

North Dakota Department of Transportation

DBE NEWSLETTER

— For the January 26, 2024 Bid Letting —



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NORTH
Dakota | Transportation
Be Legendary.™

Upcoming Bid Letting Meeting

**DBE Industry Update Meeting — January 22, 2024, at 9-10 a.m. CDT
for the January 26, 2024, 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

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](#)

Contacts

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DBE Supportive

Services Consultant

Project Solutions, Inc.

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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:

- **Thursday, February 1, 2024** (for Feb. 16, 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.

Employee Continuity and Succession Planning: Ensuring Business Resilience

By Trish Moreno, Marketing and Project Coordinator, Project Solutions, Inc.



Businesses today face many challenges, and to see long-term success in an ever-evolving landscape, they must be resilient to those challenges. One of the most significant challenges that is inevitable, yet often unexpected, is change. Changes occur in technology, costs, laws, deadlines, and, most importantly, people. Building resiliency to change in personnel is paramount when working in an understaffed and competitive industry, like construction. Among the key elements that contribute to this resilience is employee continuity and succession planning. These strategies and tactics aren't just about filling vacant positions; they are about ensuring that an organization can weather storms and adapt to changes while preserving institutional knowledge, culture, and performance. In this article, we're going to explore the importance of employee continuity and succession planning and provide insights into how businesses can develop and implement effective strategies.

Maintaining Continuity

Your business, like any other, has individuals with invaluable knowledge and expertise. It's all too easy to skip formalizing procedures as employees routinely do what they should be doing – their jobs. Only when these valuable individuals leave unexpectedly do we realize that their knowledge leaves with them, and it's too late to capture the lost information. With



commitment and smart planning, you can avoid some of the challenges that arise when a seasoned employee leaves.

Have your team, especially supervisors, develop continuity binders or standard operating procedures (SOPs) that outline their responsibilities and procedures for executing tasks. SOPs should provide clear and concise instructions for the consistent execution of routine operations. SOPs should include:

- Hierarchy, key stakeholders, and contact information
- Dates and deadlines
- Deliverables
- Approach to completing tasks
- Links to important websites, folders, and documents

It's also important that SOPs are living documents. Everyone should be updating SOPs when applicable for them to remain a current resource and provide the best training for other teammates. Having firm continuity procedures in place will help alleviate some of the discord that comes with employee turnover, as well as increase the rate at which a new employee can take over.

Creating Depth

We've covered that the one absolute you can count on with business is change. However, you also need to consider how your team's personal changes can also affect your business. People go through personal changes in dramatic ways. Marriage, divorce, death, or an unforeseen new opportunity can bring change for your employee and your business, which can disrupt operations and hinder growth. Creating an organizational chart is a great way to help with this. An organizational chart is more than just a two-dimensional snapshot of your company's hierarchy, it's also a powerful succession planning tool. A well-designed organizational chart will help:

- Assess your business needs
- Identify key roles
- Show your full strengths (or weaknesses) in personnel
- Track who's ready for promotion
- Show multiple future options

Organizational charts can help track future plans as they relate to your personnel. The biggest mistake people make when developing these charts is drawing a diagram of their current workforce and positions. Instead, design your chart to support your organization's goals and objectives, and then see how your current workforce fits. Focus less on the names and more on the roles and responsibilities.



Ultimately, an organizational chart should be a driver of manpower decisions, not simply a reflection of your current staffing. Having an organizational chart and succession plan that you develop and update in unison with your leadership team will help you manage the evolution of your workforce in the most strategic way possible.

Minimizing Risk

Part of being resilient is minimizing risk in your business when someone leaves. Combined with SOPs and organizational charts, employee continuity is also critical. Seek out and eliminate single-points-of-failure, or tasks and positions that are wholly reliant on a single individual's knowledge or skills to perform. By doing so, you can help ensure the ongoing delivery of essential services and the preservation of daily operations.

By identifying critical roles and cross-training employees, businesses can minimize disruptions in their operations and maintain continuity even during challenging times. Succession planning reduces the risk associated with unexpected departures by identifying and grooming internal talent for key roles. By having a pool of prepared successors, an organization can respond more effectively to unexpected changes in leadership or workforce.

Senior and mid-level managers should share their skills and be transparent always in their experience with their teams. Another common fallacy is that you could tell how valuable an individual was to an organization if their departure resulted in productivity disruption. In truth, however, a good manager trains and develops so their team is prepared to execute without direct supervision.

