MINORITY SMALL BUSINESS PERSON OF THE YEAR WINNER

(for the Portland District and Region X)

Edward Holmes has over thirty years experience in the Steel Fabrication Industry. He started in the steel business as a laborer and rose to plant Manager. Edward had a vision of owning his own Steel Fabrication Business. He planned and developed strategies to achieve his dream. His passion became a reality in 1994 when he opened his business with two employees and zero revenue. Today Ebony Iron Works is a milliondollar company with 30 employees. Some of the Ebony Iron Work projects include, Portland International Airport, the Bonneville and John Day Dams, the Tri-Met Light Rail Transit and numerous sports arenas throughout the Pacific North-

west. Ed attributes his success

to strategic planning and hard work. Ed has been setting an example for all of us to follow by positioning himself for success. Ed's message is that we can shape our future as we wish it to

GOOD STANDARDS

"We try to do the right things and work hard. We've developed a business plan that we have try to adhere to and whenever something is not working according to plan, I reassess and re-evaluate to try to get back on track."

STARTING OFF

"I didn't have any revenue at the start. I had no contracts and so no revenue was coming in. I

went out and marketed my business and used some of my connections that I've had throughout the years of working for other companies to procure contracts. By doing that, I landed a few small contracts which lead to repeat business and later larger contracts."

A STRONG START

"We started out in 1994 and we had sales of \$590,000. We've continuously grown in the past 5 years. For 1999, we are projecting to have \$3.2 million in sales."

INTERNET-BOUND

"We would like to expand our market through the Internet. That's one of our goals. We are looking to try to purchase some property next door to give us more storage space as well as expand our fabrication space so as to be able to employ more people as well as produce more product and expand out in the marketplace.

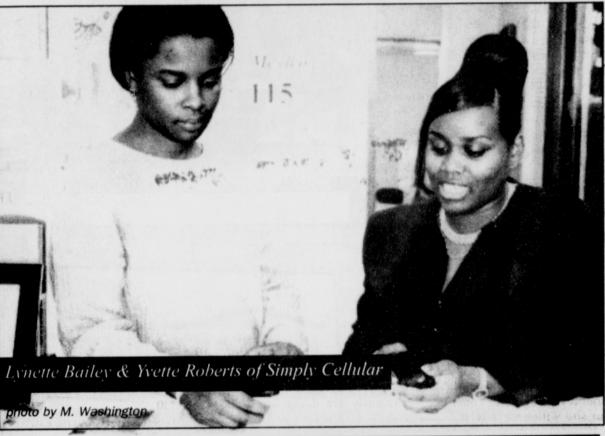
In order to do business particularly with the government, their projects are on the Internet and if you don't have those capabilities, it's going to limit your ability to contract with the government and in the private sector. Websites are becoming more prevalent as a way of doing business."

SOUND ADVICE

"Know your business plan well in advance. Be sure to have a close eye on the controls of your fi-







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