

North Dakota Department of Transportation

DBE NEWSLETTER

— For the December 13, 2024, Bid Letting —

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NORTH
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Upcoming Bid Letting Meeting

DBE Industry Update Meeting—December 9, 2024, at 9-10 a.m. CT for the December 13, 2024, Bid Opening.

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 259 730 016 589

Passcode: cJjAqv

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

Join with a video conferencing device

teams@join.nd.gov

Video Conference ID: 112 778 355 9

[Alternate VTC instructions](#)

Or call in (audio only)

+1 701-328-0950,,677862761# United States, Fargo

[Find a Local Number](#)

Phone Conference ID: 677 862 761#

[Click here](#) to view the slides from the November 15 DBE Industry Update Meeting.

[Click here](#) to view the upcoming DBE Industry Update Meetings.

Contacts

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DBE Supportive

Services Consultant

Project Solutions, Inc.

701-214-5775

dbe@projectsolutionsinc.com

Advertisements

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

- Thursday, December 5, 2024 (for December 20, 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.

THE DANGERS OF DOING IT ALL:

How to Avoid the Trap

Running a small business often starts with a dream. The owner envisions a venture where they are passionate about their work, building something from the ground up, and in control of their own destiny. However, as the business grows, many entrepreneurs find themselves stuck in a dangerous trap—trying to do it all. The belief that they must handle every task, oversee every detail, and steer every aspect of the business becomes overwhelming. While this mindset may seem necessary in the early days, it poses serious risks to the owner's health as well as the business's growth.



In the early stages of running a business, the owner may indeed wear many hats: they may act as the estimator, marketer, project manager and foreman. However, as the business grows, the sheer volume of tasks quickly outpaces one person's ability to manage everything effectively. Despite this, many small business owners continue to believe they can, and should, do it all. This belief is rooted in fears of losing control, mistrust in others, or concerns about spending money on additional help. These fears, while understandable, often lead to significant problems down the road. The image of the all-knowing, all-doing entrepreneur is appealing, but it's a dangerous myth. In reality, no one can truly manage all the demands of a growing business on their own—not without paying a steep price.

In this article we will explore the dangers of doing it all and offer practical solutions on how to avoid this trap by learning to delegate, trusting others, and adopting a more sustainable approach to managing a business.

The Costs of Doing It All

1. *Burnout and Health Risks*

One of the most immediate and severe consequences of trying to do too much is burnout. Business owners are often driven by passion and a desire for success, but this can lead to working excessively long hours, neglecting personal health, and ignoring the need for rest. When the demands of the business pile up, owners may sacrifice sleep, relaxation, and personal time to keep things operational.

This relentless pace can lead to chronic stress, which in turn causes physical and mental health problems. Burnout not only affects the business owner personally but also has significant implications for the business. A burned-out owner is less productive, more prone to mistakes, and may become disconnected from the passion that once fueled the business.



2. *Decreased Productivity and Focus*

When small business owners spread themselves too thin, their productivity suffers. Juggling multiple tasks at once leads to “task-switching,” a phenomenon where efficiency declines as a person moves between different activities.

The business owner may think they are saving money by handling everything themselves, but in reality, they are losing time—time that could be better spent on high-priority activities like business development, strategic planning, and building customer relationships. Instead, they find themselves bogged down in administrative tasks or areas outside their expertise, which detract from their ability to drive the business forward.

3. *Missed Opportunities for Growth*

One of the most significant dangers of doing it all is that the business can become stagnant. When the owner is tied up in daily operations, there is little time left to focus on growth. They may miss opportunities to innovate, strategize bidding opportunities, or diversify their services because they are too busy putting out fires or handling mundane tasks. Moreover, trying to manage everything personally often means that specialized knowledge and skills are not being utilized. For example, a business owner may excel at selling but struggle with financial management. By refusing to delegate financial tasks to a professional, they may be putting the company at risk for financial errors or missed opportunities to optimize the business’s finances.

