



### Upcoming Dates

MDT Bid Letting Jan 29, 2004

BLM Workshop, Billings, Feb 11, 2004

GSA Workshop, Billings, Feb 12, 2004

### DBE Logo Contest

We received 38 logo designs for the contest. The judges had a difficult time selecting one logo design among the many high quality entries. Participants—Thank you for your creative logo designs and taking time out of your busy schedule to enter the contest. Thank you to all the judges (Danelle Saffert, Independent Record Newspaper; Josh Turner, DBE Company; Joan Scott, MDT Public Relations; Lisa Durbin, MDT Construction; and Ivan Ulberg, MDT Right of Way). You did a terrific job determining the logo that best depicts the program's image.

The winning logo was designed by Charlie O'Neill. Charlie O'Neill has been doing graphic design work part time for the past three years as a freelance designer and through her work at Lifelink and Mountain High Wood Works in Bozeman, Montana. She received her Associates Degree in Graphic Design from the Wyoming Community College. Charlie believes her art was strongly influenced by her dad, a famous artist, Bill O'Neill. Charlie works hard to identify the organization's image and she loves to design for organizations with a strong cause. With her design for the Montana DBE Program, she was hoping to capture the essence of providing a helping hand to disadvantaged businesses in Montana. Charlie can be contacted at [oneill\\_charlie@yahoo.com](mailto:oneill_charlie@yahoo.com).



Winning DBE Logo

By

Charlie O'Neill

### Activity Report is Due

Quarterly Activity Report for the 4th quarter (October to December 2003) is due in the DBE Supportive Services office by January 31, 2004.

Form is available on the Internet at:

[http://www.mdt.state.mt.us/civilrights/pdf/dbeactivity\\_rpt.pdf](http://www.mdt.state.mt.us/civilrights/pdf/dbeactivity_rpt.pdf)

### Looking for Interested DBE Companies

Do you want help with marketing your business? Could you use a student to work on a project for your company? Two new programs are being developed to provide this type of assistance to DBE companies. Please call Rebecca to learn more and participate.

800-883-5811

### Upcoming Workshops

**How to Contract with Bureau of Land Management (BLM) Workshop**, February 11th, Montana Business Incubator, MSU-Billings, 100 Poly Drive, Billings, 8:00am-5:00pm, \$25.00 per person (lunch included). Fee is non-refundable. Mary Clark, BLM Procurement Analyst, is the speaker. Learn where to find BLM opportunities and how to start contracting with BLM. Learn how to read solicitations and complete the paperwork.

**General Services Administration (GSA) Workshop**, February 12th, Montana Business Incubator, MSU-Billings, 100 Poly Drive, Billings, 8:00am-5:00pm, \$25.00 per person (lunch included). Fee is non-refundable. Speaker is Pennie Estrada, Director, GSA Small Business Utilization Center. Learn all you need to know to get your company listed on the GSA schedule.

To register for either workshop, send check payable to Montana Business Incubator to Adam Steadman, Montana PTAC Center, Big Sky Economic Development Authority, 222 North 32nd Street, Billings, MT 59101. For more information, call Rebecca Johnson, MT Dept of Transportation DBE Supportive Services, 800-883-5811 or Adam Steadman at 406-256-6871.



**Recently DBE Re-Certified Companies—(Annual Eligibility Update is October 31<sup>st</sup> of each year)**

|  |                     |                  |
|--|---------------------|------------------|
| Garcia & Associates                      | John Garcia         | San Anselmo, CA  |
| Bionomics Environmental, Inc.            | David Aspitarate    | Boise, ID        |
| Eclipse Traffic Control & Flagging, Inc. | Jannette L. Jerauld | Kingston, ID     |
| Par Golf Construction                    | Grant Noonkester    | Billings, MT     |
| Able Septic                              | Joseph Durglo       | St. Ignatius, MT |
| Exeltech Consulting, Inc.                | Santosh Kuruvilla   | Olympia, WA      |
| G&L Painting                             | Earl LaRoque        | Lincoln, MT      |
| Cole Acoustics                           | Jamee Cole          | Whitefish, MT    |
| Empire Lath & Plaster, Inc.              | Sandy Tilzey        | Billings, MT     |
| Martinez Corporation                     | Anthony Martinez    | Austin, TX       |

**Two Views of Employee Satisfaction**

When The Society for Human Resource Management and USA Today released their *Job Satisfaction Poll* recently, the results reported a difference of opinion between managers and employees on many fronts. Perhaps the most compelling findings, however, concerned the difference between what was actually important to employees and what executives assumed was important to the workers.

