

North Dakota Department of Transportation

DBE NEWSLETTER

— For the September 6, 2024, Bid Letting —



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NORTH
Dakota | Transportation
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Upcoming Bid Letting Meeting

DBE Industry Update Meeting—September 3, 2024, at 9-10 a.m. CST
for the September 6, 2024, Bid Openings.

Note: The update meeting will occur on Tuesday since Monday is a federal holiday.

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 230 023 188 657

Passcode: XipfZ2

[Download Teams](#) | [Join on the web](#)

Join with a video conferencing device

Tenant key: teams@join.nd.gov

Video Conference ID: 117 630 653 7

[Alternate VTC instructions](#)

Dial in by phone (audio only)

+1 701-328-0950,,816351942# United States, Fargo

Phone Conference ID: 816 351 942#

[Find a local number](#) | [Reset PIN](#)

Contacts

Civil Rights Division
Ramona Bernard
Director
701-328-2576
rbernard@nd.gov

Amy Conklin
DBE Program Administrator
701-328-3116
aconklin@nd.gov

Jessica Stadick-Feist
DBE Program Administrator
701-328-1898
jstadick@nd.gov

DBE Supportive
Services Consultant
Project Solutions, Inc.
701-214-5775
dbes@projectsolutionsinc.com

Advertisements

Newsletter advertisements are due to the Civil Rights Office 15 business days prior to each bid opening by noon CDT:

- Thursday, August 22, 2024 (for September 6, 2024)
- Thursday, September 26, 2024 (for October 11, 2024)

Submit the required information online at:

<https://apps.nd.gov/dot/cr/csi/login.htm>

The North Dakota Department of Transportation (NDDOT) will consider every request for reasonable accommodation to provide:

- An accessible meeting facility or other accommodation for people with disabilities.
- Language interpretation for people with limited English proficiency (LEP)
- Translations of written material necessary to access NDDOT programs and information.

To request accommodations, contact Heather Christianson, Civil Rights Division, NDDOT at 701-328-2978 or civilrights@nd.gov TTY users may use Relay North Dakota at 711 or 1-800-366-6888.

Announcement...

There will be **two** Industry Update Meetings for the October 11, 2024 Bid Opening. NDDOT **highly** encourages Prime Contractors and DBEs to attend one of the sessions as they will include updates and changes regarding the upcoming bidding season as well as the new DBE rule changes that are in effect. The update meetings will be held on **September 30 and October 7, 9-10 a.m. (CDT)**.

STRATEGIC PLANNING

Strategic planning is often thought of as a tool for large corporations with teams of consultants and endless resources. However, it's just as critical—if not more so—for small businesses to practice strategic planning. A good strategic plan helps to create a roadmap of where a business is going. With limited resources and tighter margins, a well-crafted strategic plan can be the difference between survival and success. In this article, we'll explore what strategic planning is, why it matters, and how small business owners can create an effective strategic plan.

What is strategic planning and why is it important?

Strategic planning is a systematic process used by businesses to define their direction and make decisions on allocating resources to pursue this direction. It involves setting long-term goals, determining the actions needed to achieve those goals, and assessing how to allocate resources effectively. Taking time to focus on strategic planning will help give businesses direction and focus, optimize their resources in the most impactful areas, and gain a competitive advantage in the marketplace.

What are the benefits of strategic planning?

A good strategic plan has many benefits to a business including:

- Enhanced Focus and Direction
- Improved Resource Allocation
- Better Decision Making
- Competitive Advantage
- Increased Organizational Alignment
- Long-Term Sustainability



How do you outline a strategic plan?

Creating a strategic plan doesn't have to be a daunting task. By following a structured approach, business owners can develop a strategic plan that is both actionable and effective. Here's a step-by-step guide:

Step 1: Analyze Situation – Analyze and assess the business for opportunities for improvement.

- Take a look at where the business has been.
- Conduct a SWOT Analysis/Competitive SWOT Analysis.
- Review business performance as it relates to operations, finances, customers, and market position.
- Conduct an internal capability assessment to review company processes and procedures such as HR, IT, accounting, business development, etc.

Step 2: Identify Key Success Factors (KSFs) – Identify core components that will improve the business and consider what factors are particularly important for the business’s unique circumstances.

