Finding Government Contracts Online

In the vast digital landscape of the 21st century, opportunities for businesses to thrive are abundant. Among the myriad avenues for growth and sustainability, government contracts stand out as lucrative prospects for enterprises of all sizes. These contracts, offered by various governmental entities, provide a steady stream of income and stability for businesses while also serving the public interest. However, for many entrepreneurs and organizations, the process of finding and securing these contracts can seem daunting. Fortunately, the internet has revolutionized the way government contracts are advertised and accessed, offering a wealth of resources for those willing to explore. In this article, we will delve into the strategies and tools available for finding government contracts online, empowering businesses to navigate this lucrative terrain with confidence.



Before embarking on the journey to find government contracts online, it's first crucial to understand the landscape and the entities involved. Government contracts are offered by federal, state, and local government agencies, as well as prime contractors who work with the government. These contracts encompass a wide range of goods and services, from construction and infrastructure projects to information technology and consulting services.

One of the most direct ways to find government contracts is by visiting official government websites. Federal agencies such as the General Services Administration (GSA) and the Small Business Administration (SBA) maintain databases of available contracts and procurement opportunities. Similarly, state and local government websites often have dedicated portals for businesses to search for contracts within their jurisdiction.

In addition to government websites, several online platforms specialize in aggregating and disseminating government contract opportunities. Websites like [SAM.gov](https://sam.gov), GovWin, and [USASpending.gov](https://usaspending.gov) provide comprehensive databases of federal contracts, solicitations, and awards. These platforms allow businesses to search for contracts by keyword, location, industry, and other relevant criteria, streamlining the process of finding suitable opportunities.

Many government agencies use electronic procurement systems to manage their contracting processes. Registering with these systems can provide businesses with access to exclusive contract opportunities and notifications. For example, the System for Award Management (SAM) is a centralized database where businesses must register in order to do business with the federal government. Similarly, state and local governments may have their own procurement portals that require registration for participation.

The same approach applies to local and state contracting opportunities as well. Research state and county government agencies (Transportation, Parks Departments, Agriculture, Economic Development, Housing, Tourism, Environmental, Health, Education, etc.) to find additional opportunities in your direct market. Be cognizant that while there will likely be less competition, the margins are also likely to be tighter.

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Networking remains a powerful tool for finding government contracts, both online and offline. Businesses can leverage professional networks, industry associations, and business matchmaking events to connect with government agencies and prime contractors. Online networking platforms like LinkedIn offer opportunities to engage with government procurement professionals and establish valuable connections that may lead to contract opportunities.



No networking on event attendance guarantees a high yield of future job prospects. Business owners should devise a strategy of which events or conferences make the most sense to attend based on who is likely to be there. Set clear goals on who you want to hear or meet with and attend these events with intention. Most people are surprised at what they can learn about the industry, influential key players, or other well-attended events by crafting poignant questions and directing them at specific individuals.

Government contracts are typically advertised through solicitations and Requests for Proposals (RFPs), which outline the requirements and expectations for prospective vendors. Businesses can monitor these solicitations through various channels, including government websites, contracting platforms, and subscription services. Setting up alerts and notifications for specific keywords or industries can help businesses stay informed about relevant opportunities as soon as they arise.

Analyzing past contracts and awards can provide valuable insights into the types of opportunities available and the competitive landscape. Businesses can review historical data on contract awards, including the types of businesses that were awarded contracts, the contract values, and the procurement methods used. This information can inform businesses' bidding strategies and help them position themselves more competitively in future solicitations.

Specifically, if a particular solicitation has an incumbent (a company that currently or has held the contract prior to the solicitation), be sure to look into that company's information. By reviewing their capability statement, past performance, and website, a competing company can gain insight on the values and approach the previous winning company employed to be awarded the contract. Keep in mind that it can be difficult to replace a strong incumbent so balance the amount of time and effort put into these specific solicitations. If you're new to contracting, it's worth submitting a proposal. If you have more experience, rely on that past history to help determine which prospects are best worth your investment.

Continued on Page 11



For businesses navigating the complexities of government contracting for the first time, seeking assistance from procurement specialists and consultants can be invaluable. These professionals possess expertise in navigating the procurement process, understanding regulatory requirements, and developing winning proposals. Many government agencies and organizations offer free or low-cost training programs and resources to help businesses enhance their contracting capabilities. The good news is that if you're reading this, you are most likely a certified DBE with access to Project Solution's Supportive Services programs. Reach out to us for assistance with government contracting!

In conclusion, finding government contracts online requires a combination of strategic planning, digital savvy, and persistence. By leveraging government websites, contracting platforms, procurement systems, networking opportunities, and expert guidance, businesses can identify and pursue lucrative contract opportunities with confidence. In a rapidly evolving marketplace, the ability to navigate the digital terrain of government contracting is essential for businesses seeking growth and sustainability. With the right tools and resources at their disposal, businesses can unlock the doors to a wealth of opportunities in the public sector.

Welcome New DBEs!

Newly Certified Firms:

Automated Enterprises, LLC

Education support services, marketing services, administrative consulting.

Contact: armbrust.bus@armbrustent.com | (757) 272-6487
136-4 Forum Drive, Columbia SC 29229

Invision Smart Window, LLC

Smart window manufacturing.

Contact: dyetts32@gmail.com | (419) 283-9074
455 W. 220 N., Unit 206, Salt Lake City UT 84103

DBE Plans & Goals Preparation Services, LLC

Management consulting services.

Contact: lspillers@dbeplans.com | (817) 609-6004
113 Georgetown Court, Weatherford TX 76087

