

*North Dakota Department of Transportation*

# DBE NEWSLETTER

— For the December 8, 2023 Bid Letting —



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**Dakota** | Transportation  
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# Upcoming Bid Letting Meeting

**DBE Industry Update Meeting — December 4, 2023, at 9-10 a.m. CDT  
for the December 8, 2023, Bid Opening**

## Join on your computer or mobile app

[Click here to join the meeting](#)

Meeting ID: 226 757 351 464

Passcode: TiKigt

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

## Join with a video conferencing device

[teams@join.nd.gov](mailto:teams@join.nd.gov)

Video Conference ID: 112 829 603 7

[Alternate VTC instructions](#)

## Or call in (audio only)

+1 701-328-0950,,864064299# United States, Fargo

Phone Conference ID: 864 064 299#

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

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## Advertisements

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

- **Friday, January 11, 2024** (for Jan. 26, 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](mailto:civilrights@nd.gov) TTY users may use Relay North Dakota at 711 or 1-800-366-6888.

# Identifying and Managing Risk

*By Jake McSheffrey, Business Projects Manager, Project Solutions, Inc.*



Risk management is a critical concept worth understanding, especially if you run or help manage a developing business. Though well known, the components of risk management and how to effectively integrate them within your organization tend to be misunderstood. The objective of managing risk is to influence, as much as possible, the future outcomes of your working activities.

Since risk is inherent to everyday life – not to mention running a business – it begs an approach to controlling or mitigating it. In some cases, it can even be leveraged as an advantage. People dedicate their entire careers to risk management, but thankfully the basic principles can be learned and applied by anyone at any time.

## Understanding Risk Management

Risk management is the process of identifying, assessing, and mitigating potential risks or uncertainties that could affect the achievement of goals, projects, or objectives. It involves analyzing the likelihood and potential impact of various risks, and then taking proactive steps to minimize their negative consequences.

The primary goal of risk management is to enable organizations or individuals to make informed decisions that balance potential rewards with potential risks. This is achieved through a structured approach that typically involves the following steps:

1. **Risk Identification:** Identifying all possible risks that could impact a project, organization, or individual. This involves looking at internal and external factors that could lead to negative outcomes.
2. **Risk Assessment:** Evaluating the identified risks in terms of their likelihood and potential impact. This helps prioritize which risks are more critical and require immediate attention.

3. **Risk Mitigation:** Developing strategies and action plans to reduce the likelihood or impact of identified risks. This could involve implementing preventive measures, transferring risks to third parties (e.g., through insurance), or creating contingency plans to address potential negative outcomes.
4. **Risk Monitoring:** Continuously monitoring the identified risks and the effectiveness of the mitigation strategies. This step ensures that risks are still being managed effectively as circumstances change.
5. **Risk Communication:** Keeping stakeholders informed about the identified risks, mitigation strategies, and ongoing status of risk management efforts. Effective communication helps maintain transparency and informed decision-making.
6. **Risk Documentation:** Keeping a record of all risk-related information, including the identified risks, assessment results, mitigation strategies, and outcomes. This documentation is valuable for future reference and learning from past experiences.

Risk management is a crucial practice in functions of business, including finance, project management, healthcare, information technology, and more. It helps organizations avoid or minimize potential financial losses, legal liabilities, operational disruptions, and reputation damage caused by unforeseen events. By systematically addressing risks, organizations can enhance their ability to achieve their objectives and respond effectively to challenges.

#### Applying Risk Management

Applying a risk management process to a business is crucial for identifying, assessing, and mitigating potential threats and uncertainties that could affect the business's success. With transportation projects, common risks include unfavorable road conditions, equipment breakdown, hazardous work, and regulatory compliance. No matter the risk, the approach to addressing it remains constant. Here's a step-by-step guide on how to implement risk management strategy:



1. **Identify Risks:** Start by brainstorming and listing all potential risks your business could face. These risks could be internal (related to operations, employees, finances) or external (market changes, regulatory changes, competition). What is your “worst case scenario?”
2. **Categorize Risks:** Group the identified risks into categories such as financial, operational, strategic, legal, etc. This helps better understand the nature of risks and the potential impact they may have on your business.
3. **Assess Risks:** For each identified risk, assess its likelihood of occurring and its potential impact on the business. Using a qualitative or quantitative approach to assign risk scores helps prioritize risks based on their severity.
4. **Risk Mitigation Strategies:** Develop strategies to mitigate or minimize the impact of high-priority risks. These strategies could include diversification, contingency planning, insurance coverage, process improvements, and more.
5. **Risk Monitoring:** Set up a system to regularly monitor and review the identified risks and their mitigation strategies. This could involve regular check-ins with your team, performance indicators, and key risk indicators.
6. **Scenario Planning:** Consider creating different scenarios based on the occurrence of various risks. This can help you understand how your business would respond and adapt in different situations.
7. **Allocate Resources:** Allocate resources, both financial and human, to effectively manage and mitigate the identified risks. This could involve setting aside funds for contingencies or hiring experts to handle specific risk areas.
8. **Regular Updates:** Risk management is an ongoing process. Regularly update your risk assessment and mitigation strategies as your business evolves and new risks emerge.
9. **Employee Training:** Educate your employees about the risks that the business faces and their roles in risk management. This creates a culture of awareness and responsibility.
10. **Contingency Planning:** Develop contingency plans for high-impact risks. These plans outline the steps to take if a specific risk materializes, allowing you to respond quickly and effectively.
11. **Review and Learn:** After a certain period or after facing specific risks, conduct a thorough review of how well your risk management strategies worked. Learn from both successes and failures to refine your approach.
12. **Adapt and Innovate:** As your business grows and changes, so will the risks it faces. Be prepared to adapt and innovate your risk management strategies to stay ahead of potential challenges.

Find the unique risks related to your organization. For example, if you own a trucking firm, implementing a requirement for driving distance between two vehicles can prevent collisions. An asphalt company may require their employees to wear a respirator to prevent hazardous inhalation which leads to less sick days and a healthier team.

Remember that risk management is not about eliminating all risks, but about controlling and mitigating them to a manageable level. It's a dynamic process that requires ongoing attention and adjustment to ensure long-term success.



### The Balancing Act of Risk Management

As with any discrete approach or philosophy, it is possible to overemphasize risk management. Sometimes decisions must be made with limited info, or a scenario may arise where the attractive benefits outweigh the frightening risks. While risk management is an important aspect of decision-making and planning, focusing too much on it can lead to several potential issues:

1. **Paralysis by Analysis:** Overemphasizing risk management can lead to excessive analysis and indecision. If every potential risk is meticulously evaluated, it can lead to a slow decision-making process that hinders progress and innovation.
2. **Resource Allocation:** Devoting too many resources to risk management can divert attention and resources away from pursuing opportunities for growth and development. This could stifle a company's ability to innovate and adapt to changing circumstances.
3. **Missed Opportunities:** A hyper-focus on risk can lead to an overly cautious approach that causes an organization to miss potentially beneficial opportunities. Sometimes, taking calculated risks is necessary to achieve significant rewards.
4. **Cultural Impact:** An excessive emphasis on risk avoidance can create a culture of fear and caution within an organization. This can lead to low morale, decreased creativity, and limited employee engagement.
5. **Diminished Competitive Advantage:** In dynamic and competitive environments, being overly risk-averse might prevent a company from taking the necessary steps to maintain or gain a competitive edge.
6. **Complexity and Bureaucracy:** An excessive risk management process can become overly complex and bureaucratic. This can slow down decision-making and increase administrative burdens.

7. **Customer and Stakeholder Perception:** If an organization is perceived as excessively risk-averse, it could erode customer and stakeholder confidence. People may question the organization's ability to adapt and thrive in a changing environment.
8. **High Costs:** An intense focus on risk management can lead to significant costs associated with risk assessment, monitoring, and mitigation strategies. These costs might not always be proportional to the potential risks.
9. **Narrowed Focus:** An obsession with risk management might cause an organization to narrow its focus to only the most immediate and obvious risks, neglecting longer-term strategic considerations.
10. **Lack of Innovation:** Innovation often involves taking risks and trying innovative approaches. An organization that is excessively risk-averse may struggle to foster an environment conducive to innovation.

