

North Dakota Department of Transportation

# DBE NEWSLETTER

— December 15, 2025 —

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## Advertisements

**Advertisements are not required. The Bid Opening Sign-In System and Advertisement System have been disabled until further notice.**

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

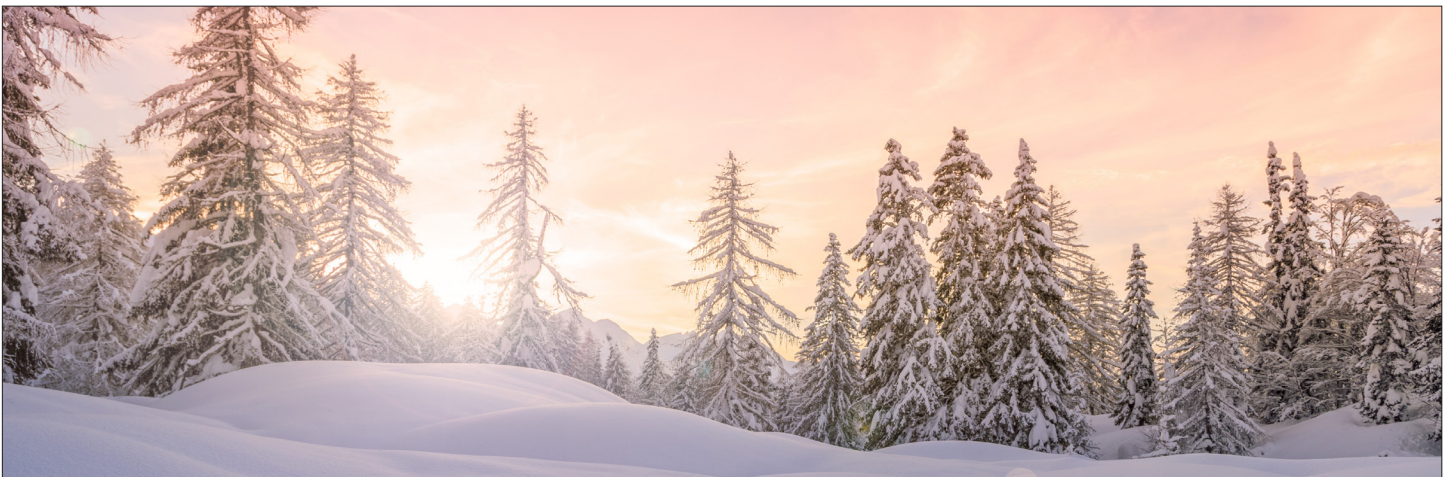
- An accessible meeting facility or other accommodation for people with disabilities.
- Language interpretation for people with limited English proficiency (LEP)
- Translations of written material necessary to access NDDOT programs and information.

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.

# Upcoming Bid Letting Meeting

[Click Here](#) to access the NDDOT website where you will find the link to join the next meeting.

[Click Here](#) to view the slides from the December 8 DBE Industry Update Meeting.



# Announcements...

**Withdraw Request Deadline:** If your firm will not proceed with the DBE reevaluation process, submit your withdrawal request to [civilrights@nd.gov](mailto:civilrights@nd.gov) by December 31, 2025.

**DBE Renewals During Reevaluation:** All renewal applications, and any other applications in the system, are disabled until further notice during the reevaluation process.

**Submitting Quotes:** Firms should continue sending their quotes to [subquotes@nd.gov](mailto:subquotes@nd.gov) to ensure timely consideration for upcoming projects.


**Industry Update Meetings:** Attending Industry Update Meetings on the Mondays before bid openings is essential for staying informed on project details and requirements.

**DBE Directory Status:** The DBE Directory will remain disabled until the reevaluation process is finalized; please plan accordingly.

**Subcontractor Prequalification Reminder:** Ensure your subcontractor prequalification is complete in the CSS. You can do that [Here](#). This is required to bid as a subcontractor since the DBE program is on hold.