**The Top Five “Very Important” Job Components**

**According to employees:**

1. Job security
2. Benefits
3. Communications between employee and management
4. Employee flexibility to balance work and life issues
5. Compensation/pay

**According to management:**

1. Communication between employees and management
2. Recognition by management
3. Relationship with immediate supervisor
4. Job security
5. Compensation/pay

**As Read MDT December 18, 2003 Bid Letting Results**

| <b>Project Title &amp; Number</b>                      | <b>Prime Bidder</b>        | <b>Bid Amount</b> | <b>DBE Dollars</b> | <b>DBE %</b> |
|--|----------------------------|-------------------|--------------------|--------------|
| NH 1-9(38)573<br>Oswego East & West                    | Border States Paving, Inc. | \$9,103,828       | \$430,468          | 4.73%        |
| STPP 51-3(3)60<br>Sidney - West                        | Wickens Construction, Inc. | \$7,135,189       | \$652,466          | 9.14%        |
| BR 83-2(11)59<br>Goat Creek - 20 KM South of Swan Lake | Frontier-West, LLC         | \$719,430         | \$44,382           | 6.17%        |
| BR 566-1(5)4<br>Bridge Creek - 7 KM SW of Ashland      | Martin Construction        | \$293,932         |                    |              |
| STPU 5206(7)<br>NW Bypass Lighting - Gt. Falls         | Scott Construction         | \$11,637          |                    |              |
| CM 5299(46)<br>Traffic Signals - Telemetry- Gt. Falls  | Scott Construction         | \$44,538          |                    |              |

## TWO STEPPING IN A DIVERSE WORK-PLACE (Part 5 of 5)

### Take a bow



Rebecca Johnson, Civil Rights DBE Supportive Services Manager

Jim Phillips, Civil Rights Compliance Specialist

There are many other pitfalls to watch out for when you are managing a diverse workforce. In general, keep your wits about you and try to be sensitive to employee needs. If you are not sure, ask the Civil Rights Bureau or Human Resources.

### New Resource Materials Available to You

A guide to **Employee Recruitment** and/or a guide to **Human Resource Systems and Forms** can be yours by contacting Rebecca at DBE Supportive Services.

The Employee Recruitment Guide was developed by Dave Laber, PHR, and Bob Thornton, Helena Job Service Workforce Center. The other bulletin was compiled over the past four years by Greg and Karen Chadwick of Chadwick Landscape and Nursery and published by Dave Laber.

## What Every Construction Employer Needs to Know, December 16, 2003, Helena, MT, Jim Nys, Personnel Plus! Inc.

Workshop summarized by Rebecca Johnson.

Jim Nys provided the participants with an abundance of information regarding employer issues. Here is a very brief synopsis of some of that information.

