

7 Tips For Managing Cash Flows On Construction Projects



Photo by pixabay.com

[Article was originally posted on
www.constructconnect.com]

By Kendall Jones,

Cash flow is the lifeblood of any commercial construction project. Being able to effectively manage cash flows on projects and throughout the year can be the difference between the success and failure of your business.

These tips can successfully manage cash flows on a project to ensure it remains profitable from start to finish.

1. Know your client. You want to work with owners or contractors that can process your paperwork, sign off on completed work and pay promptly. Check out the creditworthiness of your potential client by getting a financial statement, Dun & Bradstreet report or at the least get some references from contractors who have worked with this owner in the past. You want assurance that they have the financial capability of paying you for work performed.

2. Start with a realistic and profitable estimate. Don't even consider bidding a project that's not going to be profitable for your business. Managing cash flows is difficult enough on profitable

projects. You don't want to put yourself in a position where you'll be forced to rob Peter to pay Paul or take out unnecessary lines of credit to keep an unprofitable project going.

3. Perform a cash flow forecast or projection. Create a reasonable cash flow projection or forecast for your project. Depending on the length of the project, plan out how much work will be completed each week or month and how much you can bill for. Take into consideration how much you will be paying out to vendors and subs so you can have a general idea of how much cash you will have at any stage during your project. Compare your forecast to your actual disbursements and receipts so you can make better forecasts in the future and in turn better manage cash flows.

4. Negotiate favorable contract terms. Make sure the payment terms and schedule are in your company's best interest. You want a billing schedule that reflects the upfront costs of project mobilization like being paid for materials once they are delivered to the jobsite versus when they are installed. Work with your vendors and subs to schedule your payments to them either on a paid when paid basis or try and time payments to subs within a few days after expected receipts from your clients. Try and get retainage

phased out as the project progresses or eliminate it altogether with performance bonds.

5. Be aggressive in collecting payments. You want to get your accounts receivable down to 40 days or fewer. Make sure you have all the documentation required and that you are submitting it to the correct people to avoid delays in getting paid. Don't be shy when it comes to asking for payment on work completed that has been inspected and signed off on.

6. Stay on top of change orders. Change orders can have a big impact on your cash flow so it's important to know what you can and can't charge for. Change orders should be clearly established in the contract. Keeping on top of and document the extra work completed is essential.

7. Close out the project. Closing out a project and collecting final payment can be tricky. Effectively managing the final punch list can improve the timeliness of the final payment avoid decreases in retainage.

SOURCE:

<https://www.constructconnect.com/blog/operating-insights/7-tips-for-managing-cash-flows-on-construction-projects/#comment-97763>



California Sub-Bid Request Ads

SKANSKA

REDLANDS PASSENGER RAIL PROJECT MAINLINE CONSTRUCTION

IN SAN BERNARDINO AND REDLANDS

Invitation for Bids (IFB) 17-1001705

Bid Date: December 5, 2018 2:00 PM

Skanska USA Civil West California District Inc. is interested in soliciting in Good Faith all subcontractors, material suppliers, professional services, consultants and vendors; especially DBE subcontractors related to the scopes of work below for the Redlands Passenger Rail Project Mainline Construction in San Bernardino and Redlands.

All Quotes are due by Friday, November 30, 2018 by 5:00 pm so that all bids/proposals can be fairly evaluated.

Quotes requested include but are not limited to the following work categories:

Traffic Control Devices, Construction Area Signs, Signage, Striping, Equipment Rental or Lease, Safety Equipment, Surveillance Systems, Minor Concrete, Concrete Ditch, Electrical, Earthwork, Asphalt Paving, Asphalt Milling, Fence, Landscape, Handrail, Mechanical, Plumbing, Canopies, Site Furnishings, Masonry, Painting, Land Survey, Quality Control Testing, SWPPP, BMP Materials, Clear and Grub, Bridge Demolition, Aggregate Materials, Rip Rap, Reinforcing Steel, Ready-mix Concrete, Structural Steel, Precast Girders, Steel Piling, CIDH Piling, Waterproofing, Joint Seal Assembly, Bearing Pads, Cellular Concrete, Ground Improvement (Deep Soil Mix), Metal Decking, Miscellaneous Metals, MSE Wall Panels, Articulated Concrete Block, RCP, CMP, HDPE, Waterline Pipe and related.