4. *Lack of Work-Life Balance*

Small business ownership should not come at the expense of a personal life. However, when owners feel the need to manage every aspect of their business, work-life balance becomes nearly impossible. They may find themselves working evenings, weekends, and holidays, leaving little time for family, friends, or personal interests. A business owner who is constantly working is also likely to suffer from a lack of creativity and motivation. Time away from the business is essential for recharging and maintaining a fresh perspective, which can lead to new ideas and improvements when they return to work.

How to Stop Doing It All

The dangers of trying to manage every aspect of a small business are clear, but the solution requires a shift in mindset. Business owners must recognize that delegation and collaboration are not signs of weakness or a loss of control. On the contrary, learning to delegate is a crucial skill for ensuring long-term success and avoiding other risks. Here are some practical steps small business owners can take to avoid the trap of doing it all:

1. *Acknowledge Limitation*

The first step is acknowledging that one person cannot manage every aspect of a business indefinitely. This means recognizing personal strengths and weaknesses and understanding that it is not only acceptable but necessary to ask for help. By focusing on core competencies, such as leadership or business development, and delegating tasks that fall outside these areas, the owner can ensure the business operates more efficiently.

2. *Prioritize Delegation*

Delegation doesn't always mean hiring full-time staff. Many small business owners can benefit from outsourcing certain tasks: bookkeeping, marketing, customer service, and IT support are areas that can often be outsourced, freeing up time for the owner to focus on strategic growth. When delegating, it's important to trust others to handle tasks competently. Avoid micromanaging and instead set clear expectations, provide the necessary resources, and allow employees or contractors the space to succeed.

3. *Build a Support Network*

Successful small business owners understand the importance of surrounding themselves with a strong support network. This network might include mentors, advisors, fellow entrepreneurs, and a reliable team of employees or contractors. A support network also provides fresh perspectives, which are essential for innovation and problem-solving. Business owners who isolate themselves by trying to do everything alone miss out on the wealth of knowledge and experience that others can provide.



For small business owners, the impulse to control every aspect of the business is understandable but ultimately unsustainable. The dangers of trying to do it all—burnout, reduced productivity, missed growth opportunities, and work-life imbalance—are real and can have long-lasting consequences. By acknowledging limitations, delegating tasks, and building a strong support network, small business owners can create a more balanced, efficient, and successful enterprise.

Welcome New DBEs

Sub Con Manufacturing Corp.

Manufacturer of Printed Circuit Assembly, Electromedical and Electrotherapeutic Apparatus, Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use, and All Other Miscellaneous Electrical Equipment and Component Manufacturing

Judi.walneck@subconmfg.com | 847-658-6525

<http://subconmfg.com>

The W Group Consulting Firm, LLC DBA The W Group

Business management and consulting services; retail, food and beverage.

wendy@thewgcfirm.com | 407-502-3175

Longhouse Inventory Solutions, LLC dba LIS

Manufacturer of security key drops. Supply products to rental car companies: child safety seats, car seat storage bags, vinyl tags, security loops, dapple cleaner, locking clips, specialty sign bases and trolley frames, miscellaneous accessories.

jami@lisstore.com | 918-342-3127

<https://www.lisstore.com>

Jan Farris Consulting, LLC

Consulting for Concessionaires and Restaurants

jan@janfarris.com | 702-845-5107

<http://www.janfarris.com>

Did You Know...

Project Solutions, Inc. (PSI) is offering the Strategic Plan Smart Start to all ND certified DBEs.



If you are looking for a great way to kickstart your firm's path to growth, this is the supportive services program for you! Strategic planning often feels daunting, but with this focused, streamlined start, PSI will help you identify core goals, align your team's vision, and set realistic, high-impact objectives for growth.

If you would like help getting a Strategic Plan Smart Start, contact PSI at dbe@projectsolutionsinc.com to get started!