- Different employees can be classified as at-will, contract, or joint, and non-employees could be classified as independent contractor, or statutory non-employee.
- How to deal with Conflicting Employment Laws – determine if your organization is in fact covered by both federal and state laws. Federal laws often apply to larger organizations. If covered by both laws, determine if law is permissive or mandatory. Employers are prohibited from discriminating against protected classes, which are Race/Ethnicity; Color; Religion; National Origin; and Sex.
- Make sure to keep all your decisions “job-related” when dealing with employee issues. Stress requirements of job. You cannot ask applicant about a workers’ compensation claim or a person’s disability. For 780 generic job descriptions, go to <http://online.onetcenter.org/>
- Montana law is more restrictive in protecting individual’s rights. Polygraph/Drug and Alcohol Testing is not allowed for all employers.
- At least half of poor performance is due to unclear expectations or deficient procedures/tools provided by the employer. Montana Wrongful Discharge Act – creates three causes of action: 1. Terminating a non-probationary employee without “good cause” (probation is six months long unless otherwise stated by the employer). 2. Terminating in violation of employer’s written personnel policies; and 3. Terminating an employee who refuses to violate public policy. Maximum penalty is pay up to 4 years of pay and benefits minus the current wage earned.
- The Seven Day Rule – If an employer has a complaint resolution procedure and provides it to the employee within seven days of discharge, the employee must initiate and exhaust the procedure. If the employee does not use grievance procedure, employee’s right to go to court is waived. If employer doesn’t give the employee notice of the procedure and provide a copy, the employee is free to proceed to Court. Civil Right actions do not require exhausting employer procedures before proceeding with suit.
- Montana “Service Letter” Law – If requested, employer must provide written reason for termination. Employee is to be warned that letter might be used in litigation.
- If you are considering termination or investigation of employee misconduct, you may want to bring in an impartial individual to help with the process. A rule of thumb – it will cost the employer approximately 1.5 years of salary for a non-professional job to replace someone, in terms of training and recruiting costs.
- An employer cannot hold a employee’s wage check to get back property such as keys, tools, etc. You cannot put non-competition clauses for employees in your personnel policies. This pertains only to owners.

## **Personnel Policies (Part 1 of 2)**

While most employers recognize the value of having a set of personnel policies to guide their day-to-day employment decisions, many do not have the time or the expertise to develop such a set of policies from scratch. As a result, many employers are tempted to utilize another company's personnel policies as a model or to utilize newly available software to develop personnel policies.

As a human resource consultant, I have always recommended against either of these approaches. My recommendation is based on the fact that employment rules vary widely according to a number of factors that are discussed in this article. Additionally, the policies must be written to reflect the organizational culture and managerial style. It does no good to adopt well-written policies if the organization is not likely to implement or follow the policies in their day-to-day decision making.

Employers who are interested in writing personnel policies must first identify the rules that they are subject to and then write or modify their own policies accordingly. Given the complexity of employment law and the fact that federal and state laws often mandate different standards, this can be time consuming and difficult.

### **State Law Differences**

The greatest variation in how personnel policies are written comes from the differing requirements of each state (and sometimes local) government. While federal law is the same across the country, state requirements can modify or add significant additional responsibilities and/or employee protections the employer must observe. For example, the federal Age Discrimination in Employment Act prohibits discrimination against applicants for employment or employees who are age forty or more. In contrast, Montana's Human Rights Act prohibits age-based discrimination against individuals regardless of their age- i.e., the state law protects all age groups equally. As a result, a personnel policy that might prohibit a supervisor from utilizing a twenty-two year old employee in a job requiring operation of a motor vehicle would not violate federal law but may violate the stricter Montana law. If the employer operated in different jurisdictions, say Montana and Wyoming, there could be one set of rules under federal law that constitute a minimum standard and a different set of rules in Montana and yet a third set in Wyoming.

### **Montana Employment Laws**

A few of the ways in which Montana employment laws differ from federal requirements are listed below:

1. Montana's Human Rights Act applies to all employers not just larger employers.
2. Federal law allows (but does not mandate) employers to use polygraph tests under certain circumstances. Montana law prohibits the use of polygraphs under any circumstances. Because Montana has a standard more restrictive than federal law and it provides a greater protection to the employee than does federal law, the Montana law is deemed to supercede the more lenient federal rule.
3. Montana has the nation's only law on the subject of wrongful discharge. The 1987 enactment of the Montana Wrongful Discharge from Employment Act things repealed the concept of "at-will employment" in Montana that is used commonly by employers elsewhere.
4. Montana has standards on the timeliness and manner of payment of wages that are stricter than many other states. Montana prohibits mandatory direct deposit of wages and has strict and rather short time lines for payment of wages to employees who are terminated by the employer.
5. Montana limits or prohibits the use of drug and alcohol test that employers may wish to administer to a short list of safety-sensitive or fiduciary positions. No other employees may be subjected to the testing requirements.

These are some of the many provisions which will require that policies be written differently if your company operates in whole or in part in the state of Montana.