## Subcontractor Registration

SUBCONTRACTOR REGISTRATION is required annually (expiring December 31) for contractors who wish to be approved as a subcontractor and are not currently pre-qualified to bid as a prime contractor or certified as a Disadvantaged Business Enterprise (DBE).



SUBCONTRACTOR REGISTRATION Application

Search Registered Vendors



# FINANCIAL PLANNING: BUDGETING FOR GROWTH

Whether you're just starting out or looking to expand, having a solid financial plan for your small business can help you navigate challenges, seize opportunities, and achieve your goals. In this article, we'll look at the importance of financial planning for growth, as well as some principles to keep in mind when developing one for your business.

## The Value of a Financial Plan

A good financial plan gives you a clear picture of your business's current position, what your goals for your business's future are, and the steps you are planning to take to reach those goals. Without this information, it can be easy to get lost in the process of conducting business and drift away from your goals, or to lose track of your business's market standing and stall your growth, but having a solid financial plan can help you maintain clarity, make informed decisions, and keep your business on the path to success. With that in mind, let's look at some qualities of a strong financial plan.



## A Strong Financial Plan is...

**... Built on Historical Analysis:** A strong plan needs a strong starting point, and when it comes to budgeting, that starting point is your current financial situation. Performing a financial analysis should be the first step in any budget you make. A good analysis should include information like your business's current revenue; its historic rate of growth; obligations like taxes, salaries, and other fees; and any other information that contributes to your company's current financial status. With a clear idea of where your company is in relation to these factors right now, you have a measurable starting point from which to develop your plans. However, this can be improved by also creating profiles of your company throughout its lifespan. You might, for example, create an analysis of your business's position each year for the past five years. These profiles can be compared to show trends in your business's development over time, which adds clarity to the picture your analysis provides and improves your ability to accurately forecast your position in the future. As you create new plans over time, your current analysis can be added into the historical catalogue.

**... Built Around Specific and Measurable Goals:** Once you understand where you are, you can figure out where you plan to be. The next step in developing a financial plan is to create goals to work towards. The length of time you feel your current goals should encompass will depend on the stability of your business and your own level of comfort, but regardless of their scale, your goals need to be specific, measurable, and realistic for your business. This specificity should include the precise amount of growth desired and the timeframe in which you wish to reach that goal. For example, if your goal is to increase your company's income, "increase revenue" is a less specific goal than "increase revenue by 5% by the end of the current fiscal year", which makes the second option easier to measure against, and thus more useful. Simultaneously, if the goals are unrealistic, like increasing revenue by 5% within the next 24 hours, measuring them becomes an unhelpful exercise in futility that can demotivate your employees and reduce the confidence of potential clients and investors.

**... Designed with Benchmarks in Mind:** Your budget will likely forecast out a significant amount of time, whether it be one year, five years, or all the way out to the point at which you plan to retire, so only checking your progress at the end of your financial plan can reduce your options for adaptation. To combat this, include set points at which to measure your progress within your plan via budget variance analysis. If your current financial plan's goals are set five years out, assessing your progress at the end of each quarter will let you measure your rate of growth and ensure that you are on track to reach those goals. This gives you a chance to measure the effectiveness of initiatives you implemented, reassess your plans, and make changes as needed and minimizes time wasted on ineffective methods of growth. Be careful not to set your benchmark moments too close together, however, or you risk the data you gather being too unstable to be useful.

**... Focused on Cash Flow and Liquidity:** A strong balance sheet that shows increasing value is great, but without adequate liquidity your company can face bottlenecks in growth or, in the worst case, can fail even as its value grows. When developing your budget, perform a cash flow analysis that you can repeat as you reach your benchmarks so that you can be sure to keep the liquidity of your resources in mind and maintain more assets than liabilities so that you have cash available to pay your obligations and invest in future growth.