Upcoming Events/Training

Dec.
4

Workforce Wednesday & Community Resource Fair - Grand Forks

Grand Forks Workforce Center

Wednesday, December 4, 2024, 3:00 p.m. – 4:30 p.m. CT | Cost: Free

[Learn More >](#)

Dec.
4

Labor Planning's Impact on Productivity

Online

Wednesday, December 4, 2024, 12:00 p.m. – 1:00 p.m. CT | Cost: Free

[Learn More >](#)

Dec.
10

Business Builder Workshop: Business Continuity

Online

Tuesday, December 10, 2024, 3:30 p.m. - 4:30 p.m. | Cost: Free

[Learn More >](#)

Dec.
11

Top 10 OSHA Injury Recordkeeping Challenges:

Common questions about the OSHA 300 Log

Online

Wednesday, December 11, 2024, 1:00 p.m. CT | Cost: Free

[Learn More >](#)

Dec.
17

Loans, Grants and Other Funding Options for Small Businesses

Online

Tuesday, December 17, 2024, 12:00 p.m. CT | Cost: Free

[Learn More >](#)

2025

NDDOT Erosion & Sediment Control Construction Certification

Various Locations in Fargo and Bismarck

Various Dates | View Registration for Times | Cost: \$325

[Register>](#)

BUILDING A STRONG FOUNDATION: WHY EVERY BUSINESS SHOULD HAVE AN EMPLOYEE HANDBOOK

For any small business, effective communication is essential to building a strong, cohesive team. One of the best tools for achieving this is an employee handbook. An employee handbook provides many benefits and is a crucial document in a growing business. Not only is it a tool for setting expectations and establishing policies but also a safeguard against misunderstandings and legal challenges. In this article we'll outline why an employee handbook is important and what key elements it should contain.



Why is an Employee Handbook Important?

Clarity and Consistency

One of the biggest challenges for any business owner is maintaining consistency across all operations, especially when it comes to employee management. Without a formal handbook, rules and expectations can sometimes be conveyed informally or inconsistently. This can lead to confusion, misunderstandings, and even resentment among employees. A well-drafted employee handbook ensures that all employees receive the same information and are all held to the same standards. It eliminates uncertainty by clearly stating company policies, procedures, and expectations. Employees know what is expected of them, and employers have a reliable reference point when dealing with disputes or issues.

1. *Legal Protection*

Employment laws are complex and ever-changing. Small business owners, who typically wear a lot of different hats may not always be up-to-date on the latest regulations, but can rely on a well drafted employee handbook to ensure that policies are aligned with state and federal laws regarding issues such as harassment, discrimination, and employee rights. By clearly outlining legal policies, such as anti-discrimination and harassment prevention, businesses can protect themselves from potential legal disputes. In case of a lawsuit or complaint, an employee handbook can serve as evidence that the company had procedures in place to comply with employment laws, which can be crucial in a legal defense.

2. *Setting Expectations and Boundaries*

Employees need to understand not only what is expected of them in terms of performance but also the behavioral norms within the workplace. An employee handbook provides this clarity. It outlines policies regarding punctuality, dress code, and office conduct, creating a professional atmosphere where expectations are clearly communicated. Additionally, the handbook helps set boundaries, especially in areas like social media usage, personal device usage, and professional communications. Without these boundaries, employees might inadvertently engage in behavior that could harm the company's reputation or cause operational inefficiencies.



3. *Streamlining Onboarding*

When a small business hires a new employee, the onboarding process is critical to ensuring a smooth transition and integration into the company culture. An employee handbook serves as a vital resource during onboarding, providing new hires with a comprehensive overview of the company's policies, procedures, and expectations. It standardizes the process, ensuring that every new employee receives the same information, which promotes fairness and inclusion from the very start.

4. *Fostering a Positive Company Culture*

The employee handbook is a tool for communicating the company's culture to both current and new employees. The handbook can include the company's mission, core values, and approach to customer service, teamwork, and innovation. This sets the tone for what employees can expect in terms of work-life balance, collaboration, and company values, fostering a positive workplace culture that can contribute to employee retention and satisfaction.

What Should an Employee Handbook Contain?

Creating an employee handbook can seem daunting but breaking it down into key sections can make the process more manageable. Below are essential elements that should be included in an employee handbook.

Company Overview and Mission

Begin the handbook with an introduction to your business. Include your company's history, its mission, vision, and values. This helps employees understand the purpose and direction of the company and how their role fits into the broader picture. A strong mission statement sets the cultural tone and serves as a reminder of the business's core principles and goals.