### **Industry Requirements**

The industry in which the employer operates can also result in different rules being applied. For example, employers who are in the trucking industry are subject to the Motor Carriers Act with regard to overtime standards and not to the Fair Labor Standards Act as our most other employers.

### **Number of Employees**

Many federal employment laws are triggered only when an employer has a minimum number of employees. The Family and Medical Leave Act requires a minimum of fifty employees before an employer is covered. Title VII of the Civil Rights Act covers only those employers who employ fifteen or more employees. The requirement to offer continuation of health insurance benefits (COBRA) applies at 20 employees. In Montana, our state Human Rights Act applies to all employers with one or more employees, Wyoming's law to employers with two or more.

*This article is prepared by Jim Nys, Personnel Plus! Consulting Services, Inc., 910 E. Lyndale, Helena. It may be reproduced without advance permission as long as it is unedited, contains the name and address of the author and a copy is furnished to the author upon publication.*

**Employee Value Proposition** from Intuit, Inc. (Mountain View, CA) as quoted in *HRfocus*, December 2003

- Help me to be productive, do great things, and be the best I can be.
- Let me know where I stand and how I'm doing.
- Invest in me to help me grow fast.
- Pay me fairly and recognize my contributions.
- Make me an integral part of the team.
- Create a positive work environment.

## Four Keys to Performance Appraisal Success

quoted from A Letter to the Employer: Better Performance Appraisals from *HRfocus*, November 2003

1. **Be consistent.** Give employees regular reviews—every three months, six months, or annually. The employee will come to rely on the feedback, and it gives the manager an opportunity to keep the employee on track with goals and training needs.
2. **Be specific.** Only review the employee's specific performance in his or her job. Customize the appraisal form to assure that the review relates to the job.
3. **Be open to feedback from employees.** Give employees a blank copy of their customized evaluation form a few days before their appraisals "so you can discuss and compare your individual views." This will help everyone 'stay on track' and focus on what is important and expected for the employee to perform (his or her) job effectively.
4. **Be positive.** The review process shouldn't remind your employees of being called into the principal's office in high school. In other words: "Avoid administering discipline...leave this for a separate interview." Instead: "Make the performance appraisal meeting a positive experience. Praise the employee for past success and use the opportunity to provide suggestions for even greater contributions to the organization and to encourage personal development and growth." Not that you sweep problems under the rug—that's the road to wrongful-termination suits. However, when a "problem or concern is recognized, focus on finding a solution, and set appropriate goals for improvement with the employee."

**Plus:** Try to keep discussions of money out of the appraisal meeting. Nonetheless, you can certainly use what you've learned in your appraisal meetings to determine wage increases and bonuses. "When employees are made to feel that the employer is genuinely interested in helping them become more productive and skilled, morale is enhanced and the organization is in a position to reap many rewards."

## QUOTE OF THE MONTH

I can live for two months on one good compliment.

*Mark Twain*

## DISABILITY DISCRIMINATION

### What can you do with a drunken sailor—or any other employee?

*Both Montana law and federal law prohibit discrimination against people with mental or physical disabilities. The fact that the Americans with Disabilities Act (ADA) protects alcoholics and rehabilitated drug users causes some employers to feel uncertain when confronted with an employee who's impaired. We thought some guidance might be in order.*

### ADA protections

One section of the ADA deals with the use of illegal drugs and alcohol. While the law doesn't protect employees or applicants who are "currently engaging in the illegal use of drugs," employers can't discriminate against former users who have successfully completed a supervised rehabilitation program or are participating in such a program. Alcoholics are similarly protected.

Under the ADA, you can forbid employees from using or being under the influence of drugs and alcohol in the workplace. Most important, you can hold an employee who drinks or uses illegal drugs to the same standards of performance and behavior that you hold all your other employees, even if the employee misbehaves because of drug or alcohol use.

As you know, under Montana law, you may not test for illegal drugs unless you're required to do so by federal law or you have a qualified drug-testing policy. The ADA doesn't prohibit you from testing employees or applicants. What you can't do is require individuals who have successfully completed rehabilitation programs to undergo testing if you aren't testing the rest of your employees.