Talent Development and Engagement

Succession planning provides opportunities for the development and growth of employees. When individuals feel their organization is invested in their career progression, they tend to be more engaged and committed. This can lead to improved morale, increased productivity, and a stronger overall organizational culture.

Take the time to meet with your team for frequent feedback, more than an annual review. During these feedback sessions, discuss an individual's goals and aspirations. Help them visualize what a future at your company looks like and then chart out a realistic plan for how they can achieve their goals. Recruitment will continue to be a challenge in the construction industry, so training and developing your team from within is guaranteed to be the most consistent and cost-effective approach.



Employee continuity and succession planning are critical strategies for businesses that want to thrive in a rapidly changing world. By maintaining continuity, creating depth, minimizing risk, and fostering talent development, businesses can build resilience and ensure long-term success. The implementation of effective strategies and a commitment to these processes will make your business resilient to the inevitable – change.

Upcoming Events/Training

Jan.
25

NDLTAP Heavy Equipment Safety & Maintenance Training

City of Mandan Public Works Building | Mandan ND

Thursday, Jan. 25, 2024 | 9:00 a.m. CDT

Cost: \$50 per person

[Learn More >](#)

Feb.
6

Tri - State Procurement Webinar: Understanding Teaming Arrangements: Subcontracts and Joint Ventures under the Federal Acquisition Regulation (FAR)

Tuesday, Feb. 6, 2024 | 8:00 a.m. CDT | Webinar | Free

[Learn More >](#)

Mar.
27

12th Annual North Dakota Selling to the Government, 2024

Raymond J. Bohn Armory | Bismarck, ND

Wednesday, March 27, 2024 | 8:00 a.m.

Free

[Learn More >](#)

Did You Know...

The 2024 ND Transportation Conference will take place between March 5-6, 2024, at the Bismark Event Center.

The conference theme is Moving North Dakota Forward and will feature multiple tracks of presentations, a vendor exhibit hall, interactive showcases, and much more!

For more information or to register for the conference, [click here](#).



Overcoming Language Barriers in Workplace Safety

By Project Solutions, Inc.

In today's workplace, diversity is a strength that brings people together from various backgrounds, cultures, and communities. However, this diversity can present challenges, especially when it comes to ensuring effective communication, particularly when we're talking about workplace safety. You want your employees to not only feel safe, but to understand the importance of safety in the workplace. Overcoming the language barrier is crucial to creating a safe and inclusive work environment for your employees. This article explores



the importance of addressing language barriers in workplace safety and offers practical strategies for businesses to enhance communication and promote a culture of safety for the entire team.

Employers have a legal and ethical responsibility to provide a safe working environment for all employees. This includes ensuring that safety information is effectively communicated to everyone, regardless of their native language. Failure to address language barriers can lead to increased risks, accidents, and potential legal consequences for the organization.

Clear communication is the foundation of workplace safety. If there is an emergency, every second counts, and misunderstandings due to language barriers can lead to serious consequences. Whether it's understanding safety protocols, emergency procedures, or equipment instructions, language plays a pivotal role in ensuring that information is accurately conveyed.

Below are some strategies that a company can implement to help them overcome language barriers and ensure safety:

Take a Look at your Workforce Language Demographics:

Before spending a lot of time, resources, and effort on developing a multi-lingual safety program, take a look at the language demographics of your workforce. Surveying your workforce for potential language barriers is a crucial step in developing an effective safety program for everyone on your team. By conducting a comprehensive survey, you will gain valuable insights into the diverse linguistic landscape of your team, identifying potential challenges and areas for improvement. Assess the languages spoken by employees, their proficiency levels, and any specific communication preferences. Understanding potential language barriers allows you to tailor your safety program and provide language support where needed. This proactive approach not only promotes a more inclusive work

environment but also strengthens teamwork, productivity, and overall employee satisfaction. Keep in mind that this may change over time, so regularly revisiting and updating these surveys ensures that your organization remains responsive to evolving linguistic dynamics.

Multi-lingual Training Materials:

By offering training materials in multiple languages, employers can ensure that all workers, regardless of their native language, have access to crucial safety information. This not only enhances overall workplace safety but also promotes a sense of inclusivity and respect for diverse backgrounds. These materials can include written guides, videos, and online resources that cover various safety topics relevant to the workplace. Clear and accessible communication in various languages empowers employees to comprehend and adhere to safety guidelines, ultimately reducing the likelihood of incidents and contributing to a safer, more harmonious workplace for everyone.