Assistance: Skanska will assist qualified subcontractors, vendors, & suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities & establish delivery & construction schedules which will permit maximum participation when feasible. We will also review breaking out scope packages and adjusting schedules to assist permit maximum participation.

Plans and Specifications are available for view at our main office in Riverside (Please call or email for appointment). In order to view the documents for this project you must sign a **Sensitive Security Information (SSI) form must be signed and returned by Email: bids.socal@skanska.com** prior to being granted access to the plans and specifications.

Once your signed SSI form is returned, you will receive a bid invitation via Building Connected.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. & general agg; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured Endorsement, Primary Wording Endorsement, & a Waiver of Subrogation (GL & WC).

Other insurance requirements may be necessary per scope or RFP requirement. Subcontractors may be required to furnish performance & payment bonds in the full amount of their subcontract by an admitted surety & subject to approval by Skanska. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, & Carpenters Unions. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract.

Skanska is an Equal Opportunity/Affirmative Action Employer

EEO/AA/Vet/Disability Employer

Estimating Department - 1995 Agua Mansa Rd, Riverside, CA 92509

Phone (951) 684-5360, Fax: (951) 788-2449

Email: bids.socal@skanska.com • Estimating Contact: Joe Sidor

TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003

Phone: (805) 642-0121 • Fax: (805) 644-1542

Contact: Arnold Tostado • Email: atostado@taftelectric.com

Invites sub-bids from qualified DVBE businesses for the following project:

Agency: STATE OF CALIFORNIA • DEPARTMENT OF TRANSPORTATION

Install Traffic Signal, Metal Guardrail System, Signs & Striping

Contract # 07-4T8604 / 07-Ven-118-112.6/13.7

Location: Ventura County Near Somis and Moorpark at Various Locations

BID DATE: November 28, 2018

Trades Seeking: Lead Compliance Plan, Construction Area Signs, Traffic Control, Guardrails, Portable Changeable Message Signs, Job Site Management, Water Pollution Control Program, Temporary Concrete Washout, Striping Markings & Signage, Roadway Excavation, Vegetation Control (Minor Concrete)

We are an Equal Opportunity Employer and intend to seriously negotiate with qualified Disabled Veteran Business Enterprise subcontractors and suppliers for project participation.

Payment and performance bonds may be required. Please contact us at the above listed number for further information regarding bidding on this project. To the best of our abilities we will help with bonds/insurance/credit. Plans are available for viewing at our office.

We Are An Equal Opportunity Employer



Fisher Development, Inc.

We are requesting bids from LBE certified subcontractors and suppliers for the Tenant Improvement of 25,000 sqft of existing office space for the 440 Turk Street project, Contract 10000009329. Scope of work includes finish carpentry, doors, glazing, drywall, flooring, painting, toilet accessories and residential appliances. Construction is approximately from 1/15/19 thru 4/31/2019.

Subcontractors are required to include a minimum of 30% Local Hire and prevailing wage requirements.

Bids due: November 29, 2018 @ 2:00 PM

Fisher Development, Inc.

601 California Street, Suite 300

San Francisco, CA 94108

Phone: 415-228-3060 /

Fax: 415-228-3028

Contact Mia Lee at mlee@fisherinc.com

or

call (415) 228-3043

to access bid documents.

SBE OUTREACH SERVICES

With 1.5 million businesses in our database, SBE is California's #1 source for diversity outreach.

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Computer Generated Reports

Will fit right into your proposal, along with a list of interested firms to contact.

Contact Info:

795 Folsom Street, 1st Flr, Room 1124

San Francisco, CA 94107

Email: sbe@sbeinc.com

Website: www.sbeinc.com

Phone: (415) 778-6250, (800) 800-8534

Fax: (415) 778-6255

Publisher of

Small Business Exchange

weekly newspaper



California Sub-Bid Request Ads

**Project: State Hwy near Wheeler Ridge Route 5/99 Separation
Project # 06-0T20U4**

OWNER: CALTRANS – DBE GOAL 12%

BID DATE: DECEMBER 6TH, 2018 • BID TIME: 2:00 P.M.