### What does that mean?

It means you can't refuse to hire someone because she's a recovering alcoholic or because at some time in the past there was a problem with drug addiction or alcohol use. What you need to do is focus on the employee as she is presently before you and then hold her to the same standards to which you hold all your other employees. You don't have to make allowances for employees who can't get to work on time because they were drunk the night before or who are moody, violent, or destructive because of substance abuse.

It also means you can't fire someone because he's in a rehabilitation program. It doesn't mean you have to provide rehabilitation or keep an employee who has broken your rules just because he's undergoing rehabilitation. That decision is entirely up to you.

### Impaired employee

If you suspect an employee is under the influence at work, identify the behaviors that lead you to believe she's impaired. Is her speech slurred? Is she staggering? Does she smell of alcohol? If so, discuss the behaviors with the employee and, if necessary, relieve her of her duty and make arrangements for transportation home.

Don't let an impaired employee drive. If the situation is egregious and you have real concerns about the employee's health, have her evaluated by a physician. From time to time, certain illnesses or conditions can make it appear that an employee is under the influence when in fact she's ill and needs medical attention.

From Montana Employment Law Letter, Vol. 8, #9, October 2003.

## THANK YOU, Helena Industries

Did you know that the employees at Helena Industries work hard each month to make sure you get your printed copy of the DBE newsletter? That's right. Each month, the workers at Helena Industries adhere the mailing labels and shipping tabs to each newsletter to prepare for mailing, and get the newsletters to the mailing center. Here at DBE Supportive Services we are very pleased with their quality work and the costs for their services. Thank you, Helena Industries.



Helena Industries helps people with disabilities reach their highest vocational potential by providing the most diverse work and work training opportunities available anywhere in the State of Montana. Real jobs involve value-added products and services that are worth something to their purchaser. Over the years, Helena Industries has developed a wide array of both textile and wood products. Examples of these products are backpacks, brief cases, duffel bags, pallets, gift boxes, storage sheds and more. Additionally, Helena Industries has generated a number of labor-intensive services such as bulk mailing and large-building janitorial. All of these endeavors have produced jobs that give workers a paycheck and self-worth. This past year, with assistance from our supported employment staff, Helena Industries found or maintained jobs in the Helena community for 82 people with disabilities and made partnerships with ten new employers, joining forces with hundreds of others who have worked with Helena Industries to promote employment opportunities for people with disabilities. Benchmark

manufacturing produced over 52,000 backpacks and field packs for the U.S. Forest Service this past year as well as thousands of other products. Our Wood Products division manufactured over 40,000 pallets, millions of wood stakes, and made thousands of military containers shipped to American bases throughout the U.S. and Europe.



For more information about Helena Industries, check out their web site at:  
<http://www.helenaindustries.org/>



## HOW TO THINK LIKE A SUCCESSFUL PERSON (by Harriet Meyerson in Vitality, October 2003)

THINKING LIKE A SUCCESSFUL PERSON ISN'T AS SIMPLE AS THINKING POSITIVE. Success is a complicated concept that means different things to different people. Keep in mind the following wisdom from some of the world's most successful people as you pursue your success.

**Please Yourself** *"If your success is not on your own terms, if it looks good to the world but does not feel good in your heart, it is not success at all."*—Anna Quindlen. Instead of measuring yourself by someone else's definition of success, decide what success means to you. This task requires exploring what you value most in several areas of your life.

**Have a Vision** *"Champions aren't made in gyms. Champions are made from something they have deep inside them: A desire, a dream, a vision."*—Muhammad Ali. Take your values and turn them into a vision for your life. Describe your vision in detail, then visualize what you want. Be flexible, and adjust your vision as you gain more knowledge and new insights.

**Feel Deserving** *"It is better to deserve honors and not have them, than to have them and not deserve them."*—Mark Twain. Successful people believe they deserve success because they're giving something of value to others.

**Be Willing to Work Hard** *"There are no secrets to success. It is the result of preparation, hard work and learning from failure."*—Colin Powell. Not all the paths to success are filled with fun and excitement. Many are filled with difficult or boring tasks. Be willing to do whatever is necessary to achieve success.