Employment Policies

This section should cover the terms and conditions of employment. Topics might include:

- Employment classification (e.g., full-time, part-time, temporary)
- Attendance and punctuality policies
- Probationary periods for new employees
- At-will employment status (if applicable)
- Work hours and overtime policies
- Clear policies help manage employee expectations and avoid potential disputes over working conditions.

Code of Conduct

Employees need to know the behavioral expectations within the workplace. The code of conduct should include:

- Dress code
- Use of company property (e.g., vehicles, technology, equipment)
- Social media usage

A code of conduct also helps outline acceptable communication and interaction, emphasizing respect, professionalism, and team collaboration.

Compensation and Benefits

This section covers the company's approach to pay and benefits. It should include:

- Salary and wage policies
- Overtime eligibility
- Pay periods and methods of payment
- Employee benefits (health insurance, retirement plans, paid time off)

Transparency regarding compensation and benefits fosters trust between the employer and employees.

Health and Safety Policies

All businesses must prioritize employee health and safety, even if they operate in a low-risk environment. Include policies related to workplace safety, accident reporting, and emergency procedures. Also cover policies on drug testing, smoking, and any other health precautions or procedures.

Anti-Harassment and Discrimination Policies

To protect your employees and your business, outline strict policies against workplace harassment and discrimination. This section should:

- Define harassment and discrimination, including sexual harassment
- Provide a clear reporting mechanism for complaints
- Affirm your company's commitment to creating a safe and respectful work environment

This not only provides legal protection but also fosters a culture of respect and inclusivity.

Disciplinary Procedures

Employees should be aware of the consequences for failing to meet expectations or violating company policies. This section should explain the company's approach to discipline, including:

- Steps in the disciplinary process (e.g., verbal warnings, written warnings, suspension, termination)
- Procedures for handling performance-related issues
- Employee grievance processes

Leave and Time-Off Policies

A detailed section on leave policies is crucial. It should cover:

- Vacation and holiday policies
- Sick leave and personal leave



- Family and medical leave (including state and federal laws that apply)
- Clarifying these policies ensures that employees know their rights and responsibilities regarding time off.

Technology and Social Media Policy

With the growing role of technology in the workplace, small businesses must have clear policies on the use of computers, phones, and other technology. This section should outline:

- Acceptable use of company-provided technology
- Guidelines for using social media (both personally and professionally)
- Policies on data security and confidentiality

This helps prevent misuse of company resources and protects sensitive business information.



Acknowledgement and Receipt

At the end of the handbook, include a form for employees to sign, acknowledging that they have received, read, and understood the contents of the handbook. This protects the business by providing proof that employees were informed of the company's policies and expectations.

An employee handbook is an invaluable tool that goes beyond simply stating rules and regulations. It fosters a clear understanding of expectations, protects the business from potential legal issues, and helps create a positive, professional workplace culture. By investing time in creating a comprehensive employee handbook, businesses can improve communication, enhance employee satisfaction, and safeguard future success.

For Trucking Firms...

1:1 DBE Trucking Ratio Eligibility

NDDOT has updated the DBE Directory to include verbiage as to which trucking companies are eligible to quote/use the 1:1 DBE Trucking Ratio. Only firms with ***Eligible to quote DBE 1:1 Trucking Ratio*** in their Certified Business Description section may quote or use the 1:1 DBE Trucking Ratio on any future projects. You can find more information about the eligibility requirements for 1:1 DBE Trucking Ratio in the DBE Special Provision by [clicking here](#).



DBE SUPPLIERS: REGULAR DEALERS, DISTRIBUTORS, AND BROKERS

The update to the DBE Rule by USDOT in May of 2024 implemented changes to eligibility of DBE firms to perform as a DBE Regular Dealer/Supplier at 60% DBE credit of the total contract. Some of those changes included requiring an operational establishment where the materials are regularly stocked and sold to the public as well as requiring that 51% or more of the materials provided on a contract to come directly from the DBEs own inventory. An operational establishment would have hours of operation where the public may regularly enter and purchase products as well as clear business signage. It cannot be a home residence or be located with/on another businesses. The only exception to these rules are when a DBE Supplier is providing Bulk or Specialty Items, in those cases the DBE is required to transport the materials using their own distribution equipment that is operated by themselves or their employees to be eligible for the 60% DBE credit. If any Bulk or Specialty Items are transported using distribution equipment not owned and operated by the DBE there will not be 60% DBE credit. Examples of items that qualify as Bulk or Specialty are described in the DBE Special Provisions.