Language Training Programs:

Offer language training programs to employees who may face language barriers. This can significantly enhance the overall safety program by fostering clear and effective communication among employees. A well-structured language training initiative ensures that all team members possess a common understanding of safety protocols, emergency procedures, and daily operational instructions. This can include language courses specific to workplace safety, helping employees become familiar with the terminology and communication required for a safe work environment. This linguistic uniformity ensures a workforce is equipped with skills to convey safety concerns, report hazards, and seek assistance promptly. This enhanced communication promotes a culture of transparency and collaboration, creating working environment where employees are empowered to address safety issues proactively. In essence, language training becomes a pivotal component of a comprehensive safety strategy, contributing to increased awareness, compliance, and overall well-being within the workplace.

Use of Visuals and Symbols:



Visual communication transcends language barriers. In a multi-lingual workplace, the integration of visuals and symbols into the safety program is paramount to ensure universal comprehension of safety protocols. Graphical representations of hazards, emergency procedures, and safety guidelines serve as a visual language that can be easily interpreted by individuals with varying levels of language proficiency. Visuals and symbols not only aid in comprehension but also act as a constant reminder, reinforcing key safety messages consistently across a diverse workforce.

Regular Communication Checks:

Regular communication checks with the workforce are also imperative for maintaining an effective workplace safety program. These checks ensure that communication channels are clear, information is disseminated accurately, and all employees understand critical safety protocols. In dynamic work environments, changes in personnel, procedures, or equipment may occur, making it essential to verify that everyone is up to date on the latest safety information. Have an open-door policy for questions and concerns related to safety to provide an opportunity for employees to ask questions, seek clarification, and provide feedback on the efficacy of safety communication methods.

Utilize Technology:

Technological tools, such as translation software, multilingual training modules, and communication apps, can help bridge language gaps. These tools not only facilitate accurate and consistent communication but also enable real-time updates and accessibility. By incorporating technology into the safety program, organizations can streamline the dissemination of safety protocols, emergency procedures, and instructional materials in multiple languages, reducing the risk of misinterpretation. Additionally, technology allows for interactive training sessions, quizzes, and instant feedback, enhancing comprehension and engagement.



Overcoming the language barrier in workplace safety is not just a matter of compliance; it is a fundamental step toward creating a culture of safety and inclusivity. Organizations that invest in effective communication strategies will not only reduce the risk of accidents but also promote a positive workplace environment where all employees feel valued, safe, and understood. Embracing some of these solutions and strategies will not only improve communication efficiency but also demonstrate a commitment to fostering a culture of safety that values the well-being of every employee, regardless of language proficiency. By recognizing the importance of language diversity and implementing practical solutions, businesses can foster a safer, more collaborative, and ultimately more successful work environment.

Quoting Opportunities

January 26, 2024 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) 23203, 23837, 23847 for the January 26, 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. 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 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.

BEK CONSULTING, LLC - 3180 HWY 22 N PO BOX 1010, DICKINSON, ND 58602, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22949 for the January 26, 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. BEK CONSULTING, LLC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to robertb@bekweb.com. To speak to someone in our office regarding quoting please contact Robert Bartz at 701-483-9235. Any and all disadvantaged businesses are encouraged to submit a quote. BEK CONSULTING, LLC 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) 22956, 23141, 23837, 23847 for the January 26, 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. 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 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.

BORDER STATES PAVING, INC. - PO BOX 2586, FARGO, ND 58108, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22228, 22599, 22956, 23141, 23419, 23546 for the January 26, 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. BORDER STATES 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 quotes@borderstatespaving.com or fax your quotes to 701-237-0233. To speak to someone in our office regarding quoting please contact Jim Rentz at 701-237-4860. Any and all disadvantaged businesses are encouraged to submit a quote. BORDER STATES 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) 22599, 22949, 22956, 23141, 23546 for the January 26, 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 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.

DAKOTA UNDERGROUND COMPANY - 4001 15TH AVE NW, FARGO, ND 58102, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22167 for the January 26, 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. DAKOTA UNDERGROUND 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@dakotaunderground.net or fax your quotes to 701-282-0016. To speak to someone in our office regarding quoting please contact Jared Heller at 701-282-9753. Any and all disadvantaged businesses are encouraged to submit a quote. DAKOTA UNDERGROUND COMPANY is an Equal Opportunity Employer.

