

What Makes A Project Leader Great?

Experts point to four critical success factors

By Alexander Laufer, Terry Little, Jeffrey S. Russell, and Bruce Maas

Projects fail at an astounding rate. In a study that reviewed 10,640 projects in various industries from among 200 companies in 30 countries, PricewaterhouseCoopers found that only 2.5% of the firms successfully completed 100% of their projects.



Alexander Laufer

How do you get into this elite group of project leaders and how can we boost this less-than-great rate of success?

We've interviewed the most competent project managers in some of the most demanding roles in business to figure out some practice-based principles for managing projects—and we've found there are four absolutely critical success factors!

Three focus on facing and managing change—the one constant you can expect as projects move along their path. The fourth is the most important tool leaders should use to insure projects reach the finish line in the way they were intended.

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Terry Little

Plan — But Not Too Much!

In today's dynamic environment, characterized by frequent unexpected events and volatile information, it's difficult to anticipate all the potential challenges we'll face with our projects. How, then, can we plan ahead? And how far in advance of our projects should we plan? Successful project managers employ a "rolling wave" approach to planning. That is, they develop plans in waves as the project unfolds and information becomes more reliable.

Overly detailed plans may become rapidly obsolete because in the earliest project stages, there's not enough reliable data. But we also can't delay the planning until all information is complete and stable. The "rolling wave" approach is the best middle ground between these two ineffective extremes—it allows the plans to evolve.

Stay Loose!



Jeffrey S. Russell

In project management, agility means taking quick action during the execution phase, and it requires constant engagement in both receiving and sending information. When you're engaged, you can identify early those unexpected events.

But agility also requires quick responses to those

surprises. Why?

In project management, tasks are tightly interconnected. When unexpected events affect one task, many other interdependent tasks may also be quickly affected. If a jobsite problem prompts one contractor to move its workforce to other projects until there's a resolution, it may be too late by then. Recognizing and resolving problems as soon as they emerge is vital to maintain work progress.



Bruce Maas

Think Ahead

Proactive resilience is about initiating change rather than simply responding to events. Because it is easier to tackle a threat before it reaches a full-blown state, a successful project manager acts as early as possible—as soon as he or she is convinced that a disruption is unavoidable.

“The 10X companies [companies beating their industry indexes by a minimum of 10 times over 15 years] differ from their less successful companies in how they maintain hyper-vigilance in good times as well as in bad,” writes renowned business guru Jim Collins. “Even in calm, clear, positive conditions, 10Xers constantly consider the possibility that events could turn against them at any moment.”

Collins calls this mindset “productive paranoia” because the continuous fear of future disruptions is channeled into readiness to take productive action.

In other words, successful project managers don't just operate out of a fear of what could go wrong. Their constant search for signs of anomalies is paired with a capacity and willingness to act—and to act in ways that often go against the status quo.

We're All in this Together!

Since project progress depends on the contribution of individuals who represent different disciplines and affiliations, **collaboration** is particularly important in project management. In fact, it can make or break the project!

The three Mars exploration missions—Pathfinder, Climate Orbiter, and Polar Lander—all were initiated by NASA's Jet Propulsion Laboratory under the same guiding principles. But their performances varied markedly, according to an agency analysis. Pathfinder was the only success of the three. NASA researcher Tim Flores expected to discover that it differed from the other projects due to a number of factors—resources, constraints, personnel.

■ Continued on page 5

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California Sub-Bid Request Ads

Balfour Beatty Infrastructure Inc.

Pier E Container Yard – Intermodal Railyard Stage 3, Phase 3

Long Beach, CA

Owner: Port of Long Beach

Bid Date: PRIME CONTRACTOR: Tuesday, October 31, 2017 by 2:00pm

Bid Date: SUBCONTRACTOR: Friday, October 27, 2017 by 2:00pm

BBII is interested in soliciting in Good Faith for all subcontractors and suppliers; in addition all SBE/VSBE firms are encouraged to submit quotations for: Schedules, Field Engineering (Survey), Video/Photograph Progress Documentation, QA/QC, Temporary Facilities and Controls, Equipment Rental, Aggregates, Ballast, Offsite Transportation & Disposal (Truckers), Groundwater Treatment System, Demolition, Site Clearing, Hazardous Waste Removal, Erosion Control, Earthwork, Sweeping, Geosynthetics, Roller Compacted Concrete Paving, Site Concrete, AC Paving, Striping, Fences and Gates, Concrete Supply, Concrete Forms & Accessories, Forming Subs, Reinforcing Steel, Concrete Pumping & Special Placement, CIDH Piling, PCC Paving, Precast Concrete, K-Rail, Concrete Drilling, Sawcutting & Coring, Masonry, Miscellaneous Metals, Structural Steel, Structural Steel Erection, Handrails & Railing, Grating, Prefabricated Buildings, Finish Carpentry, Cabinets, Countertops, Thermal Protection (Insulation), Flashing & Sheet Metal, Roofing, Caulking, Joint Seal, Doors and Windows, Overhead Doors, Acoustic Ceilings, Gypsum Board, Metal Stud, Signage, Painting, Louvers and Vents, Fire Extinguishers and Cabinets, Compressed Air Piping, Water Distribution Systems, Drainage, Sanitary Sewer System, Fire Protection Piping, Plumbing, HVAC, Electrical, Instrumentation, Electrical Trenching, Crane Rail, Trackwork, Track Hardware, Precast Concrete Ties, Timber Ties.