An addition of a DBE Distributor category was also included in the Rule update, which may be counted at 40% DBE credit of the total contract. To be eligible to be counted as a DBE Distributor you must be an established business that engages in the regular sale or lease of the items specified by the contract. A DBE Distributor must also assume ownership and all risk for loss or damage during transportation of the items. Transportation of the items must be arranged using a third party, meaning the business the items are purchased from cannot transport the items with their own distribution equipment. DBE Distributors will be required to provide proof of purchase of the items as well as proof of liability of the items while in transport at the Commercially Useful Function completed for the project.

If the requirements described for both Supplier and Distributor are not met the DBE may only be eligible for brokerage credit, where only the fees or markup of the items within the contract can be counted.

The Rule update requires agencies to determine the amount of credit awarded to a DBE Supplier or Distributor on a contract-by-contract basis. A new Notification of Intent to Use (Form C) – SFN 62503 was created to make this determination in conjunction with additional review by DBE staff. This form is required any time a DBE Supplier or Distributor is to be used towards DBE credit on a NDDOT project that contains federal funding. The form is not due to the Civil Rights office until two business days after the bid opening, however, Prime contractors need to know what percentage to count any DBE Supplier/Distributors prior to submitting their bid. It is highly encouraged that DBEs provide clear and accurate information to Primes with their quote regarding what percentage it is eligible for DBE credit. DBEs self-identify on the form by answering the questions to determine if they are providing materials at a 60%, 40% or brokerage DBE rate. **The questions are to be answered however the DBEs business is structured at time of quote, not how they may hope to have it structured in the future when the project takes place.** For example, if a DBE does not currently have an operational establishment as defined above at the time of quote but intends to have one before the items in the contract are to be provided, they cannot quote as a 60% DBE Supplier. They must have all the requirements in place at the time of quote in order to be counted at 60%. If a DBE is found to be answering the questions on the form falsely it could result in restriction from quoting future bid openings or suspension of certification.

NDDOT identifies some firms in their DBE Directory listings as Suppliers and/or Distributors. Those determinations were made using Commercially Useful Function information from the 2024 season as well as some on-site visits. They are to be used as a guide for Primes in determining eligibility. If a DBE has updated their business structure/practices that they feel qualifies them differently than what their DBE Directory listing indicates they should contact the Civil Rights office and provide proof of those changes. The Civil Rights office will review the information and make updates if appropriate.

DBE Updates from NDDOT...

- The NDDOT will start releasing DBE Commitment Reports for each bid opening sharing information regarding contract award amounts, DBE selection, and DBE goal attainment. These reports will be published to the [NDDOT DBE webpage](#) once all projects for that bid opening have been awarded.



- Primes awarded a federal aid project that intend to use DBEs are required to submit a Utilization Plan (UP) to NDDOT. The UP includes all non-DBE and DBE firms they intend to use on the project, no matter the tier. Starting October 1, 2024, DBEs will be notified when they are added to a UP and must confirm the addition before a Prime can submit it for approval. DBEs will receive an email similar to when payments must be confirmed in the same system. Prompt response to this notification is highly encouraged in order to expedite the process.

Quoting Opportunities

December 13, 2024, Bid Opening at 9:30 a.m. CST

BARANKO BROS., INC. - PO BOX 820 3048 HWY 22 N, DICKINSON, ND 58602, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23499, 23634, 23707, 23729 for the December 13, 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. BARANKO BROS., 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@barankocompanies.com. To speak to someone in our office regarding quoting please contact Jack Gossen at 701-483-5868. Any and all disadvantaged businesses are encouraged to submit a quote. BARANKO BROS., INC. is an Equal Opportunity Employer.