**Expect Problems** *"The person interested in success has to learn to view failure as a healthy, inevitable part of the process of getting to the top."*—Dr. Joyce Brothers. The road to success is filled with people who will try to block your path, promotions that won't come through and downturns in the economy that will hurt your business.

**Make a Commitment** *"Eighty percent of success is showing up."*—Woody Allen. Plan your success goals using a calendar. That will give structure to your days, weeks and months. Never give up until your vision becomes reality.

**Create a Success Team** *"Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work."*—Vince Lombardi. People don't succeed all by themselves. You'll need the cooperation of your family, friends, and coworkers. You may need to consult with experts, take training classes to learn new skills and enlist others to help.

**Make a Difference** *"To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty; to find the best in others; to leave the world a little better, whether by a healthy child, a garden patch or a redeemed social condition; to know even one life has breathed easier because you have lived. This is the meaning of success."*—Ralph Waldo Emerson. It's your responsibility to define what success means to you, and then to take the steps necessary to turn your vision into reality.

## **MDT Highway Construction Projects Invitation for Bids, Letting of January 29, 2004**

For the most complete and timely bid information, go to the web site <http://mdt.state.mt.us/entret/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 9:00 a.m. on January 29, 2004, the bids being publicly opened and read thereafter at 10:00 a.m. in the Department's auditorium. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section 406-444-6216, 6212 or 6215, Fax 406-444-7236 or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form.

1. **Ashley Creek-Kalispell, Federal Aid Project No. NH 5-3(66)109F** Grading, gravel, plant mix surfacing, Portland Cement Concrete Pavement & water & sewer utility construction on 4.3 km of the Ashley Creek-Kalispell project in Flathead County. DBE contract goals are 3.0%.
2. **13 km N. of Big Timber-North & Swamp Cr. Appr.-6 km N. of Big Timber, Federal Aid Project No. STPP 45-1(17)8 & STPP 45-1(21)4 STPP 45-1(17)8**-Grading, cement-treated base, plant mix surfacing & 20 meter pre-stressed structure on the 13 km North of Big Timber-North project in Sweet Grass County. **STPP 45-1(21)4**-Grading, gravel & surfacing of an approach road, new parking area & guardrail relocation on the Swamp Creek Approach-6 km North of Big Timber project in Sweet Grass County. DBE contract goals are 4.0%.
3. **Ferry Rehabs-Missouri River, Federal Aid Project No. FBD-MT 0002(524)** This project consists of the rehabilitation of three ferryboat-crossing sites on the Missouri River in north central Montana. McClelland/Stafford Ferry, Virgelle Ferry, and Carter Ferry. DBE contract goals are 0.0%.
4. **Clarks Fork-South of Belfry, Federal Aid Project No. BR 9005(24)** Grading, structure removal, bridge, PMBS and guardrail on the Clarks Fork-South of Belfry project on Carbon County Local Route 129, in Carbon County. DBE contract goals are 0.0%.
5. **Jct. US 89-Martinsdale, State Project No. SFCS 294-1(6)0** Milling, Plant mix-surfacing overlay, seal and cover on 43.5 km of Secondary 294, Jct. US 89-Martinsdale Road in Meagher County. This contract has no DBE goals.
6. **Jct. Sec. 279-Rogers Pass, Federal Aid Project No. NH 24-3(27)83** Leveling, plant mix bituminous surfacing overlay, seal & cover on 13.092 km of the Jct. Sec. 279-Rogers Pass project in Lewis and Clark County. DBE contract goals are 0.0%.
7. **Butte-Elk Park Structures, Federal Aid Project No. IM 15-3(65)134** Bridge rehabilitation, approach slab replacement, guardrail, striping and seal & cover on 0.4 km of the Butte-Elk Park Structures project on I-15 in Jefferson County. DBE contract goals are 0.0%.
8. **Main Street-Hamilton & Signal-Main Street-Hamilton, Federal Aid Project Nos. STPS 531-1(6)5 & STPS 531-1(7)6** Overlay, seal & cover, & traffic signal on 2.8 km of State Secondary Route 531 in the City of Hamilton in Ravalli County. STPS 531-1(6)5 Cold milling, overlay, seal & cover, sidewalk & curb beginning at RP 4.5± and extending to RP 6.3±. STPS 531-1(7)6 Traffic Signal at the intersection of Main Street and 2nd Street. DBE contract goals are 0.0%.
9. **Turn Bays-South of Gallatin Gateway, Federal Aid Project No. NH 50-2(38)73** Grading, plant mix bituminous surfacing, drainage, guardrail, striping and signing on 1.6 km on the Turnbays-South of Gallatin Gateway project on US 191, in Gallatin County. DBE contract goals are 0.0%.