BBII is signatory to the Operating Engineers, Laborers, Cement Masons and Carpenters Unions. Please call for bonding and insurance assistance. Subcontractors should expect to sign the standard BBII subcontract form and provide a waiver of subrogation. It is the Subcontractors' responsibility to read the Plans and Specs and to acknowledge all Addenda in their Scope and Quotes. 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. Subcontractor scope (including any conditions or exceptions) is required 48 hours prior to bid deadline to allow proper evaluation. Bidders shall make good faith efforts to utilize SBE and VSBE.

In order to assist SBE/VSBE Contractors and suppliers, we will divide total requirements into smaller tasks or quantities, and if necessary, adjust schedules to permit maximum participation. Interested subcontractors are required to indicate all lower-tier SBE/VSBE participation offered on our quotation.

Contract Specifications and Plans are available for viewing at BBII's offices by appointment. For your convenience, you may also view and download plans by following this link maintained by BBII: <https://secure.smartbidnet.com/External/PublicPlanRoom.aspx?Id=329199>

For questions, contact Brian Miller at (707) 427-8900 or by e-mail: estimating.wr@bbiis.com.

BALFOUR BEATTY INFRASTRUCTURE
(A Union/Prevailing Wage Equal Opportunity Employer)
220 Technology Drive, Suite 210, Irvine, CA 92618
Phone: (707) 427-8900 Fax: 877-763-4002
License No.: 664318

CAHILL CONTRACTORS, LLC

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

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

Site Clearing & Demo / Windows & Glazing / Shoring & Underpinning / Piles / Drilled Piers & Ground Improvement / Personnel Hoist / Crane Service / Elevators / MEP Design Build / Fire Sprinklers / Exterior Building Maintenance / Signage

1296 SHOTWELL ST.
SENIOR AFFORDABLE HOUSING
(REMAINING TRADES)
1296 Shotwell Street,
San Francisco, CA 94110

This is CMD project with construction workforce and prevailing wage requirements.

BID DATE: 10/13/17 @ 2PM

Voluntary Pre-bid Meeting:
9/26/17 @ 2PM, Cahill's Office
425 California St., Suite 2200
San Francisco, CA 94104

Voluntary Job Walk: 9/27/17 @ 10AM

BID DOCUMENTS:

Please contact Colby for access to documents on BuildingConnected.



Proven Management, Inc.

225 3rd Street, Oakland, CA 94607
Phone: 510-671-0000 • Fax: 510-671-1000

Requests proposals/quotes from all qualified and certified DBE/WBE subcontractors, suppliers, and truckers for the following project:

**MISSION BLVD CORRIDOR IMPROVEMENTS, PHASE 2
CITY OF HAYWARD
Bids: 10/31/2017 @ 2 PM**

CLEARING/GRUBBING; SWPPP; TRAFFIC CONTROL; STRIPING & MARKING; CONCRETE CURBS & GUTTERS; SIDEWALK; MEDIANS; ROADWAY EXCAVATION; PORTLAND CEMENT CONC; REINFORCED CONC PIPE & CONNECTION; ROADSIDE SIGNS; LANDSCAPE/IRRIGATION; TREE PRESERVATION/PRUNING; SITE FURNISHING & ACCESSORIES; INTERLOCKING PAVERS; DECORATIVE METAL FENCE & PANEL; DECOMPOSED GRANITE PAVING; CONC UNIT MASONRY; MANUFACTURED STONE VENEER; TEMP TRAFFIC SIGNAL & LIGHTING; CIDH CONCRETE PILE FOUNDATIONS; STEEL PEDESTALS & POSTS; ELECTRICAL CONDUIT; PULL BOXES; FIBER OPTIC CABLE & EQUIPMENT; CCTV; LUMINAIRES; ILLUMINATED STREET NAME SIGNS

100% Payment & Performance bonds will be required from a single, Treasury-listed surety company subject to PMI's approval. PMI will pay bond premium up to 1.5%. Subcontractors awarded on any project will be on PMI's standard form for subcontract without any modifications. For questions or assistance required on the above, please contact Ben Pearce at ben@proven-management.com. PMI is signatory to the Operating Engineers, Carpenters, and Laborers Collective Bargaining Agreements.

We are an Equal Opportunity Employer

Kiewit / Manson MOTCO, AJV

4650 Business Center Drive Fairfield, CA 94534
Attn: Victor Molina • norcal.bids@kiewit.com
Fax: 707-439-7301

Requests quotes/bids from qualified Small Business Concerns (SBC), including SDB, WOSB, HUBZone SB, VOSB & SDVOSB certified by The System for Award Management (SAM).

<https://www.sam.gov/portal/public/SAM>

Subcontractors and Suppliers for the following project:

**Replacement/Upgrade Pier 2 -
Military Ocean Terminal Concord (MOTCO)**

Location: Concord, CA

Solicitation No. W9123817R0065

Owner: U.S. Army Corps of Engineers (USACE)

Bid Date: October 26, 2017 at 12:00 P.M.

Quotes Due: October 20, 2017 at 4:00 P.M.