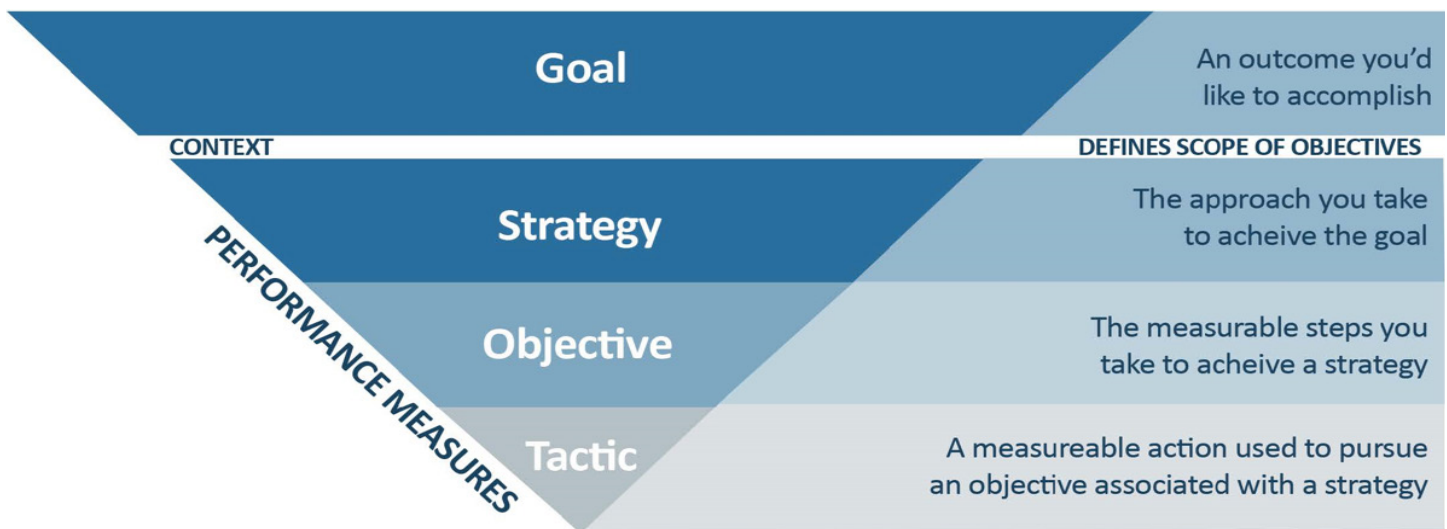
- **Assess and Prioritize Key Success Factors** - Focus on the most critical KSFs that will have the greatest impact on the business’s success.
- **Align Key Success Factors with Strategic Goals** - Ensure that the key success factors are integrated into the strategic goals and objectives. They should drive decision-making and resource allocation.
- **Establish Key Performance Indicators (KPIs)** - Conduct regular reviews to assess performance against the KSFs, adjusting as necessary.

Step 3: Develop Goals - There should be a lot of thought involved in developing a goal. It’s important to carve out time to determine the approach and means of achieving the goal.

- **Short Term Goals** - Focus on immediate or near-future objectives, often achievable within a year. These goals are crucial for maintaining momentum and addressing urgent needs.
Example: “Improve customer service response time by 50% in the next three months.”
- **Long Term Goals** - Strategic objectives that span multiple years and support the overall vision of the business. These goals often require more significant planning and resources.
Example: “Become the market leader in our industry within the next five years.”

Ensure that all goals and objectives are consistent with the strategic direction and integrate goals and objectives into daily operations and departmental plans to ensure everyone is working towards the same targets.

Step 4: Develop Strategies – After assessing the business, identifying what success looks like, and developing goals it’s time to develop strategies to support improvement of the business.



- **Formulating Competitive Strategies** – What is the business strategy to become more competitive? The team should work to build a strategy that better positions the company in one or multiple of these different areas:
 1. Cost Leadership - Becoming the lowest-cost producer in the industry.
 2. Differentiation - Offering unique products or services that stand out from competitors.
 3. Focus Strategy - Targeting a specific market niche with tailored offerings.

Develop Strategic Initiatives – Conduct an initiatives overview, outlining high-level projects or programs that support strategic goals. Prioritize the impacts of these projects, determine resource requirements, and develop an action plan for executing the initiative.

Setting KPIs and Metrics – These are quantifiable metrics used to evaluate the success of your company's strategies. To monitor the metrics, however, your organization will also need to employ tools and trackers that are reviewed and analyzed by leadership to verify success or make adjustments as needed.

Step 5: Resource Allocation – A strategic plan cannot be completed without allocating the proper resources to carry out the strategies that have been developed throughout the process.