Balancing risk management with other aspects of organizational development, such as growth, innovation, and strategic planning, is crucial. While it's important to identify and mitigate risks, it's equally important to recognize when calculated risks are necessary for achieving progress and success.

Ultimately, risk management activity is proactive, not reactive. As industries change and new technology is introduced, it's important for businesses to take the time and reflect on how these changes could potentially impact their company negatively. Determining strategies now will prevent timely and costly decisions down the line.



## Upcoming Events/Training

Dec.  
4-5

### 74th Annual AGC of ND Convention

Holiday Inn - 3803 13th Ave. South, Fargo, ND

Monday - Tuesday, Dec. 4-5, 2023

Registration Now Open | Member Cost \$275 per person

[Learn More >](#)

Dec.  
12

### SBA Business Builder Workshop: New Year, New Review

Tuesday, Dec. 12, 2023, 3:30 p.m. - 4:30 p.m. CDT | Webinar | Free

[Learn More >](#)

Jan.  
10-11

### 2024 North Dakota Ready Mix & Concrete Products Association Annual Convention

Roosevelt Grand Dakota, Dickinson, ND

Wednesday - Thursday, January 10-11, 2024

Registration Now Open | Full Program for Non-Member \$275 per person

[Learn More >](#)

## Did You Know...

NDDOT has added new functionality to the Certification and Compliance System. All DBEs certified as suppliers have had their products added into the system to help connect their services with other contractors.

Additionally, all trucking firms have had the number of trucks owned by the firm added to the directory as well. This will help connect primes and subcontractors together for different projects.

Also for trucking firms, there is a new required form titled "Trucking Firm Equipment List." This form must be completed by every trucking firm for their renewal application or whenever a new truck is added to the firm's fleet.



# Negotiating Success

By Project Solutions, Inc.

Global enterprise impacts and dynamic shifts in workforce culture have redefined how we conduct business. Even more importantly, the way we interact with each other as humans in a professional environment has changed. Being able to communicate effectively is paramount to managing a business - that much is clear. Building networks and negotiating with other business parties helps strengthen relationships and reach goals. Negotiation skills are particularly useful when procuring vendors and materials or determining salary adjustments. What many people

don't consider, however, is that we negotiate on a daily basis. We negotiate with friends, family, and jobs to achieve what we either want or need. Whether you're trying to secure a product discount or put an unruly toddler to bed, we find ourselves in constant negotiations.



A negotiation at its core is a communication effort with results; you're trying to achieve a specific goal by successfully communicating with another party. We negotiate at differing levels and each interaction is unique to current relationships and goals. Regardless, the basic fundamentals of active, empathetic listening and building rapport are still the essence of a successful negotiation.

Understanding the individual on the other end of "the table" is a real factor of negotiating, and the most efficient way to accomplish that is by listening to them. That means they must not only be speaking, but speaking about what you want to know to be successful. Fortunately, there are some mechanisms you can employ in a negotiation to influence your counterpart's emotions and responses. One important thing to remember is that a negotiation is not a battle or manipulation, but a strategized conversation to achieve your end goals.

## Preparing Correctly

Before entering into any negotiation or discussion of labor or costs, you'll need to have done the research and understand what it is you're trying to accomplish. You also want to consider your counterpart's perspective as thoroughly as possible, anticipating any challenges or questions they may have.

It's also important to have the correct mindset. A negotiation requires active engagement and control. Don't let emotions negate your ability to effectively listen to the other party. At the same time, don't shy away from some opposition. Conflict in a negotiation is not always a bad thing. Discourse can drive the need for solutions and present the opportunity for a collaborative effort.

Lastly, keep in mind that things are rarely as they seem on the surface level. All negotiations are derived from an underlying network of niceties and necessities. Your objective is to determine what your counterpart wants and needs and work together to reach that solution.

Let's use an example of a company negotiating a lower materials cost from a manufacturer or supplier. The goal is to lower the overall cost. The company should contact multiple manufacturers or suppliers to determine pricing standards, identifying cost breakdowns wherever possible. They should also research suitable substitutions for the required materials to open more conversation options. They should consider what challenges their offer poses to the vendor and provide solutions. For example, if shipping is costly, would a pickup option lower the price?