****Please respond by 5:00 p.m., DECEMBER 5TH, 2018****

Coffman Specialties, Inc. (CSI) is requesting quotes from all qualified subcontractors and suppliers for the following items of work, including but not limited to:

- TRUCKING / IMPORT BORROW, BASES ASPHALT
- EQUIPMENT RENTAL
- LEAD COMPLIANCE PLAN / ADL WORK
- SWPPP / WPC
- SURVEY / QC
- CONSTRUCTION AREA & ROADSIDE SIGNS
- PAVEMENT MARKING / STRIPING
- TRAFFIC CONTROL
- WATER TRUCK
- EARTHWORK / GRADING / ROADWAY EXCAVATION
- EROSION CONTROL
- METAL BEAM GUARD RAIL (MBGR) / FENCING
- CONCRETE SAWCUT & SEALING
- STREET SWEEPING
- DISPOSAL OF SOILS, PAVEMENTS & DEBRIS
- CONCRETE / MINOR CONCRETE
- ASPHALT / ASPHALT PAVING / ASPHALT DIKE
- COLD PLANING / PULVERIZING
- CLEAR & GRUB
- ELECTRICAL
- LANDSCAPING
- AGGREGATE SUPPLY / AGGREGATE BASE
- CONCRETE BARRIER
- REBAR
- DRAINAGE / PIPE SUPPLY

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment/Materials and/or supplies.

****Subcontractors must provide a current contractor's license number and Department of Industrial Relations (DIR) current registration number with their quote.**

Plans and specs are available at no cost to interested firms. Please contact our office @ (858) 536-3100, email us: estimating@coffmanspecialties.com or you can visit our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

****Please send quotes via email to estimating@coffmanspecialties.com or via fax to (858) 586-0164**

If you have any questions or need further information, please contact Gus Rios or Marty Keane @ (858) 536-3100



**9685 Via Excelencia, Ste 200 • San Diego, CA 92126
Phone: (858) 536-3100 • Bid Fax: (858) 586-0164
e-mail inquiries to: estimating@coffmanspecialties.com**

TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003

Phone: (805) 642-0121 • Fax: (805) 644-1542

Contact: Arnold Tostado • Email: atostado@taftelectric.com

Invites sub-bids from qualified DVBE businesses for the following project:

**Agency: STATE OF CALIFORNIA • DEPARTMENT OF TRANSPORTATION
Construction on State Highway in La County - Rinaldi St/Amigo Ave & Rt 118
CALTRANS #07A4613**

Location: Los Angeles County

BID DATE: December 6, 2018

Scope of work/Trades: Construction Area Signs, Traffic Control, Portable Changeable Message Signs, Job Site Management (Spill Prevention "Oil", Material Management, Waste Management & Disposal, Non-Storm Water Management and Dewatering Activities), Water Pollution Control Program, Roadside Signs, Striping, Markings & Signage, Fencing (Contractor), Concrete ramps, sidewalk, curb, gutter improvements (Contractor)

We are an Equal Opportunity Employer and intend to seriously negotiate with qualified Disabled Veteran Business Enterprise subcontractors and suppliers for project participation.

Payment and performance bonds may be required. Please contact us at the above listed number for further information regarding bidding on this project. To the best of our abilities we will help with bonds/insurance/credit. Plans are available for viewing at our office.

We Are An Equal Opportunity Employer



Kiewit

Kiewit Infrastructure West Co.

4650 Business Center Drive Fairfield, CA 94534

Attn: Victor Molina • norcal.bids@kiewit.com

Fax: 707-439-7301

Requests sub-bids from qualified California Unified Certification Program (CUCP) certified Disadvantaged Business Enterprise (DBE), Subcontractors, Consultants, and/or Suppliers seeking to participate in the Construction of Downtown/Riverfront Streetcar Civil, Track, Structures, Stations and Systems Project in Sacramento.

<http://www.dot.ca.gov/obeo/index.html>

Subcontractors and Suppliers for the following project:

Sacramento Streetcar Project

Bid Document No: S030.08.01

Control No: 2018094

Owner: Sacramento Regional Transit District

Bid Date: December 20, 2018 at 2:00 P.M.

