

Subcontractor Tips for Finding Good General Contractors to Work With



Photo by pixabay.com

by Kendall Jones,

The commercial construction industry relies on a number of mutually beneficial relationships. This is most evident in the relationship between general contractors and trade contractors. General contractors typically subcontract out work to a variety of subcontractors in order to successfully complete construction projects. In turn, trade contractors rely on general contractors to provide them with work on projects they have been awarded.

In a previous post, we discussed Tips for Avoiding & Dealing With Subcontractor Default. Today we're flipping the script a bit and talking about how trade contractors can ensure they are finding and building relationships with the right general contractors and hopefully avoid the unscrupulous ones.

Establishing the General Contractor – Subcontractor Relationship

Do your homework. General contractors often require subcontractors to get prequalified to do work with them before being invited to submit pricing or bid on projects. General contractors typically request information on a potential subcontractor's safety record, finances, bonding ca-

pabilities, litigation history, insurance coverage, relevant work history and experience, etc.

The sharing of this type of information should be a two-way street. It's only fair that trade contractors be able to perform a vetting process of their own to determine that they will be working with a reputable general contractor should they be awarded a project. General contractors often have to provide this information to owners, both public and private, as either part of a prequalification process or prior to being awarded a contract.

Make sure you have a contract in place before beginning any work. You're taking a big risk if you don't have a contract in place and you start work on a verbal agreement or letter of intent. Have the general contractor provide the most current set of plans and specs with the subcontract. The scope of work may have changed since you submitted your bid or provided pricing. It is important that you review any changes to the plans and specs to avoid being bound to performing additional work that wasn't included in your bid amount.

The devil is in the details. Carefully read and understand the contract before signing. There may be provisions or clauses in the contract that you aren't comfortable with. If the general contractor

is unwilling to negotiate more favorable terms it might be wise to walk away. Because the general contractor-subcontractor relationship is supposed to be mutually beneficial to both parties it also means that both parties will share some of the risks.

Risks should be allocated fairly, typically to the party best capable of managing them. Here are some clauses to watch out for in your subcontract:

Understand the Clauses in Your Subcontract

Pay-when-paid or pay-if-paid clauses. Be very careful with pay-when-paid provisions and avoid pay-if paid-clauses like the plague. Pay-when-paid means the general contractor doesn't pay the trade contractor until the owner pays them. Pay-if-paid means that if the owner never pays the general contractor then they aren't obligated to pay the subcontractor. Ideally, you want a payment schedule that requires you to invoice the general contractor by a specific date each month and that they will pay you within a specified number of days after receipt regardless of whether they have been paid by the owner.

Flow-down or pass-through clauses. These clauses typically incorporate by reference the



California Sub-Bid Request Ads

Project: State Hwy in Monterey County near King City Route 101
Project # 05-1F75U4

OWNER: CALTRANS – DBE GOAL 19%

BID DATE: NOVEMBER 8TH, 2018 • BID TIME: 2:00 P.M.

****Please respond by 5:00 p.m., NOVEMBER 7TH, 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

Project: State Route 60 East of Moreno Valley, Riverside County
Project # RCTC 18-31-146-00

OWNER: RCTC – DBE GOAL 14%

BID DATE: NOVEMBER 29th, 2018 • BID TIME: 2:00 P.M.

****Please respond by 5:00 p.m., NOVEMBER 28TH, 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, 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



Graniterock

5225 Hellyer Avenue, Suite #220
San Jose, CA 95138
Phone (408) 574-1400 Fax (408) 365-9548
Contact: Randy Bonino
Email: estimating@graniterock.com

**REQUESTING SUB-QUOTES
FROM QUALIFIED SBE Firms
SUBCONTRACTORS/SUPPLIERS/
TRUCKERS FOR:**

**Mathilda Ave Improvements at US 101
and SR 237 Project
Contract C18219**

**Owner: Santa Clara Valley
Transportation Authority**

Engineers' Estimate: \$25,000,000.

BID DATE: November 7, 2018 @ 2:00 PM

Items of work include but are not limited to: Lead Compliance Plan, Construction Area Signs, Traffic Control, Channelizer, PCMS, K-Rail, SWPPP, Temporary Fencing, Street Sweeping, Clearing & Grubbing, Structure Excavation & Backfill, Adjust Utilities, Erosion Control, Hydroseed, Slurry Seal, AC Dike, CIDH, Structural Concrete, Rebar, Minor Concrete, Misc. Iron & Steel, Signs, Alternative Pipe Culvert, Reinforced Concrete Pipe, Rock Slope Protection, Survey Monument, Anti-Graffiti Coating, Fencing, Object Markers, Guard Railing Delineator, Midwest Guardrail System, Crash Cushion, Electrical, Concrete Barrier, Striping, Trucking, Schedule, Dust Palliative, Geo Textile Fabric, Landscape & Irrigation, Lean Concrete Backfill / Cellular Backfill, Tack Coat, Masonry Sound Wall, Sign Structures, Remove Sound Wall, Underground, Surveying and Guardrail.