- **Budgeting** - Develop budgets for various departments and initiatives, ensuring alignment with strategic goals.
- **Cost Management** - Identify cost-saving opportunities, negotiate with suppliers, and reduce waste.
- **Financial Planning** - Develop a financial plan that supports strategic initiatives and long-term goals.
- **Workforce Planning** - Assess current workforce capabilities, forecast future needs, and develop hiring strategies.
- **Talent Management** - Implement talent management programs to align skills with business needs and foster employee growth.
- **Employee Deployment** - Match employees to tasks that leverage their expertise, manage workloads, and adjust assignments as needed.
- **Technology Investments** - Assess technological needs, evaluate options, and prioritize investments based on strategic importance.
- **IT Infrastructure** - Ensure infrastructure is scalable, secure, and capable of supporting business growth.
- **Technology Integration** - Plan and execute technology integration projects to improve efficiency and support strategic initiatives.
- **Facility Management** - Optimize space usage, maintain facilities, and plan for future expansion needs.
- **Equipment & Supplies** - Ensure timely procurement, manage inventory levels, and maintain equipment.
- **Project Scheduling** - Develop project schedules, assign tasks, and track progress to ensure timely completion.
- **Prioritization** - Focus on high-impact activities and adjust priorities based on changing needs.



Strategic planning is essential for any business looking to develop. It provides a roadmap for growth, helps navigate challenges, and ensures that the business stays aligned with its mission and vision. By taking the time to develop a strategic plan, business owners can set themselves up for long-term success.

Remember, the key to effective strategic planning is not just in the creation of the plan, but in its implementation and continuous review. A strategic plan is a living document that should evolve with the business, remaining true to the organizational mission, vision, and goals. Although it may seem like a big undertaking, the rewards are worth the effort. With a clear plan in place, businesses are better equipped to make informed decisions and achieve the success they envision.

Welcome New DBEs

Adswailes, LLC DBA A & A Premium Paint Distributor

Distributor of industrial machinery and equipment, paint, varnish, supplies,
and other miscellaneous nondurable goods

<http://www.AAPremiumPaintDistributor.com> | (202) 409-5173

Bromack Manufacturing, Inc.

Manufacturer of airline and car rental ticket counters, backscreens,
custom modular casework and tables for 1st class airline lounges

<http://www.bromack.com> | (323) 227-5000 Ext. 114

Country Truckin' LLC

Trucking and hauling services

<http://countrytruckin.com> | (701) 899-1434

Marathon Reprographics Inc. DBA MySmartPlans

Commercial printing, customer computer programming services, computer system design services,
document preparation services, other business services, and computer training

<http://www.mysmartplans.com> | (816) 221-7881 Ext 222

Precision Testing Inc

Construction inspection and testing services/inspection & testing:

Bridge, Concrete, Bituminous * Grading & Base

<https://ptincmn.com> | (218) 741-0555

TyE Bar, LLC

Fabricates both black and epoxy reinforcing steel (rebar), prefabricates rebar cages
as well as offering complementary rebar accessories;

seller of pre-cast concrete forms and related construction materials

<http://www.tyerebar.com> | (724) 518-1180

Willamette Technical Fabricators, LLC

Produces complex lift span bridges, bascule bridges, orthotropic deck bridges, miter gates,
tainter gates, bonneted lock filling valves, wicket gates, emergency wheel gates,

movable spillway weirs, bulkheads, hydroelectric power dam trash-racks,

and fish ladders, among other structures

<https://wtflc.com> | (503) 719-0790

Upcoming Events/Training

Aug.
27

Doing Business with the National Park Service

Online Webinar | Tuesday, August 27, 2024 | 12:00 p.m. – 1:00 p.m. CDT

Cost: Free

[Learn More >](#)

Sept.
10

USDOT Office of Small and Disadvantaged Business Utilization (OSDBU) Pathways to Entrepreneurship (P2E): Powering Small Businesses in Emerging Transportation Markets

Live Broadcast | Tuesday, September 10, 2024, 8:00 a.m. – 3:00 p.m. CDT | Cost: Free

[Learn More >](#)

FLEXIBLE RESILIENCE: YOUR MENTAL HEALTH AS A SMALL BUSINESS OWNER

Being a small business owner is a thrilling yet demanding journey, filled with both exhilarating highs and challenging lows. While the entrepreneurial spirit thrives on passion and determination, the relentless pace and multitude of responsibilities can take a toll on mental health. To ensure long-term success and personal well-being, it is crucial for small business owners to prioritize their mental health and adopt strategies that foster resilience and balance.

1. Acceptance: Embracing Imperfections: As a small business owner, you are likely to encounter setbacks, mistakes, and unforeseen obstacles. Acceptance, both of yourself and others, is key to maintaining a positive mindset. Acknowledge that imperfections are part of the learning process and allow yourself to learn from them without dwelling on negativity. Extend this acceptance to your team members, recognizing that everyone has their strengths and weaknesses.