Small Business Concerns (SBCs)

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

Asphalt paving, Biological assessment and monitoring, Building Construction, Site Mechanical, Utilities, Concrete Reinforcing, Concrete Repair, Concrete, Concrete Pumping, Underwater Demolition (ordnances), Earthwork/Excavation, Electrical, Marine Fenders, Marine Towing; Piling, Precast Concrete, Quality Control/Assurance, Dynamic Pile Testing, MEC/UXO, Street Sweeping, Trucking/Hauling and Water Truck.

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, SBC 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 October 16, 2017 and Quotes**

NO LATER THAN October 20, 2017 by 4 PM.

Plans and specifications are available through SmartBidNet (SBN) or the Government's website at www.fbo.gov. 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 may be required for subcontractors and a suppliers bond for suppliers.

Buy American Act applies

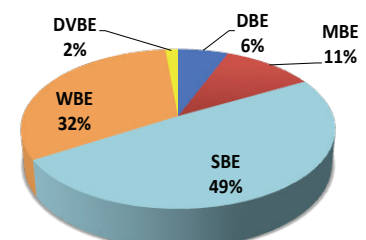
An Equal Opportunity Employer

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DIR # 100001147

AUDIENCE PROFILE

Small Business Exchange, Inc.





California Sub-Bid Request Ads



BROSAMER & WALL, INC.

An Equal Opportunity Employer
is requesting quotations from all qualified
DBE

Professional Services, Sub-Contractors, Material Suppliers and Trucking for the following project:
04-4G0564

**ROUTE 680 ROADWAY REHAB, BRIDGE REPLACEMENT, RET. WALLS, TOLL SYSTEMS
FOR CONSTRUCTION ON STATE HIGHWAY IN FREMONT AND AT SUNOL
FROM MISSION BOULEVARD SEPARATION TO KOOPMAN ROAD UNDERCROSSING**

Bid Closing Date: October 3, 2017 @ 2:00 PM

DBE GOAL: 12%

CONTACT:

**Brosamer & Wall Inc.
1777 Oakland Blvd, Suite 300
Walnut Creek, California 94596
PH: 925-932-7900 • FAX: 925-279-2269**

PROJECT SCOPE:

We are requesting bids for the following trades and/or material suppliers:

Brosamer & Wall Inc., is requesting quotes from all qualified subcontractors and suppliers including certified DBE firms for all items of work type, including but not limited to:

- AC DIKE,
- ASPHALT OIL MATERIAL SUPPLIER,
- CAS,
- CIDH PILES,
- CLEAR & GRUB,
- COLD PLANE,
- CONCRETE BARRIER,
- DEMOLITION BRIDGE REMOVAL,
- ELECTRICAL,
- EROSION CONTROL (PERM AND TEMP),
- FABRIC AND OILS,
- GENERAL TRUCKING,
- GROUND ANCHOR (SUBHORIZONTAL),
- JOINT SEAL,
- JOINTED PLAIN CONCRETE PAVEMENT (RSC),
- LEAD ABATEMENT PLANS,
- MBGR,
- MINOR CONCRETE STRUCTURE,
- PAVEMENT REINFORCING FABRIC,
- PIPE (UNDERGROUND) SUPPLIER,
- PRECAST JOINTED CONCRETE PAVEMENT,
- REINFORCING STEEL,
- RESET-ADJUST ROADWAY ITEMS,
- ROADSIDE SIGNS,
- RUMBLE STRIP (ASPHALT CONCRETE PAVEMENT),
- SIGN STRUCTURES,
- SOIL NAIL,
- STEEL STRUCTURES,
- STORM DRAIN (UNDERGROUND),
- STREET SWEEPING,
- STRUCTURAL CONCRETE,
- SWEEPER,
- SWPPP PLANS,
- THERMOPLASTIC PAVEMENT MARKINGS,
- THERMOPLASTIC TRAFFIC STRIPING,
- TRAFFIC CONTROL DEVICES,
- TRAFFIC CONTROL,
- WATER TRUCK,

**For the complete list of the Actual Project Bid Items go to:
<http://www.dot.ca.gov/des/oe/weekly-ads/oe-biditems.php?q=04-4G0564>**

Requirements: Brosamer & Wall, Inc. will work with interested subcontractors/suppliers to identify opportunities to break down items into economically feasible packages to facilitate DBE Participation. Brosamer & Wall, Inc. is a union signatory contractor. Subcontractors must possess a current contractor's license, insurance coverage and worker's compensation for the entire length of the contract.

All subcontractors will be required to sign our standard Subcontract Agreement. 100% payment and performance bonds may be required. If you have any questions regarding this project or need assistance in obtaining/waiving insurance, bonding, equipment, materials and/or supplies please call or email Robert Rosas contact information below.

Plans and specifications can be viewed at our office located at 1777 Oakland Blvd Suite 300, Walnut Creek, Ca. 94596 or at no cost from Caltrans website. B&W will also make plans electronically please email rrosas@brosamerwall.com for free online link. Brosamer & Wall INC., intends to work cooperatively with all qualified firms seeking work on this project. If you are interested in submitting a subcontractor bid for this project, you may contact Robert Rosas Chief Estimator at 925-932-7900 or fax us your quote at 925-279-2269. PLEASE SUBMIT A COPY OF YOUR CURRENT DBE CERTIFICATION WITH YOUR BID. Subcontractors, Dealers/Suppliers and Brokers please provide your designation code to us on or before the bid date. B&W, INC., IS AN EQUAL OPPORTUNITY EMPLOYER.