Granite Rock Company 'Graniterock' is signatory to Operating Engineers, Laborers, Teamsters, Carpenters and Cement Masons unions. 100% performance and payment bonds will be required from a qualified surety company for the full amount of the sub-contract price. Bonding assistance is available. Graniterock will pay bond premium up to 1.5%. In addition to bonding assistance, subcontractors are encouraged to contact Graniterock Estimating with questions regarding obtaining lines of credit, insurance, equipment, materials and/or supplies, or with any questions you may have. Subcontractors must possess a current contractor's license, DIR number, insurance and worker's compensation coverage. Subcontractors will be required to enter into our standard contract. Graniterock intends to work cooperatively with all qualified firms seeking work on this project.

We are an Equal Opportunity Employer



California Sub-Bid Request Ads



Requests quotes from qualified and certified DBE Subcontractors, Suppliers, and Service Providers for the following (but not limited to) work:

CIDH Pile, Clear & Grub, Concrete Barrier, Electrical, Fence & MBGR, Minor Flat Concrete, Minor Concrete Structures, Joint Seals, Landscape, Erosion Control, AC & PCC Paving, Cold Planing, AC Dike, Rebar, Rock Slope Protection, Sign Structures, Striping, Traffic Control, Bore & Jack, SWPPP, CPM Schedule, Aggregate, Rip Rap, Misc. Iron & Steel, RCP, PVC, CSP, Ready Mix Concrete

RIVERSIDE COUNTY TRANSPORTATION COMMISSION

STATE ROUTE 60 TRUCK LANES

East of Moreno Valley from Gilman Springs Road to Jack

Rabbit Trail (PM 22.1 to PM 26.6)

RCTC Agreement No. 18-31-146-00

FEDERAL AID PROJECT NO. CMLN-0654-090

BID DATE November 29, 2018 @ 2:00 p.m.

Sub & Vendor Bids Due Prior

Sukat Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Dave Grattan

Phone: (714) 540-5351 • Fax: (714) 545-2003 • Email: estimating@sukat.com

Plans/specs are available for viewing at our office by appointment, via Sukut's FTP site, or may be obtained from Owner. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current insurance and workers' comp coverage. Sukut Construction will assist Qualified Subcontractors in obtaining bonds, insurance, and/or lines of credit. Please contact Sukut for assistance in responding to this solicitation. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination.

Sukat Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

Sukat Construction, LLC
An Equal Opportunity Employer

Chumo Construction, Inc.

14425 Joanbridge Street • Baldwin Park, CA 91706

Phone: (626) 960-9502 Fax: (626) 960-3887

Email: Office@Chumoconstruction.net

Contact: George Chumo

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

For Construction On State Highway In

Los Angeles County In Santa Monica And Los Angeles On Route 1 From 0.1 Mile West Of Main Street Overcrossing To Route 1/10 Separation And On Route 10 From Route 1/10 Separation To Route 5/10 Separation And At Route 10/110 Separation In District 07 On Route 1, 10

Location: 07-LA-1, 10-R34.6/35.2, R2.1/18.4 Contract No. 07-301504

Bid Date: 10-31-18 @ 2:00 PM

We have information about the plans, specifications, and requirements in our office located at 14425 Joanbridge Street, Baldwin Park, CA.

Please call to arrange an appointment, our office hours are 8:00 am to 4:30 pm.

Copying services are available.

100% Performance and Payment Bonds with a surety company subject to approval of Chumo Construction Company, Inc. are required of subcontractors for this project. Chumo Construction will pay bond premium up to 1.5%. Subcontractors will be required to abide by terms and conditions of the AGC Master Labor Agreements and to execute an agreement utilizing the latest AGC Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions. Chumo Construction's listing of a Subcontractor is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with the Subcontractor's price quote. Chumo Construction requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation. For assistance with bonding, insurance or lines of credit contact George Chumo at (626) 960-9502.

An Equal Opportunity Employer

Subcontractor Tips for Finding Good General Contractors to Work With

Continued from page 1

terms of the general contract with the owner into the subcontract. This means the subcontractor assumes the same duties and obligations toward the general contractor that the general contractor is bound to the owner. You should never agree to a flow-down clause unless you are provided with a copy of the prime contract to review. If there are terms in the prime contract that you don't like you should ask the general contractor to alter or remove the flow-down clause to avoid unintended consequences.