2. Assertiveness: Setting Boundaries and Saying No: One of the biggest challenges for small business owners is managing time effectively and avoiding burnout. Assertiveness plays a major role in setting healthy boundaries and saying no to requests that overload your schedule or compromise your well-being. Learn to prioritize tasks that align with your business goals and delegate responsibilities whenever possible. Remember, saying no to certain things allows you to say yes to the things that truly matter.



3. Compassion: Cultivating Empathy and Understanding:

Compassion, both towards yourself and others, is essential for maintaining a healthy work-life balance. Show yourself kindness and understanding when faced with challenges. Recognize that setbacks are not failures but opportunities for growth. Extend this compassion to your employees, understanding that they may be facing personal struggles outside of work.

**4. Cooperation and Collaboration: Building Strong Partnerships:**

Running a small business can often feel like a solitary endeavor.

However, cooperation and collaboration can provide invaluable support and resources. Seek out mentors, advisors, or other business owners who can offer guidance and share their experiences. Build strong partnerships with suppliers, vendors, and other stakeholders who share your values and vision.

5. Creativity: Finding Innovative Solutions: Creativity is a powerful tool for overcoming challenges and finding innovative solutions. As a small business owner, you are constantly faced with new problems that require creative thinking. Encourage yourself and your team to think outside the box, brainstorm ideas, and experiment with different approaches.

7. Equality and Respect: Creating a Fair and Inclusive Workplace: A fair and inclusive workplace is essential for promoting mental well-being among employees. Treat everyone with equality and respect, regardless of their background or position. Encourage diversity and inclusion in your hiring practices.

8. Flexibility: Adapting to Changing Circumstances: Small business owners often need to wear many hats and juggle multiple responsibilities. Flexibility is key to adapting to changing circumstances and maintaining a healthy work-life balance. Be willing to adjust your schedule, delegate tasks, and seek help when needed. Remember, it's okay to not have all the answers or be perfect at everything.

**9. Forgiveness: Letting Go of Resentment and Mistakes:**

Holding onto resentment or dwelling on past mistakes can weigh heavily on your mental health. Practice forgiveness, both towards yourself and others. Accept that everyone makes mistakes and learn from them. Let go of grudges and focus on moving forward.

10. Gratitude: Recognizing and Appreciating the Positive:

In the hustle and bustle of running a business, it's easy to lose sight of the positives. Cultivating gratitude involves intentionally acknowledging and appreciating the good things in your life, both big and small. Take a few moments each day to reflect on your accomplishments, the support you receive from others, and the opportunities that come your way. This practice can significantly boost your mood, reduce stress, and enhance overall well-being.

11. Humility: Embracing Continuous Learning and Growth: As a small business owner, you are constantly learning and growing. Embrace humility by recognizing that you don't have all the answers and that there is always room for improvement. Seek feedback from others, be open to new ideas, and be willing to admit when you're wrong. This approach fosters a culture of continuous learning and innovation within your business.

12. Mindfulness: Staying Present and Focused: Mindfulness involves paying full attention to the present moment without judgment. This practice can help you manage stress, improve focus, and enhance decision-making. Incorporate mindfulness into your daily routine through meditation, deep breathing exercises, or simply taking a few moments to appreciate your surroundings. By cultivating mindfulness, you can develop a greater sense of calm and clarity in the midst of chaos.

13. Patience: Navigating Challenges with Grace: Building a successful business takes time and patience. Don't expect overnight results or instant gratification. Be patient with yourself, your team, and the process of growth. Celebrate small victories along the way, and don't get discouraged by setbacks.

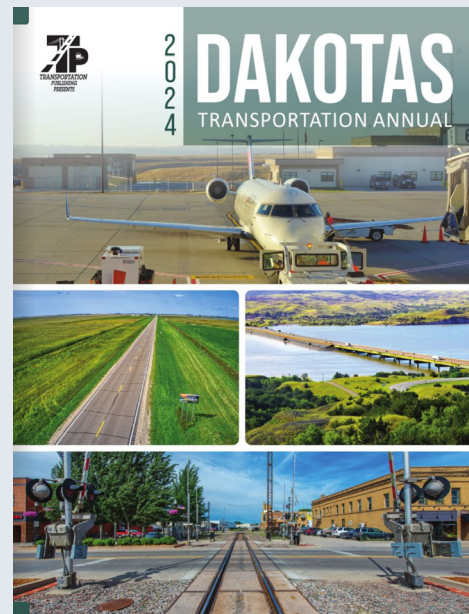
14. Supportiveness: Fostering a Positive Work Environment: As a small business owner, you have the power to create a positive and supportive work environment. Encourage open communication, celebrate successes, and offer constructive feedback. Provide opportunities for professional development, recognize individual contributions, and foster a sense of camaraderie among your team. A supportive workplace not only boosts morale but also enhances productivity and employee retention.