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 680 – CONSTRUCTION ON
STATE HIGHWAY IN FREMONT AND AT SUNOL
FROM MISSION BOULEVARD SEPARATION TO
KOOPMAN ROAD UNDERCROSSING,
Contract No. 04-4G0564, Federal Aid Project No.
ACIM-680-1(079)E,
Disadvantaged Business Enterprise Goal Assigned
is 12%**

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

BID DATE: OCTOBER 3, 2017 @ 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, ASBESTOS COMPLIANCE PLAN, BIOLOGIST CONSULTANT, BRIDGE, CLEARING AND GRUBBING/DEMOLITION, CONCRETE BARRIER, CONSTRUCTION AREA SIGNS, CHANNELIZER, TRAFFIC PLASTIC DRUM, CRACK SEALING, CRACK AND SEAT, ELECTRICAL, EROSION CONTROL, FABRIC/GEOSYNTHETIC PAVEMENT INTERLAYER, FENCING, LEAD COMPLIANCE PLAN, METAL BEAM GUARDRAIL, MINOR CONCRETE, MINOR CONCRETE STRUCTURE, PREPAVING INERTIAL PROFILER, PREPAVING GRINDING DAY, LCB, JPCP, ISR & APPROACH SLAB, ROADSIDE SIGNS, DELINEATOR, OBJECT MARKERS, RUMBLE STRIP, SIGN STRUCTURE, SOLDIER PILE WALL, SOIL NAIL & GROUND ANCHOR WALL, STRIPING, SURVEY/STAKING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TEMPORARY EROSION CONTROL, UNDERGROUND, VEGETATION CONTROL, VIBRATION MONITORING, SURVEY AND MONITORING, TRUCKING, WATER TRUCKS, STREET SWEEPING, CLASS 2 AGGREGATE BASE MATERIAL, CLASS 2 AGGREGATE SUBBASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL, PERMEABLE MATERIAL, RUBBERIZED HMA (OPEN GRADE) 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.



California Sub-Bid Request Ads



Gallagher & Burk, Inc.

344 High Street • Oakland, CA 94601
 Phone: (510) 261-0466 • FAX (510) 261-0478
 Estimator: Jim Yackley
 Website: www.gallagherandburk.com

Gallagher and Burk, Inc. is soliciting for L/SLBEs for the following project.

**CITYWIDE PAVEMENT REHABILITATION
 REBID PROJECT NO. C1003298
 L/SLBE GOAL: 50%**

OWNER: CITY OF OAKLAND
 250 Frank H. Ogawa Plaza, Room #101,
 Oakland, CA 94612

BID DATE: OCTOBER 5, 2017 @ 2:00 P.M.

We hereby encourage responsible participation of Local & Small Local Business Enterprises, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

Adjust Iron, Minor Concrete, Roadside Signs, Roadway Excavation, Slurry Seal, Striping, Survey/Staking, Traffic Control Systems, Trucking, Water Trucks, Street Sweeping, Class 2 Aggregate Base Material, Hot Mix Asphalt (Type A) Material, Hot Mix Asphalt (Type B) Material and 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%25gallagherburk.com:f7pa55wd@pub.gallagherburk.com> (if prompted the username is <ftp://desilvagates.com> and password is f7pa55wd) or from the Owner's ISupplier System free of charge at <http://www2.oaklandnet.com/Government/CP/s/ContractingPurchasingOpportunities/index.htm> or from CIPList.com <http://ciplist.com/plans/?Oakland/city/9392>.

Fax your bid to (510) 261-0478 to the attention of Estimator Jim Yackley. If you have questions for the Estimator, call at (510) 261-0466. 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/Public-Works.html

If you need L/SLBE 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 (510) 261-0466, 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). GBI is willing to breakout portions of work to increase the expectation of meeting the L/SLBE goal. At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. GBI is an equal opportunity employer.



Graniterock

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

REQUESTING SUB-QUOTES FROM QUALIFIED SBE / MBE / WBE / DBE SUBCONTRACTORS/SUPPLIERS/TRUCKERS FOR:

**2017 Storm Damage Repair, Phase 1
 Owner: Contra Costa Water District
 Engineers' Estimate: \$2,600,000.
 BID DATE: October 17, 2017 @ 10:00 AM**

Items of work include but are not limited to: SWPPP, Trucking, Fence, Traffic Control and Hydroseeding.

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 subcontract 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



Graniterock

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

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

**Main Avenue and Madrone Pipeline
 Restoration Project
 Contract No. C0633**

**Owner: Santa Clara Valley Water District
 Engineers' Estimate: \$12,000,000.
 BID DATE: October 11, 2017 @ 2:00 PM**

Items of work include but are not limited to: Sawcutting, Clearing & Grubbing, HDPE Pressure Pipe, Traffic Control, Slope Protection, Filter Fabric, Adjust Utilities and Trucking.

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 subcontract 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.