Change orders. The subcontract will generally require that any changes in work be submitted in writing. Never begin any work on a change order until you have something in writing from the person authorized to issue change orders. Remember to promptly submit claims to the general contractor for all additional costs and time extensions for the revised work.

Indemnification clauses. These clauses will hold a trade contractor liable for any negligence on the part of the general contractor or others on the jobsite that you have no control over. The subcontract should only require you to assume liability for your own negligence and not that of the general contractor or any other third party on the jobsite.

Payment bonds. Almost all public projects require that the general contractor posts a payment bond to protect the owner. Increasingly, private owners are also requiring payment bonds as well to avoid having liens filed against their property in the event the general contractor fails to pay his subcontractors and suppliers. Trade contractors should obtain a copy of the payment bond from the owner to review. If you have to file a claim, make sure you fully document it and notify the surety in writing. Familiarize yourself with any state statutes that may override the conditions in the bond contract for filing a claim.

A healthy business relationship between a general contractor and a subcontractor is built on respect and mutual respect. Both parties must work well together in order to complete projects on time and within budget. In order for this to happen, general contractors needed to communicate effectively to their subs and treat them fairly. Subcontractors, in turn, should provide the general contractor with outstanding service and quality work.

SOURCE:

<https://www.constructconnect.com/blog/operating-insights/subcontractor-tips-finding-good-general-contractors-work/>



California Sub-Bid Request Ads

Sub-Bids Requested from qualified DBE Subcontractors and Suppliers For:

FRONT-OF-PLANT PROJECT
Owner: Silicon Valley Clean Water
Location: Redwood City, CA

Bid Date: November 20, 2018 @ 2:00 P.M.

J.F. Shea / Parsons, a Joint Venture
667 Brea Canyon Road, Suite 30 • Walnut, CA 91789
Phone: (909) 595-4397 • Fax: (909) 444-4268
Contact: Lori Olivas, lori.olivas@jfshea.com

JF Shea/Parsons JV is soliciting your participation in the preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items:

Demolition, Erosion Control (Vegetative), Geotextiles, AC Paving, Fire Hydrants, Precast Manholes & Vaults, Chain Link Fencing, Steel Fencing, Ready-Mix Concrete, Reinforcing Steel, Structural Steel, Steel Deck, Metal Framing, Miscellaneous Metals, Waterproofing, Roofing, Sheet Metal, Sealants, FRP Doors/Frames/Hardware, Glazing, Gypsum Board, Painting & Coatings, Louvers, ID Devices, Fire Extinguishers & Cabinets, Toilet Accessories, Equipment, Hoists/Monorails/Bridge Cranes/Jib Crane, Pinion & Rack Elevator, Piping, Valves, and HVAC

Plans and Specifications: Email your request to lori.olivas@jfshea.com.
 Plans may also be viewed at our Walnut Office.

JF Shea/Parsons JV is an equal opportunity employer and intends to negotiate in good faith with interested DBE firms and intends to utilize the lowest responsive bidder. JF Shea/Parsons JV expects potential subcontractors to be bondable. JF Shea/Parsons JV will pay for up to 1% for subcontractor bond costs. Subcontractors and Suppliers are expected to bid per plans and specifications, including requirements for warranties. Standard manufacturer's warranties, if not in conformance with owner's specifications, will not be accepted.

Sub-Bids Requested from qualified DBE Subcontractors and Suppliers For:

NORTH CITY WATER RECLAMATION PLANT EXPANSION
EARLY SITE WORK AND OZONE/BAC RELOCATION

Owner: The City of San Diego
Location: San Diego, CA

Bid Date: November 29, 2018 @ 2:00 P.M.

J.F. Shea Construction, Inc.
667 Brea Canyon Road, Suite 30 • Walnut, CA 91789
Phone: (909) 595-4397 • Fax: (909) 444-4268
Contact: Lori Olivas, lori.olivas@jfshea.com

J.F. Shea Construction, Inc. is soliciting your participation in the preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items:

Demolition, Geotextiles, Drilled Concrete Piers & Shafts, Aggregates, AC Paving, Ready-Mix Concrete, Reinforcing Steel, Welding, Miscellaneous Metals, Sealants, Painting & Coatings, Signage, Equipment, and Electrical

Plans and Specifications:

You may obtain a free download by visiting the City's website: <http://www.sandiego.gov/cip/>.
 Plans may also be viewed at the Dodge Plan Rooms or at our Walnut Office.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested DBE firms and intends to utilize the lowest responsive bidder. J.F. Shea expects potential subcontractors to be bondable. J.F. Shea will pay for up to 1% for subcontractor bond costs. Subcontractors and Suppliers are expected to bid per plans and specifications, including requirements for warranties. Standard manufacturer's warranties, if not in conformance with owner's specifications, will not be accepted.