15. Trust: Building Strong Relationships Based on Integrity: Trust is the glue that holds any successful team together. Build trust with your employees by being reliable, transparent, and consistent in your actions. Follow through on your promises, communicate openly, and admit when you make mistakes. Encourage trust among your team members by fostering collaboration, delegating responsibility, and empowering individuals to take ownership of their work.

By integrating these practices into your entrepreneurial journey, you will be well on your way to fostering a thriving business and maintaining optimal mental well-being. Mental health is not a destination, but rather a lifetime journey. Be kind to yourself, seek support when needed, and prioritize your well-being as you navigate the complex world of small business ownership.

Did You Know...

The Transportation Publishing's 2024 Dakotas Transportation Annual magazine is now available. The magazine features highway, airport, and transit projects in North and South Dakota, federal funding, Tribal infrastructure plans, a Q&A with the AGC, and much more. [Click here to view the magazine.](#)



Quoting Opportunities

September 6, 2024, Bid Opening at 9:30 a.m. CST

INDUSTRIAL BUILDERS, INC. - PO BOX 406, FARGO, ND 58107, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23114 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. INDUSTRIAL BUILDERS, INC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to quotes@industrialbuilders.com. To speak to someone in our office regarding quoting please contact Kent Sand at 701-282-4977. Any and all disadvantaged businesses are encouraged to submit a quote. INDUSTRIAL BUILDERS, INC is an Equal Opportunity Employer.

KNIFE RIVER CORPORATION - NORTH CENTRAL - 3303 ROCK ISLAND PLACE, BISMARCK, ND 58504, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23114 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. KNIFE RIVER CORPORATION - NORTH CENTRAL will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to KRWND.Subquotes@kniferiver.com. To speak to someone in our office regarding quoting please contact Cody Bennett at 701-774-2066 extension 3755. Any and all disadvantaged businesses are encouraged to submit a quote. KNIFE RIVER CORPORATION - NORTH CENTRAL is an Equal Opportunity Employer.

KNIFE RIVER MATERIALS - PO BOX 40, BEMIDJI, MN 56619, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23284, 24400 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. KNIFE RIVER MATERIALS will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to subquotes@kniferiver.com. To speak to someone in our office regarding quoting please contact Josh Weickert at 218-751-5413. Any and all disadvantaged businesses are encouraged to submit a quote. KNIFE RIVER MATERIALS is an Equal Opportunity Employer.

MID MINNESOTA FEDERAL CREDIT UNION - 6325 CO ROAD 87 SW ALEXANDRIA, MN 56308, ALEXANDRIA, MN 56308, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23114, 23284, 24400 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. MID MINNESOTA FEDERAL CREDIT UNION

will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to becci@centralspecialties.com. To speak to someone in our office regarding quoting please contact Becci Smith at 320-762-7289. Any and all disadvantaged businesses are encouraged to submit a quote. MID MINNESOTA FEDERAL CREDIT UNION is an Equal Opportunity Employer.

NORTHERN IMPROVEMENT COMPANY - 4000 12TH AVENUE NORTH, FARGO, ND 58102, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23114, 24400 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. NORTHERN IMPROVEMENT COMPANY will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to subquotes@nicnd.com. To speak to someone in our office regarding quoting please contact Bruce Thompson at 701-223-6695. Any and all disadvantaged businesses are encouraged to submit a quote. NORTHERN IMPROVEMENT COMPANY is an Equal Opportunity Employer.

STRATA CORPORATION - PO BOX 13500, GRAND FORKS, ND 58208, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23114, 23284, 24400 for the September 6, 2024 NDDOT Bid Opening to be held at 09:30 AM. We will assist you in interpreting plans and specifications, preparing proposals, provide advice to obtain bonding and insurance, project scheduling, pit information (location, length of haul, type of road, etc.) method of measurement (seeding by the mile or acre, hauling by the ton-mile or by the hour, etc.), expected overtime, payment schedule, items of work included in the quote or any other project related issues. STRATA CORPORATION will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to quotes@stratacorporation.com. To speak to someone in our office regarding quoting please contact Robert Martens at 701-741-4239. Any and all disadvantaged businesses are encouraged to submit a quote. STRATA CORPORATION is an Equal Opportunity Employer.