### **More MT Contracting Opportunities**

Missouri River Projects, Fort Peck, MT, #W9128F-04-R-0001, U.S. Army Engineer District, Omaha. Bid Date: February 13, 2004. Project consists of site work, concrete, metals, doors & windows, finishes, equipment, Jan Cook 402-221-4118.

Cut Bank Airport Authority, Essential Air Service Committee. Work is for a numerical and comprehensive study of passenger air services needs of the citizens, business and governments of the Montana area that includes Glacier, Toole & Pondera Counties. Accepted through Feb. 25, 2004. Rick Kraft, 38 B South Central Ave., Cut Bank, MT 59427. [cutbankeas@yahoo.com](mailto:cutbankeas@yahoo.com).

Department of Agriculture Forest Service, R-1 Lolo National Forest Department of Agriculture, Forest Service, R-1 Lolo National Forest, Building 24, Fort Missoula, Missoula, MT 59804 Tree Planting and Animal Damage Control SOL: RFP\_R1-16-04-023 DUE: 020204 Tami Mitchell, Phone 406-329-3709, [tmitchell@fs.fed.us](mailto:tmitchell@fs.fed.us). [www.epa.gov/spg/USDA/FS/03R6/RFP\\_R1-16-04-023/listing.html](http://www.epa.gov/spg/USDA/FS/03R6/RFP_R1-16-04-023/listing.html).

The City of Billings Public Works Department is soliciting proposals from qualified Consultants to provide engineering services for each of the following: South Billings Boulevard. Phase I Design (City of Billings Work Order 04-11) and Alkali Creek Road Improvements (City of Billings Work Order 04-12). Copies of the proposal must be received by the City before 5:00 PM on Friday, January 23, 2004. <http://ci.billings.mt.us/Online/rfp.php>.

Department of the Interior Bureau of Land Management Centers Region Hazardous Fuels Reduction SOL: NAR040048 DUE: 030204 Beverly C Sechrest 3032369441 [BeverlySechrest@blm.gov](mailto:BeverlySechrest@blm.gov); The Bureau of Land Management (BLM) has a requirement for hazardous fuels management (fuels reduction) services to treat vegetation to reduce the risk of wildland fires. [www.epa.gov/spg/DOI/BLM/NCR/NAR040048/listing.html](http://www.epa.gov/spg/DOI/BLM/NCR/NAR040048/listing.html)

The City of Billings Public Works Department is soliciting proposals from qualified Consultants to provide construction administration and inspection services for the following: Shiloh Road Avenue B to Rimrock Road (City of Billings Work Order 95-08). Bid Date: January 23, 2004. <http://ci.billings.mt.us/Online/rfp.php>

Alder South Overlay and Chip Seal, 307033 Department of Transportation Jan 20, 2004. (406)444-3315 Fax:(406)444-2529, <http://www.discoveringmontana.com/doa/GSD/osbs/Default.asp>

**MONTANA DBE PROGRAM**

Alice Flesch, Acting DBE Program Manager,  
aflesch@state.mt.us (406) 444-9229

Leslie Wootan, Acting DBE Program Specialist, lwo-  
otan@state.mt.us, 406-444-6337

Rebecca L. Johnson, DBE Supportive Services  
Manager, rejohnson@state.mt.us (800) 883-5811

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Assistant, bamcampbell@state.mt.us (406) 444-7287

Vicky Koch, Civil Rights Bureau Chief  
vkoch@state.mt.us (406) 444-6335

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1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-  
7592 www.mdt.state.mt.us and click on Civil Rights Bureau

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