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Sub-Bids Requested From Qualified CBE Subcontractors & Suppliers
**County of Los Angeles, Department of Public Works
 As-Needed Engineering and Project Management Support Services
 Project ID: AED7740085
 Location: Los Angeles County
 Bid Date: 10/24/17**

Seeking the following services:

Architectural Services, Geotechnical Engineering, Waste Management Consultants, Construction Services (Inspection), Laboratory Testing, Landscape Architect, Urban Planning and Consulting, Construction Services – Estimating, Public Relations Services, Surveying Services, Structural Engineering, Transportation Engineering

Woodard & Curran, Inc.

888 South Figueroa Street, Suite 1700 • Los Angeles, CA 90017
 Phone: 213.223.9460

Contact: Tamara Simbirdi, Sr. Marketing Coordinator
 Email: tsimbirdi@woodardcurran.com

We will assist interested firms in obtaining bonds, lines of credit and/or insurance if necessary.

How Much Debt Can a Government Handle?

By Susan K. Urahn,

Debt financing is a powerful tool for state and local governments, which often rely on borrowed funds to build or repair vital infrastructure. The need for these projects is beyond dispute: The American Society of Civil Engineers estimates that the roads, bridges, tunnels, schools, hospitals and underground pipes that taxpayers use need \$4.6 trillion worth of investment -- only slightly more than half of which is currently funded. While there is much talk of a federal infrastructure bill, the cost of rebuilding is likely to be borne primarily by state and local governments, which historically have contributed about 75 percent of infrastructure-related spending.

But gauging whether a government can afford to take on new debt -- and how much -- can be difficult. Lawmakers must strike a tough balance between borrowing enough to build infrastructure and not letting interest payments squeeze out other needed expenditures. At the same time, the definition of affordability will vary among states, depending on needs, market conditions, fiscal constraints and attitudes toward borrowing. Amid this uncertainty, policymakers often lack the data they need to make informed decisions about debt -- everything from appropriate borrowing levels to the way debt should be structured.

Debt-affordability studies can provide policymakers with the data-driven analysis they need to bring better management and oversight to the issuance of debt. Unfortunately, strong studies are still the exception. Recent research by The Pew Charitable Trusts found that while 29 states conduct debt-affordability studies, only nine produce reports that give policymakers the clearest understanding of their state's obligations.

Affordability studies can differ from state to state because of variations in tax structure, the type of borrowing used, the particular agencies authorized to issue debt and caps on debt service, but these different analyses share the goal of helping lawmakers and finance experts make borrowing decisions informed by the most relevant data.

States that use debt-affordability studies have learned valuable lessons. For example, in some cases, policymakers did not know the full extent of their state's obligations because multiple offices --



or separate legal entities, such as state universities -- issue publicly supported debt and the data is not centralized. Rhode Island recently revised its debt-affordability study to address this problem. It now includes data on the debt of all state authorities and affordability guidelines for each entity.

A debt-affordability study needs to be forward-looking, with current and anticipated obligations clearly analyzed against the expected resources available to repay outstanding debt. Doing so allows states to manage their budgets and borrowing in a way that anticipates and prepares for changes in revenue. This approach helped Nevada weather its housing crisis, when declining property-tax revenue left less money available to pay debt service. The state's affordability model accounted for these declines and decreased the available borrowing capacity. And when property values began to climb, the affordability model remained conservative, not incorporating the revenue increases until the treasurer's office was confident that they would remain stable.

Including a variety of assumptions about revenue performance, economic changes and the costs associated with borrowing in a debt-affordability study is key to helping policymakers assess risks and plan for a range of outcomes. Oregon relies on a volatile

income tax for the bulk of its revenue but still limits its debt service to 5 percent of revenue through robust and frequent projections that assess the impact of changing interest rates and revenue scenarios. This forward-looking analysis helped the state make prudent borrowing decisions when revenue dropped during the Great Recession.

When states want to make major infrastructure investments using debt, an evidence-based debt study can establish a definition of affordability in an open and transparent process. Each year in Georgia, the state's Financing and Investment Commission produces a study that it uses to recommend an amount of borrowing that keeps the state's debt service under 7 percent of the prior year's revenue. Even when the legislature and the executive branch disagree on the purposes of borrowing, they agree to stay under the specified amount each year, allowing the state to make important investments in infrastructure while staying within budget constraints.

While policymakers may disagree about how much to borrow, for what and when, all policymakers can benefit from objective data, insights and analysis provided by an effective debt-affordability study.

SOURCE: <http://www.governing.com>

What Makes A Project Leader Great?

■ Continued from page 1

But the primary differentiator was the level of collaboration. The Pathfinder team developed trusting relationships within a culture of openness. Successful project managers know how to cultivate such an environment by finding suitable team members and by focusing on collaboration and outcomes.

All Tied Up

The four attributes of the successful project manager are interdependent: they need each other for the whole thing to work! As a project manager, you will face deviations from the plans, unexpected events, and major threats to reaching the finish line.

But leaders who recognize these challenges and tap the talents of their team members to find solutions can build that reservoir of planning, agility, and resilience necessary to complete 100% of your projects and be among the leadership elite.

Alexander Laufer, director of the Consortium for Project Leadership at the University of Wisconsin-Madison and a chaired professor of civil engineering at the Technion-Israel Institute of Technology, can be reached at laufer2@wisc.edu; **Terry Little**, a veteran U.S. Defense Dept. major program manager and an honorary professor at the Defense Systems Management College, can be reached at keboostman@aol.com;

Jeffrey S. Russell, vice provost for lifelong learning and dean of continuing studies at the University of Wisconsin-Madison, can be reached at jeffrey.russell@wisc.edu; and Bruce Maas, emeritus CIO and vice provost for IT at the University of Wisconsin-Madison, can be reached at bruce.maas@wisc.edu.