**... Flexible:** Monitoring your progress towards your goals won't help if you are unable to adapt. Flexibility needs to be baked into your financial plan and should be included in ways that enable you to not only adjust initiatives or spending habits, but goals as well. Whether it be market changes that make your old goals unattainable or a brilliant new idea that creates a whole new field of opportunity, your business needs to be ready to adapt, and so do your financial plans. If you see a need to change in between your pre-set benchmarks, you should be able to make those adjustments. The more agile your business can be in the face of an ever-changing market, the more likely it is that it will grow.

**... Made with Professional Assistance:**

Being a business owner doesn't necessarily make you a finance expert, and that's okay. The good news is that other people are. If it's a possibility, hiring employees to manage your company's finances can make developing financial plans and ensuring adherence to budgets a much easier process. If it isn't, financial consultants can offer aid without the added obligations that full-time employees bring by helping you create a plan, being involved in reviews, or guiding you through the process of integrating technology that can automate parts of the process, such as cash flow analysis or growth rate monitoring.



In conclusion, budgeting for growth isn't just about keeping your finances in order—it's about giving your business a clear, adaptable roadmap for the future. By grounding your plan in historical analysis, setting measurable goals, tracking progress with benchmarks, safeguarding cash flow, and building in flexibility, you create a framework that positions your business to respond to challenges and seize opportunities. Whether you manage the process in-house or with professional guidance, a strong financial plan ensures that every dollar spent moves you closer to your long-term vision and sustainable success.

## Upcoming Events/Training

**Dec.  
22**

### **Reflect. Realign. React: Igniting Your Next Session Of Growth**

Webinar

Monday, December 22, 2025 | 12:30 P.M. CT | Cost: \$10

[Learn More >](#)

**Dec.  
30**

### **Increase Sales and Profits with Pricing and Distribution Strategies**

Webinar

Tuesday, December 30, 2025 | 3:00 P.M. CT | Cost: \$10

[Learn More >](#)

**Jan.  
6**

### **Bookkeeping for Small Business**

Webinar

Tuesday, January 6, 2025 | 11:00 A.M. CT | Cost: Free

[Learn More >](#)

**Jan.  
13**

### **U.S. Army Corps of Engineers - Small Business Industry Day**

BSC National Energy Center of Excellence | 1200 Schafer Street, Bismarck, ND 58501

Tuesday, January 13, 2025 | 9:00 A.M. CT | Cost: Free

[Learn More >](#)

## Did You Know...

Project Solutions Inc is the Supportive Services provider for NDDOT and is available for one-on-one assistance to DBEs who would like help drafting their personal narrative for the recertification process. To schedule time with a consultant, email [dbe@projectsolutionsinc.com](mailto:dbe@projectsolutionsinc.com).





# Building a High-Performing Team



In the fast-paced world of modern business, success often hinges not just on a great product or service, but on the strength of the team behind it. Building a high-performing team isn't a luxury; it's a strategic necessity for sustainable growth and long-term success. In this article, we will explore practical, actionable strategies to attract, develop, and retain a high-performing team that's not only skilled and productive, but also aligned with your mission and values.

## Identify Your Values

To develop a high-performing team for your company, you need to have a clear vision of your company's needs and its future. Before you begin building your team - or training your existing team if you already have one - you need to define clear goals for what that team will become. Determine what you want your company to look like, what its goals are, and what kind of people need to be a part of it to make that happen. This will give you a strong starting point from which to develop your team. Remember to make these ideas clear and easy to communicate, because you will need the people around you to buy into them to make them work. This is also the time to think about which soft skills you will want your employees to have so that you can look for them when you begin making new hiring decisions.

## Hire for Potential

A high-performing team is built around high-performing people, so smart hiring decisions are the vital foundation of what your team will become. While work experience is an important aspect of a good candidate, when looking at new hires, it is rarely the most important aspect. The candidate with the most direct experience may reduce your team's performance if they don't mesh with your company culture or don't agree with the mentality behind your business. To build a high-performing team, you want to have employees that think in line with your goals, are adaptable and eager to learn, and feature important soft skills for your company in addition to having the qualifications necessary to succeed in the position for which you are hiring them. Remember that you're not hiring them purely to fulfill one specific role, but to contribute to your company's overall growth, and strategize your hiring decisions around that idea.