Disadvantaged Business Enterprises (DBEs)

wanted for the following scopes, including, but not limited to:

Aggregates, AC Paving, AC Milling/Cold Plane, Bus Shelter/Canopy, Cathodic Protection, CIDH, Clearing and Grubbing, Concrete Pumping, Concrete Reinforcement, Concrete Supply, Cast in Place Concrete Structures/Pavement, Demolition, Detectable Warning Surface, Earthwork, Electrical & Communications, Erosion Control, Equipment Rental, Fencing & Gates, Flashbutt Welding, Grind Existing Bridge Deck, Grind Existing Concrete Pavement, Groundwater Treatment, Guardrail, Hydraulic Mulch and Dry Seed, Joint Seal, Landscaping, Lighting, Message Signs, Minor Concrete, Misc. Metals, OCS/TPSS, OCS Foundations, Pavers Brick & Granite, Painting & Coating, Pavement Markings, Piping & Valve Supply, Precast Concrete, Quality Control, Movable Bridge Balancing, Traffic Control, Traffic Signals, Track Rail & OTM, Special Track, Steel Ties & Encapsulation, Sawcutting/Coring, Security, Signage/CMS, Site Furnishings, Sheet Metal, Shoring, Slurry Seal, Structural Steel, SWPPP, Survey, Trucking & Hauling, Temp Facilities, Sweeping, Utilities, Utility Bypassing, Utility Locating, Vehicle Maintenance & Storage Facility, Wayside Signaling & Highway Rail Road Crossing Warning Systems, Wood Ties, Water Trucks.

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested certified, DBE suppliers and subcontractors.

Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

Subcontractor and Supplier Scopes are due

December 14, 2018 and Quotes

NO LATER THAN December 19, 2018 at 5 PM.

Plans are available for viewing at our office at our address below and through SmartBidNet (SBN).

All subcontractors that are registered in our SBN database will receive an invitation to bid. Please visit <http://www.kiewit.com/districts/northern-california/overview.aspx> to register your company and to be able to receive bidding information, view plans and specifications.

You can view the plans in our office during regular business hours by appointment.

Performance Bond and Payment Bonds will be required for subcontractors

Davis-Bacon Act Applies

Buy America Requirements Apply

An Equal Opportunity Employer

CA Lic. 433176

DIR # 1000001147



California Sub-Bid Request Ads

ROEBUCK CONSTRUCTION, INC.

We are requesting bid quotations from all Subcontractors and Suppliers and DVBE Subcontractors/Supplier for the following:

**San Francisco Unified School District
Tule Elk Park Early Education School
Demolition & Abatement Project
Project No. 11904**

**Location: 2110 Greenwich Street,
San Francisco, CA 94123**

Bid Due: December 4, 2018 @ 2:00 PM

PLEASE FAX US YOUR BID PROPOSAL AT **LEAST 2 HOURS PRIOR THE BID OPENING**. THANK YOU.

ROEBUCK CONSTRUCTION, INC.

1780 Oakdale Avenue

San Francisco, CA 94124

Tel: (415) 255-1506 • Fax: (415) 255-1508

Estimator: Ruairi Murphy

WE ARE AN EQUAL OPPORTUNITY EMPLOYER



O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710

Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Greg Souder

REQUEST FOR DBE
SUBCONTRACTORS AND SUPPLIERS FOR:

**Rehabilitate roadway, concrete barrier,
MGS, lighting
Hwy 880 Oakland
Caltrans #04-1A6834**

BID DATE: December 18, 2018 @ 2:00 PM

We are soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Noise Monitoring, Clearing & Grubbing, Temporary Erosion Control Measures, Prime and Tack Coat, Grind Concrete, Roadway Excavation (Type Z-2 Aerially Deposited Lead, Lean Concrete Base, Base Bond Breaker, Crack Treatment, Preparing Inertial Profiler, Preparing Grinding, Geosynthetic Pavement Interlayer, AC Dike, Cold Plane AC, Precast Jointed Concrete Pavement, Individual Slab Replacement, Isolation Joint Seal (Preformed Compression), Structural Concrete, Minor Concrete, Underground, Adjust Utilities to Grade, Misc. Iron & Steel, Fencing, Pavement Marker, Midwest Guard-rail System, Vegetation Control, Concrete Barrier, Striping & Marking, Rumble Strip, Electrical, Transition Railing, and Construction Materials

An Equal Opportunity Employer

100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE Participation. Plans & Specs are available for viewing at our office or through the Caltrans Website at www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php.

DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909

Dublin, CA 94568-2909

(925) 829-9220 / FAX (925) 803-4263

Estimator: **VICTOR LE**

Website: www.desilvagates.com

An Equal Opportunity Employer

DeSilva Gates Construction (DGC) is preparing a bid as a Prime Contractor for the project listed below:

**CALTRANS ROUTE 580 ON
STATE HIGHWAY IN ALAMEDA COUNTY FROM
ROUTE 580/ROUTE 238 SEPARATION TO
BOSTON AVENUE UNDERCROSSING
CONTRACT NO. 04-270104**

**Federal Aid Project No. ACSB11M-580-1(076)E
Disadvantaged Business Enterprise Goal
Assigned is 18%**

OWNER

**STATE OF CALIFORNIA -
DEPARTMENT OF TRANSPORTATION
1727 30th Street, Bidder's Exchange, MS 26,
Sacramento, CA 95816**

BID DATE: December 11th, 2018 @ 2:00 P.M.

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to: **AC Dike, Clearing and Grubbing/Demolition, Cold Plane, Concrete Barrier, Construction Area Signs, Electrical, Erosion Control, Fencing, Hazardous Material, Landscaping / Irrigation, Lead Compliance Plan, Metal Beam Guardrail, Minor Concrete, Minor Concrete Structure, PCC Grinding, LCB, RSC Paving, Roadside Signs, Rumble Strip, Sign Structure, Striping, Survey/ Staking, SWPPP Prep/Water Pollution Control Plan Prepare, Temporary Erosion Control, Traffic Control System, Underground, Vegetation Control, Trucking, Water Trucks, Street Sweeping, Class 2 Aggregate Base Material, Hot Mix Asphalt (Type A) Material, Rubberized HMA (Gap Grade) Material.**

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the Owner's site at www.dot.ca.gov/hq/esc/oe/weekly_ads/all_adv_projects.php

Fax your bid to (925) 803-4263 to the attention of Estimator Victor Le. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at: www.dir.ca.gov/Public-Works/PublicWorks.html

If you need DBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an equal opportunity employer.

DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909

Dublin, CA 94568-2909

(925) 829-9220 / FAX (925) 803-4263

Estimator: **Eric Allred**

Website: www.desilvagates.com

An Equal Opportunity Employer

DeSilva Gates Construction (DGC) is preparing a bid as a Prime Contractor for the project listed below:

**CALTRANS CONTRACT NO. 04-3K6004 -
FOR CONSTRUCTION ON STATE HIGHWAY IN
SANTA CLARA COUNTY IN SAN JOSE FROM
0.2 MILE SOUTH OF CAPITOL EXPRESSWAY
UNDERCROSSING TO 0.2 MILE NORTH OF
CURTNER AVENUE UNDERCROSSING
DVBE GOAL: 5%**

OWNER

**STATE OF CALIFORNIA -
DEPARTMENT OF TRANSPORTATION
1727 30th Street, Bidder's Exchange, MS 26,
Sacramento, CA 95816**

BID DATE: December 6th, 2018 @ 2:00 P.M.

DGC is soliciting quotations from certified Disabled Veterans Business Enterprises and Small Business Enterprises, for the following types of work and supplies/materials including but not limited to: Cold Plane, Construction Area Sign, Construction Site Management, Crack Sealing, Electrical, Emulsion Supplier, Erosion Control, Fabric/Geosynthetic Pavement Interlayer, Roadside Signs, Striping, SWPPP Prep/Water Pollution Control Plan Prepare, Temporary Erosion Control, Traffic Control Systems, Traffic Control Material Supplier, Traffic Control /Engineer, Trucking, Water Trucks, Street Sweeping, Hot Mix Asphalt (Type A) Material.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the Owner's site at www.dot.ca.gov/hq/esc/oe/weekly_ads/all_adv_projects.php

Fax your bid to (925) 803-4263 to the attention of Estimator Eric Allred. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at: www.dir.ca.gov/Public-Works/PublicWorks.html

If you need DVBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the DVBE goal.

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