CAHILL CONTRACTORS LLC
requests bids from Certified SBE
Subcontractors and Suppliers for the
following TRADES:

Structural Concrete / Miscellaneous Metal / Windows, Storefronts, Glazing / Exterior Plaster, Siding / Metal Stud Framing, Drywall / Kitchen Appliances / HVAC / Plumbing / Electrical / Site Utilities / Site Clearing, Demo, Earthwork / Scaffolding / Site Security / Final Cleaning

681 FLORIDA STREET - EARLY BID
(SELECT TRADES)

681 Florida Street, San Francisco, CA 94110

This is an SFCMD project with construction workforce and prevailing wage requirements.

BID DATE: 11/13/18 @ 2 PM

BID DOCUMENTS:

Please contact Colby for access to documents on BuildingConnected.

CONTACT:

Colby Smith at estimating@cahill-sf.com,
 (415) 677-0611.

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710
 Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Jean Sicard
 REQUEST FOR DBE

SUBCONTRACTORS AND SUPPLIERS FOR:

Install Single Lane Roundabout • Hwy 12 Rio Vista
 Caltrans #04-4G5604

BID DATE: November 1, 2018 @ 2:00 PM

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

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Type III Barricade, Portable Delineator, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Temporary Hydraulic Mulch, Temporary Silt Fence, Temporary Gravel Bag Berm, Sweeping, Treated Wood Waste, Clearing & Grubbing, Roadway Excavation, Structure Excavation, Structure Backfill, Subgrade Enhancement Geotextile – Class B1, Rock Blanket, Precast Concrete Panel, Electrical, Erosion Control, Hydromulch, Hydroseed, Compost, Lean Concrete Base, Tack Coat, Jointed Plain Concrete, Structural Concrete, Architectural Treatment, Bar Reinforcing Steel, Pipe Culvert, Minor Concrete, Misc. Iron & Steel, Pavement Marker, Roadside Sign, Vegetation Control (Minor Concrete), Transition Railing, Guard Rail, Concrete Barrier Transition, Grated Line Drain, Striping & Marking 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.

SBE OUTREACH SERVICES

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

Advertisements

Placed in the Small Business Exchange newspaper, SBE Today newsletter, and online at www.sbeinc.com

Faxed and Eblast Solicitations

Targeted mailings sent to businesses per your criteria.

Telemarketing

Telephone follow-up calls that follow a script of 5 questions you create.

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

C O U N T Y O F S A N T A C L A R A

Business Diversity Fair

PARTICIPATING DEPARTMENTS & AGENCIES

County of Santa Clara

Procurement Department

- Information Technology & Telecommunications
- Facilities & Institutional
- Medical Patient Care
- Countywide Professional Services
- Vendor Onboarding

Facilities & Fleet Department

Technology Services & Solutions

Santa Clara Valley Medical Center

Behavioral Health Services Department

Public Health Department

Consumer & Environmental Protection Agency

- Green Business Program

Social Services Agency

Office of Reentry Services

Probation Department

Office of the Sheriff

...and more!

Valley Transportation Authority (VTA)

In accordance with the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act of 1964, VTA will make reasonable arrangements to ensure meaningful access to its meetings for persons who have disabilities and for persons with limited English proficiency who need translation and interpretation services. Individuals requiring ADA accommodations should notify the Office of Small and Disadvantaged Businesses (OSDB) at least 48-hours prior to the meeting. Individuals requiring language assistance should notify OSDB at least 72-hours prior to the meeting. OSDB may be contacted at 408-321-5962 or by e-mail at osdb@vta.org or 408-321-2330 (TTY only).

VTA's home page is on the web at www.vta.org or visit us on Facebook at www.facebook.com/scvta. 408-321-2300: 中文 / Español / 日本語 / 한국어 / tiếngViệt / Tagalog.

Learn about upcoming contracting opportunities and how to do business with public agencies.

The County of Santa Clara stands ready to welcome vendors and contractors to participate in its competitive bidding processes that result in approximately \$2 billion in annual contracts awards.

Friday, November 2, 2018

8:30am to 12:00pm

- 8:30 am - 9:00am
Check In
- 9:00 am - 10:30 am
Announcements & Presentations
- 10:30 am - 12:00 pm
Exhibits & Networking

70 W. Hedding St.
Isaac Newton Senter
Auditorium & Breezeway
San Jose, CA 95110

Register at www.vta.org/rbdp

Questions?

Call (408) 491-7418



Regional Business Diversity Program