To find the right candidate, you will need to devote more significant resources to developing job postings, conducting interviews, and testing candidates than you might be used to, so prepare for that additional investment and remember that it is better to spend more time finding the right person now than to hire and then replace several people who don't fit into your company. A couple great ways to learn about the compatibility of candidates with your vision is to include open ended questions that allow them to show broader problem-solving or interpersonal skills, or to present examples of real situations your employees have had to navigate to see if your candidate's instincts align with your ideals.

## Invest in Your Employees

Once you have a team full of people who are eager to learn and aligned with your values, foster that potential by investing in their growth. Encouraging your staff to expand their skill set will improve their performance and your profitability, so do your best to create a culture that supports personal improvement. Some great ways to do this are to offer support for continued education and training through flexible scheduling or financial assistance, providing on-the-job training, or simply being supportive of employees who seek to learn new skills outside of work. Another great way to foster growth is by encouraging employees to help each other learn through cross-training within your company, which allows employees to become more well-rounded and adaptable to the company's needs while improving their connections with their colleagues.



## Prioritize Communication

A strong team is not a fire-and-forget item on your business checklist. It requires constant attention and guidance to reach its potential, and the cornerstone of that guidance is a commitment to clear and consistent communication. One of the most important aspects of that communication is in providing frequent feedback on employee performance. Your employees should have clear, measurable goals to strive towards just like your company so that



they have a clear direction in which to focus their efforts. Progress towards attaining those goals should be measured at regular intervals that come with useful feedback. By providing both goals and feedback, you can encourage employees' growth in the direction that your company needs. However, remember that this feedback should be positive and supportive, not derisive. Praise areas where employees have done well and provide constructive criticism to help them improve in areas where they aren't meeting expectations. Positive feedback can – and should – extend beyond formal reviews, however, and research shows that companies that offer regular recognition for hard work tend to see better employee performance in return. Celebrate wins, compliment progress, and reward the people who help your business succeed.

Communication shouldn't only be a top-down affair. It's important for employees to feel free to speak to each other as well. Whether this is through cross-team training, providing feedback and advice about work, or discussing things unrelated to their jobs, making employees feel like they have the space to speak to each other will improve their performance and their commitment to their colleagues and the company.



### **Maintain a Sustainable Pace**

One of the biggest threats to a high-performing team is employee turnover. It can be tempting, when you hire people for their strong work ethic, to feel like pushing them to work as hard as possible will get you the most out of that investment. In the long term, however, that kind of pressure tends to reduce productivity rather than an increase it. Most people simply can't work all the time, and even those who can will perform better if they don't. Putting pressure on your staff to overwork themselves will lead to increased stress and burnout, lower quality work, and reduced productivity overall. It will also increase the rate at which employees leave the company. Remember, these people are investments and losing that investment hurts your business. When you need to replace someone, that means going through the hiring process again, recruiting and training a new hire, putting extra strain on your remaining employees to pick up the slack until that new staff member is integrated into the team. The extra hassle will cost you more time than you gained through overworking the employee that left. To prevent this, you should prioritize developing a pace of work that supports the employees who support you, giving them enough time to do their work well without sacrificing their mental and physical health in the process. Allow them the space to give you feedback if the pace you're setting isn't sustainable for them, and remember that working together to create a work environment that is as healthy as possible for everyone will not only help them live healthier lives, it will increase their productivity and your profitability.

Developing a high-performing team to support your business goals can be a daunting, counterintuitive task, where you don't always hire the candidate with the most expertise, or you give people time off to increase their productivity, but what's important is to remember that by viewing your staff as investments to be nurtured rather than products to be consumed, you're creating patterns that will lead to increased growth for your business over time and stronger employees around which to build that growth.