CENTRAL SPECIALTIES, INC. - 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) 23420, 23499, 23520, 23634, 23706, 23707, 23728, 23729, 23966, 23972, 23976 for the December 13, 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. CENTRAL SPECIALTIES, 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@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. CENTRAL SPECIALTIES, INC. is an Equal Opportunity Employer.

GLADEN CONSTRUCTION - 40739 US 71 N, LAPORTE, MN 56461, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23706, 23728, 23972 for the December 13, 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. GLADEN CONSTRUCTION will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to bertel@gladenconstructioninc.com or fax your quotes to 218-224-2939. To speak to someone in our office regarding quoting please contact Bertel Jurgens at 218-224-2237. Any and all disadvantaged businesses are encouraged to submit a quote. GLADEN CONSTRUCTION is an Equal Opportunity Employer.

GOWAN CONSTRUCTION, INC. - PO BOX 228, OSLO, MN 56744, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23420, 23520, 23634, 23728, 23966, 23972 for the December 13, 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. GOWAN CONSTRUCTION, INC. will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to steve@gowanconstruction.com or fax your quotes to 701-699-3400. To speak to someone in our office regarding quoting please contact Steve Mack at 701-699-5171. Any and all disadvantaged businesses are encouraged to submit a quote. GOWAN CONSTRUCTION, INC. is an Equal Opportunity Employer.

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) 23420, 23520, 23634, 23706, 23707, 23728, 23748, 23972, 23976 for the December 13, 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 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) 23420, 23634, 23707, 23966, 23972, 23976 for the December 13, 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.

MIDWEST CONTRACTING, LLC - 2948 271 ST AVENUE, MARSHALL, MN 56258, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23728, 23966, 23976 for the December 13, 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. MIDWEST CONTRACTING, LLC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to quotes@midwestcontracting.net. To speak to someone in our office regarding quoting please contact JEFF NIELSEN at 507-828-5150. Any and all disadvantaged businesses are encouraged to submit a quote. MIDWEST CONTRACTING, LLC 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) 23634 for the December 13, 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.

PCI ROADS - 14123 42ND ST NE, ST MICHAEL, MN 55376, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23420, 23520, 23634, 23748 for the December 13, 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. PCIROADS will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to estimating@pciroads.com. To speak to someone in our office regarding quoting please contact Kim Michels at 763-497-6100. Any and all disadvantaged businesses are encouraged to submit a quote. PCIROADS is an Equal Opportunity Employer.

R.J. ZAVORAL & SONS, INC. - PO BOX 435, EAST GRAND FORKS, MN 56721, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23972, 23976 for the December 13, 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. R.J. ZAVORAL & SONS, INC. will be accepting quotes up until deadlines as specified in the DBE Special Provisions

for this letting. You can email your quotes to SUBQUOTES@RJZAVORAL.COM or fax your quotes to 218-773-6423. To speak to someone in our office regarding quoting please contact JOE ZAVORAL at 218-773-0586. Any and all disadvantaged businesses are encouraged to submit a quote. R.J. ZAVORAL & SONS, INC. 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) 23420, 23499, 23520, 23634, 23707, 23729, 23748, 23966, 23972, 23976 for the December 13, 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.

SWINGEN CONSTRUCTION COMPANY - PO BOX 13456, 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) 23634, 23706, 23728, 23729, 23966, 23972, 23976 for the December 13, 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. SWINGEN CONSTRUCTION COMPANY will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to quotes@swingenconstruction.com. To speak to someone in our office regarding quoting please contact Jason Odegard at 701-775-5359. Any and all disadvantaged businesses are encouraged to submit a quote. SWINGEN CONSTRUCTION COMPANY is an Equal Opportunity Employer.

TI-ZACK CONCRETE, LLC - 39352 221 ST AVENUE, LE CENTER, MN 56057, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23420, 23520, 23748 for the December 13, 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. TI-ZACK CONCRETE, LLC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to Estimating@TiZack.com. To speak to someone in our office regarding quoting please contact Jeremy Gibbs or Chris Hartwig at 507-412-9589. Any and all disadvantaged businesses are encouraged to submit a quote. TI-ZACK CONCRETE, LLC is an Equal Opportunity Employer.



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