DENNY'S ELECTRIC LLC - PO BOX 1406 1661 I-94 BUSINESS LOOP EAST, DICKINSON, ND 58602, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23281 for the January 26, 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. DENNY'S ELECTRIC LLC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to skip@dennyelectricnd.com or fax your quotes to 701-227-0712. To speak to someone in our office regarding quoting please contact Skip Rapp at 701-227-0601 extension 1009. Any and all disadvantaged businesses are encouraged to submit a quote. DENNY'S ELECTRIC LLC is an Equal Opportunity Employer.

EDLING ELECTRIC, INC. - PO BOX 1456, BISMARCK, ND 58502, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23230, 23281, 23378 for the January 26, 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. EDLING ELECTRIC, INC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to james@edlingelectric.com or fax your quotes to 701-255-2835. To speak to someone in our office regarding quoting please contact James Ruud at 701-595-7570. Any and all disadvantaged businesses are encouraged to submit a quote. EDLING ELECTRIC, 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) 22228, 23141 for the January 26, 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) 22167, 22228, 23419 for the January 26, 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) 22228, 22956, 23378, 23546, 23719 for the January 26, 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) 22228, 22599, 23141, 23419, 23546 for the January 26, 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.

KPH, INC. - 9530 39TH ST S, FARGO, ND 58104-7, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22167, 22228 for the January 26, 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. KPH, INC will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to estimator@kphinc.net. To speak to someone in our office regarding quoting please contact Daniel Sommerfeld at 701-499-7979. Any and all disadvantaged businesses are encouraged to submit a quote. KPH, INC is an Equal Opportunity Employer.

MARK SAND & GRAVEL CO. - PO BOX 458, FERGUS FALLS, MN 56538, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22599, 23141 for the January 26, 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. MARK SAND & GRAVEL CO. will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can

email your quotes to estimator@marksandgravel.com or fax your quotes to 218-736-2647. To speak to someone in our office regarding quoting please contact JUSTIN RODEMAN at 218-736-7523. Any and all disadvantaged businesses are encouraged to submit a quote. MARK SAND & GRAVEL CO. is an Equal Opportunity Employer.

MARTIN CONSTRUCTION, INC. - 3685 116TH AVE SW, DICKINSON, ND 58601, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22956 for the January 26, 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. MARTIN 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 mquotes@martinnd.com. To speak to someone in our office regarding quoting please contact Tate Kick at 701-483-3478. Any and all disadvantaged businesses are encouraged to submit a quote. MARTIN CONSTRUCTION, INC. is an Equal Opportunity Employer.

MAYO CONSTRUCTION COMPANY, INC. - BOX 310 13960 HWY 5 WEST, CAVALIER, ND 58220, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 23546 for the January 26, 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. MAYO CONSTRUCTION COMPANY, 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@mayoconst.com or fax your quotes to 701-265-8044. To speak to someone in our office regarding quoting please contact Trevor Christianson at 701-265-8438. Any and all disadvantaged businesses are encouraged to submit a quote. MAYO CONSTRUCTION COMPANY, INC. 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) 23141 for the January 26, 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.

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) 23837, 23847 for the January 26, 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. 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. 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.

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) 22956, 23141, 23203, 23378, 23419, 23546 for the January 26, 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.

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) 22167 for the January 26, 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. 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 bryanbenenson@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.

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) 22956 for the January 26, 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](mailto: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) 22599 for the January 26, 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.

SELLIN BROTHERS INC. - 1204 HOBART STREET PO BOX 159, HAWLEY, MN 56549, is seeking quotes on any and all items or materials within the scope of the project(s) on job number(s) 22228, 23141 for the January 26, 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. SELLIN BROTHERS INC. will be accepting quotes up until deadlines as specified in the DBE Special Provisions for this letting. You can email your quotes to info@sellinbrothers.com or fax your quotes to 218-483-4678. To speak to someone in our office regarding quoting please contact David Swafford at 218-483-3522. Any and all disadvantaged businesses are encouraged to submit a quote. SELLIN BROTHERS 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) 22167, 22228, 22949, 23230, 23281, 23378, 23419 for the January 26, 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) 22167, 23419, 23719 for the January 26, 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, 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) 22167, 23203 for the January 26, 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, 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. 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.

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<p>TIME: 8:30am - 10:30am MT each day</p>	<p>COST: This class is free for qualified businesses to attend</p>