Preparing correctly for a negotiation will help you be more confident during the discussion. Looking at things from your counterpart's perspective will help convey your empathy and care for their business concerns as well as strengthen the relationship. Another critical element of a successful negotiation is having your counterpart feel as though they are the one in control of the conversation. Consequently, despite the research efforts, the biggest trap you can fall into is forcing your preparedness and arguments onto the other party. Your goal isn't to be right, it's to reach an agreement.

Fortunately, there are strategies to draw out more information, direct the conversation, and reach your desired outcomes, all while allowing the other side to feel completely in control.

### Talk the Talk

Ironically, being successful in a negotiation usually means letting the other side do most of the talking. Negotiations can be very informative, and you'll discover more about your counterpart as the conversation unfolds. Studies have shown that when a person feels listened to, they listen to themselves more carefully and openly discuss their thoughts. Don't rush to fill the gaps in silence, either. Letting time pass is a powerful tool of a negotiator since it usually prompts the other side to speak more. Ask intentional questions where the responses have no fixed answer. This will give the response room to delve into different topics that may be applicable or useful in the negotiation.



A good tactic for beginning a negotiation is giving the other party the chance to say “no” very early on. As a society, we tend to focus on satisfying everyone and getting to “yes” whenever possible. In a negotiation, “no” can be powerful. Saying “no” opens the right to veto and elicits the feeling of being in control and making decisions, which is exactly how we want our counterpart to feel. Starting the negotiation early

with a “no” also opens the path for honesty and clarity. An easy “no question” to ask could be, “do you have the extra budget to...”It’s almost a certainty your counterpart doesn’t have an ‘extra budget’ to do anything.

Since the desired outcome of a negotiation requires not only agreement but execution as well, be wary of an apathetic agreement where the other side just wants the discussion to end. To guarantee execution, the other party needs to own the conversation. If they don’t feel equally (if not, more so) responsible for the agreement, then there may not be a commitment. This is another reason we want them dominating the talk space.

While negotiating terms, don’t be afraid to think outside the box. People get bogged down in “how much?” Dealing solely with numbers usually results in a back-and-forth exchange of prices and pride. Instead, explore non-monetary terms. Think about the example with the company negotiating for lower material costs and what other incentives could be offered to improve the deal. Perhaps the company can offer to advertise the manufacturer or supplier’s company. Think creatively because it’s not enough to show the other party that you can offer them something they want - you need to persuade them that they have something concrete to lose.

Lastly, be aware of the conversations that take place outside of “the table” when working with a team or other potential influences that aren’t directly involved in the conversation. Show your empathy by asking how your terms affect the team and the organization as a whole.

Despite your best efforts, not all negotiations will go your way. Negotiating successfully is a skill like any other that takes practice. You can augment your negotiating skills by understanding your approach to the conversation and reviewing these strategies on how to passively control it. Start off easy by making an effort to employ the tactics into everyday events. Listen deeply and form connections. Understand what your counterpart is truly trying to achieve and work together to arrive at a solution that is mutually beneficial. With the uncertainty of today’s business markets, supply chains, and materials, connecting with people and successfully advocating for our terms is an increasingly essential expertise.



# Quoting Opportunities

*December 8 2023, Bid Opening at 9:30 a.m. CDT*

**ASPHALT SURFACE TECHNOLOGIES CORPORATION** - P.O. BOX 1025, ST. CLOUD, MN 56302, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23927 for the December 8, 2023 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. ASPHALT SURFACE TECHNOLOGIES CORPORATION will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to [astechdale@hotmail.com](mailto:astechdale@hotmail.com) or fax your quotes to 320-363-8700. To speak to someone in our office regarding quoting please contact Dale Strandberg at 320-363-8500. Any and all disadvantaged businesses are encouraged to submit a quote. ASPHALT SURFACE TECHNOLOGIES CORPORATION is an Equal Opportunity Employer.

**BITUMINOUS PAVING, INC.** - PO BOX 6, ORTONVILLE, MN 56278, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23927 for the December 8, 2023 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. BITUMINOUS PAVING, INC. will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to [bpi\\_subquotes@yahoo.com](mailto:bpi_subquotes@yahoo.com) or fax your quotes to 320-273-2120. To speak to someone in our office regarding quoting please contact Bill Bajari at 320-273-2113. Any and all disadvantaged businesses are encouraged to submit a quote. BITUMINOUS PAVING, INC. is an Equal Opportunity Employer.