This article was adapted from their forthcoming book, **Becoming a Project Leader: Blending Planning, Agility, Resilience, and Collaboration to Deliver Successful Projects**, set for publication this year by Palgrave Macmillan.

Source: <http://www.enr.com>



California Sub-Bid Request Ads



Is requesting quotes from qualified DBE Subcontractors, Suppliers, and Service Providers for the following (but not limited to) work
Pavement Grinding, AC Paving, Stripe & Mark, Traffic Control, Aggregate, Pipe PVC, SWPPP, Schedule, Shoring, Bore & Jack, CCTV

Hi-Desert Water District Wastewater Reclamation Project Phase 1 Collection System Bid Package C

Located in Yucca Valley, San Bernardino County, California

Hi-Desert Water District

BID DATE October 10, 2017 @ 2:00 p.m.

Sub & Vendor Scopes and Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Robbie Zwick

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

Plans/specs are available for viewing at our office by appointment, by Sukut FTP, or from Owner's website at <https://atkins.box.com/s/mgqmr22xz2ge18jqhmi3w1qxsnsurq>. 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. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination. Please contact Sukut Construction for assistance in responding to this solicitation.

Sukut 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.

Sukut Construction, LLC
An Equal Opportunity Employer



IBI GROUP

REQUEST FOR BIDS & NOTICE OF INTEREST

IBI Group is bidding on the following project as a Prime Contractor:

Scoping Architect Services for the Hall of Records Modernization Project for the County of Los Angeles, Department of Public Works, RFP No AED7740066.

IBI Group is seeking certified **Community Business Enterprise (CBE)** firms interested in submitting qualifications as sub-consultants as part of the IBI team. All CBE firms including business enterprises owned by **LSBE's, SBE's, Social/Enterprise Firms, disabled veterans, disadvantaged business enterprises, and minority and women-owned business enterprises** the following firms may submit information and qualification for consideration as part of team of consultants for the Scoping Architect Services for the Hall of Records Modernization Project for the County of Los Angeles, Department of Public Works, RFP No AED7740103.

This proposal is in alignment with the L.A. County Community Business Enterprise (CBE) Program. In addition, the IBI group can provide assistance to interested CBE's in obtaining the required bonds, lines of credit, and/or insurance. IBI Group intends to conduct itself in good faith in regards to all CBE firms.

All interested firms should email a two-page firm overview including resumes and a recent project list that is similar in scope to the County of L.A., Dept of Public Works, Scoping Architect Services for The Hall of Records Modernization Project Request for Proposals, and certification documentation no later than EOD on Oct 4th, 2017 to kirk.shimazu@ibigroup.com. A copy of the RFP can be provided upon request by contacting Ms. Colleen Kane at 213-769-0011. Specific questions regarding this RFQ may be emailed to kirk.shimazu@ibigroup.com

Which includes business enterprises owned by disabled veterans, disadvantaged business enterprises, and Scoping Architect Services for Hall of Records Modernization Project minority and women-owned business enterprises.

Sub-Bids Requested from qualified MBE/WBE/SBE/DVBE/LBE Subcontractors and Suppliers For:

PALL MICROFILTRATION EXPANSION PROJECT

Owner: West Basin Municipal Water District

Location: El Segundo, CA

Bid Date: October 13, 2017 @ 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:

Aggregates, Precast Concrete Vaults, AC Paving, Ready-Mix Concrete, Reinforcing Steel, Structural Steel, Steel Decking, Miscellaneous Metals, FRP, Dampproofing, Sealants, Access Doors, Painting & Coatings, Equipment, Electrical and Instrumentation

Plans and Specifications: You may obtain a free download by registering with the District's online bid service at www.westbasin.org (you will be redirected to TheNetwork). 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 MBE/WBE/SBE/DVBE/LBE 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.

SMALL
BUSINESS
EXCHANGE



California Sub-Bid Request Ad

McCarthy Building Companies, Inc.
is seeking bids from qualified Subcontractors and Suppliers:

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
 SANTA ANA COLLEGE SCIENCE CENTER
 Main Bid Package**

BID TIME, DATE AND PLACE:

- A. Bid Deadline: **9:00 am on the 3rd day of October, 2017**
- B. Place of Bid Receipt: **McCarthy Building Companies, Inc.**
 20401 S.W. Birch Street
 Newport Beach, CA 92660
 (949) 851-8383
 lgiordano@mccarthy.com

The construction documents, prepared by the Architect of Record are available to interested Proposers from Internet Blueprint's Bid Mail service; proposers should make requests directly through Bid Mail by going to www.Bidmail.com, then register, "Login" and view the bid documents online. Should you need further help, contact Internet Blueprint at (714) 673-6000 for ordering of these documents.

Bid documents are available for viewing at McCarthy's Newport Beach office plan room (open 8am to 5pm). Located at 20410 S.W. Birch street Newport Beach, CA. 92660 (949) 851-8383

Bid documents are also available for viewing & downloading at the following Box.com website link:
<https://mbc.box.com/s/ik7opxsru73vt79qrd81eamiow7h83c0>

Please do not contact the Owner, Architect or Consultants. Any questions must be submitted in the form of a type-written RFI and sent via email to Luis Giordano (Email: lgiordano@mccarthy.com). The last day for RFI's is September 12th, 2017 prior to 5:00 pm.