**CENTRAL SPECIALTIES INC.** - 6325 COUNTY ROAD 87 SW, ALEXANDRIA, MN 56308, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23342, 23555 for the December 8, 2023 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](mailto:quotes@centralspecialties.com). To speak to someone in our office regarding quoting please contact Ryan Minnerath 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 U.S. 71, LAPORTE, MN 56461, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23279, 23342, 23343, 23555, 23734 for the December 8, 2023 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](mailto: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) 23279, 23343, 23552, 23636 for the December 8, 2023 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](mailto: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) 23279, 23341, 23418, 23419, 23421, 23552, 23635, 23636, 23640, 23734 for the December 8, 2023 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](mailto: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) 23279, 23343, 23419, 23552, 23555, 23636 for the December 8, 2023 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 mea-

surement (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](mailto: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 271ST 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) 23342, 23343 for the December 8, 2023 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](mailto: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.

**MORRIS SEALCOAT & TRUCKING INC** - 46253 208TH ST., MORRIS, MN 56267, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23927 for the December 8, 2023 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. MORRIS SEALCOAT & TRUCKING INC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to [sealcoat@hometownsolutions.net](mailto:sealcoat@hometownsolutions.net). To speak to someone in our office regarding quoting please contact Lucas Banta at 320-589-2844. Any and all disadvantaged businesses are encouraged to submit a quote. MORRIS SEALCOAT & TRUCKING INC is an Equal Opportunity Employer.

**OPP CONSTRUCTION, LLC** - PO BOX 13530, 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) 23343 for the December 8, 2023 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. OPP CONSTRUCTION, LLC. will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to [bryanbenson@oppconstruction.com](mailto:bryanbenson@oppconstruction.com). To speak to someone in our office regarding quoting please contact Bryan Benson at 701-775-3322. Any and all disadvantaged businesses are encouraged to submit a quote. OPP CONSTRUCTION, LLC. is an Equal Opportunity Employer.

**REEDE CONSTRUCTION INC.** - 5237 EAST HWY 12 SUITE 1, ABERDEEN, SD 57401, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23419 for the December 8, 2023 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. REEDE 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 [quotes@reededeconstruction.net](mailto:quotes@reededeconstruction.net) or fax your quotes to 605-225-4425. To speak to someone in our office regarding quoting please contact Jesse Bruns at 605-225-7082. Any and all disadvantaged businesses are encouraged to submit a quote. REEDE CONSTRUCTION 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) 23341, 23342, 23343, 23418, 23419, 23552, 23555, 23636 for the December 8, 2023 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](mailto: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) 23279, 23419, 23636, 23734 for the December 8, 2023 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](mailto: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, INC.** - 39352 221ST 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) 23341, 23640 for the December 8, 2023 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, INC. 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](mailto: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, INC. is an Equal Opportunity Employer.



# FREE

Services for  
NDDOT-Certified  
DBEs!



## TRAINING



COACHING MENTOR MOTIVATION SKILL KNOWLEDGE KNOW-HOW LEADERSHIP



## BUSINESS DEVELOPMENT ASSISTANCE

The NDDOT DBE Supportive Services Program offers business support services to DBE program participants through funding from the Federal Highway Administration.



### Business Management Consulting

Solutions and strategies provided to improve finance and operations.



### Job Costing

Accounting methods that tracks costs and revenue by job.



### Financial Reviews

Financial review and assessment of statements and goals.



### Marketing Strategies

Developing plans to promote business products or services.

### Business Plan Development

Defining business objectives and marketing, finance, and operations goals.

### Capability Statement Development

Creating a document to outline business competencies.

### Accounting Software Setup

Collaboration and assistance setting up accounting software.

### Bidding & Estimating Assistance

Understanding estimating and preparing bid documentation.

The program offers free training and guidance to firms who want to build their financial and business management competency and grow their business within the construction industry. Assistance can be customized to fit your firm's needs.

All services are provided free of charge to NDDOT-certified DBE firms.