SUMMARY OF WORK:

Project Description: This is a 68,000 SF, three Story building which includes Classrooms, fully equipped Laboratories, Admin & Faculty Office and Collaborative spaces; as well as an extensive amount of site work, including hard-scape and landscape and an adjacent Green House. See the Bid Instructions for specific work trades to be bid.

NOTICE:

- A. NOTICE IS HEREBY GIVEN McCarthy will receive bids for award of Subcontracts for the above-named Project up to, but not later than the bid deadline. Subcontract Wards are anticipated within 120 days of bid deadline.
- B. Plans and Specifications will be available On August 18th, 2017.
- C. BIDDERS with bids that exceed \$100,000 must post a bid bond or other security in the amount of 15% of the amount of the bid with bid.
- D. Each BIDDER, simultaneously with the execution of the Subcontract Agreement, shall be required to furnish a Labor and Material, Payment and Performance Bond in an amount equal to 100 percent of the Contract sum and a Faithful Performance Bond in an amount equal to 100 percent of the Contract Sum. Said Bonds shall be from an admitted California Surety satisfactory to McCarthy, with A. M. Best rating of A- or better, and listed in the Federal Register, issued by the Department of Treasury and licensed in California, Or Subcontractor shall be preapproved to join McCarthy's Contractor Default Insurance Program. Said Bonds shall remain in full force and effect through the guarantee period.
- E. The BIDDER shall be a licensed contractor pursuant to the Business and Professionals Code and be licensed in the applicable classifications for the trades for which the contractor is submitting a bid.
- F. **LSEDBVE** Business Enterprises are encouraged to participate.
- G. No Bid may be withdrawn until One Hundred Twenty (120) days after the Bid Opening Date.
- H. McCarthy reserves the right to reject any and all bids or to waive any irregularities or informalities in any bid or in the bidding.
- I. McCarthy is an "equal opportunity" employer and encourages Minority and Small Business and DVBE Participation.
- J. Bidders as specified in the Bidding Instructions shall be required to submit a Prequalification and be prequalified by the McCarthy eight (8) days prior to the Bid Date.
- K. McCarthy reserves the right to reject a Bidder whose EMR exceeds 1.20 in either the most recent year or the average of the three years.
- L. Prevailing wages apply. The District shall be enforcing a Labor Compliance in accordance with the provisions and requirements of Assembly Bill – 1506 and pursuant to California Labor Code sections 1770 et. Seq.

McCarthy Building Companies, Inc.

Luis Giordano – lgiordano@mccarthy.com
 20401 S.W. Birch Street, Newport, CA. 92660
 Phone (949) 851-8383 Fax (949) 756-6841



Public Legal Notices

OFFICE OF COMMUNITY INVESTMENT AND INFRASTRUCTURE (OCII)

**NOTIFICATION:
 DEVELOPMENT OPPORTUNITY
 Request for Proposals ("RFP")
 for Blocks 52 and 54
 in the Hunters Point Shipyard
 Redevelopment Project Area**

The Office of Community Investment and Infrastructure ("OCII") is seeking qualified applicants to submit proposals to:

Develop, own, and operate affordable rental housing on Blocks 52 and 54 in the Hunters Point Shipyard Redevelopment Project Area

The Office of Community Investment and Infrastructure ("OCII"), the Successor to the San Francisco Redevelopment Agency ("SFRA"), is seeking qualified applicants to develop, own, and operate affordable rental housing. The housing will serve very low-income families at non-adjacent Blocks 52 and 54 (the combined Blocks as the "Project") in the Hunters Point Shipyard Redevelopment Project Area ("Project Area").

An applicant ("Applicant") is defined as a team comprised of only the following: a developer ("Developer"), a property manager, an architect and a Workforce and Contracting Action Plan ("WCAP") consultant (if an outside consultant is being proposed).

In accordance with the Bayview Hunters Point Employment and Contracting Policy as amended and the OCII Small Business Enterprise Program, the successful Applicant will be required to competitively solicit and select its other consultants and contractors, including general contractor and subcontractors, at subsequent and appropriate development stages of this Project. Firms not defined as an Applicant above but interested in participating in this Project are advised to contact the successful Applicant's WCAP representative after completion of this RFP. The selection of an Applicant is tentatively scheduled for March 2018 (subject to change) and announcement of the successful Applicant will be posted on the OCII website shortly thereafter.

Proposals will be accepted until 4:00 p.m., Wednesday, November 29, 2017. To obtain a copy of the RFP, please visit: <http://sfocii.org/rfps-rfqs-bids> or the Office of Community Investment and Infrastructure located at One South Van Ness Avenue, Fifth Floor, San Francisco, CA 94103.

For questions regarding this RFP, please contact Elizabeth Colomello at (415) 701-5518 or by email at elizabeth.colomello@sfgov.org.

OFFICE OF COMMUNITY INVESTMENT AND INFRASTRUCTURE (OCII)

REQUEST FOR PROPOSALS FOR LANDSCAPE MAINTENANCE, STREETScape MAINTENANCE, AND PROPERTY MANAGEMENT SERVICES FOR PARKS, STREETSAPES AND SITE OFFICE BUILDING AT PHASE 1 OF THE HUNTERS POINT SHIPYARD

The Office of Community Investment and Infrastructure (OCII) has released a Request for Proposals from interested firms to provide landscape maintenance, streetscape maintenance, and property management services for parks, streetscapes, and the Hunters Point Shipyard Site Office Building at Phase 1 of the Hunters Point Shipyard. Local small businesses are highly encouraged to submit proposals. A mandatory pre-submission meeting will be held on Monday, October 16th and proposals are due Monday, November 20th. Please visit sfocii.org/rfp for details on the Request for Proposals.

Looking for Subcontractors, Vendors, and Suppliers?



Advertise your Sub-Bid Requests in the **Small Business Exchange.**

With a monthly readership of 75,000, SBE reaches a diverse audience, cutting across ethnic and gender lines as well as traditional industry segments.

Call 1-800-800-8534 or visit us at www.sbeinc.com



California Sub-Bid Request Ads



8201 Edgewater Drive, Suite 202 • Oakland, CA 94621
Phone (510) 777-5000 • Fax (510) 777-5099

LBE Subcontractor/Supplier Bids Requested For:

**City and County of San Francisco • Municipal Transportation Agency
22 Fillmore Transit Priority Project
Contract No. 1303**

BID DATE: October 19, 2017 at 3:00PM

Fax all quotes to 510-777-5099 or email to northwest.estimated@shimmick.com

Requesting certified LBE Subcontractor and Supplier Quotes on:

General Engineering Contracting, Reinforcing Steel Contractor, Pipeline Contractor, Parking & Highway Improvement, Backhoe Service, Earthwork & Paving, Electrical Contracting, Construction Traffic Control Services, Concrete Contractor, Tree Service, Trucking & Hauling, Surveying/Engineer/Drafting Equipment & Supplies, Concrete Supplier & Manufacturer, Traffic Safety & Traffic Control Devices, Electrical Equipment & Supplies, Photography Services

Contract Documents are available by owner.

Please send a request to Mr. Allan Andaya at allan.andaya@sfmta.com or by fax to (415) 701-4300. You may also contact Jamie Helmick at jhelmick@shimmick.com for access to the documents.

Subcontractors and Suppliers interested in this project may contact Clay Cochran by email at ccochran@shimmick.com.

100% Performance and Payment bonds with a surety company subject to approval of Shimmick Construction Company, Inc. are required of subcontractors for this project. Shimmick 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 SCCI Long Form Standard Subcontract incorporating prime contract terms and conditions, including payment provisions. Shimmick 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. Shimmick 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 Scott Fairgrieve at (510) 777-5000.



O.C. Jones & Sons, Inc.

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

Contact: Jean Sicard

An Equal Opportunity Employer

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Repair Sinking Pavement and Drainage Systems
Hwy 101 Marin County
Caltrans #04-2J4804**

BID DATE:

September 26, 2017 @ 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, WPCP, Sweeping, Imported Borrow, Cellular Concrete Lightweight Embankment Material, Lightweight Aggregate, Rapid Strength Concrete Base, Geosynthetic Pavement Interlayer, Tack Coat, Cold Plane AC, Steel Sheet Piling, Structural Concrete, Minor Concrete, Misc. Iron & Steel, Striping & Marking, Electrical and Construction Materials

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.



ENVIRONMENTAL CONTRACTORS, INC.

CAL LIC. NO. 723241

11555 Dublin Boulevard • Dublin, CA 94568-2909

Phone: (925) 803-4333 • FAX: (925) 803-4334

Estimator: Keith Donahue

kdonahue@pacificstates.net

Pacific States Environmental Contractors, Inc. (PSEC) is preparing a bid as a Prime Contractor for the project listed below:

Sacramento Municipal Utility District (SMUD)

RFP No: 170143.JM

Project: Station E Substation – Phase1B

Waste Excavation and Rough Grading

Bid Date: Thursday, October 5, 2017 at 4:00PM

Owner:

Sacramento Municipal Utility District (SMUD)

4401 Bradshaw Road,

Sacramento, CA 95827

We hereby encourage responsible Participation of Sacramento Local Business Enterprises (LBE) and solicit their subcontractor, materials and/or suppliers and trucking quotation for the following types of work including but not limited to:

Trucking, Survey, Hydroseed

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies for this project.

This will be a PREVAILING WAGE JOB.

Plans and specifications may be reviewed at our office located at 11555 Dublin Boulevard, Dublin, CA, or an electronic version is free, transferred via file transfer protocol (FTP) Site.

PSEC is willing to breakout any portion of work to encourage Local Business participation (LBE) and solicit their subcontractor or materials and/or suppliers and trucking quotation as well as increase the expectations of meeting the SMUD SEED Program.

Looking for SMUD's SEED local small businesses, To qualify a business must be certified as a Small Business or Microbusiness by the state Department of General Services (DGS) and must be a SMUD ratepayer for the past six months at the DGS certification address of record. All subcontractors interested in sending a bid can contact Keith Donahue the estimator at kdonahue@pacificstates.net or fax bid to 925-803-4334

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/Public-Works.html.

We are an equal opportunity employer.