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FOREWORD

The Pennsylvania Department of Transportation (PennDOT) has a continuing need for qualified firms to complete highway and bridge construction projects throughout the Commonwealth. To help meet that need, PennDOT created the Highway and Bridge Subcontractors’ Manual (Manual) as an introductory tool that highlights requirements for pursuing and working on PennDOT highway and bridge construction projects.

The Manual provides the basic information about what is required to secure PennDOT projects, where to find requests for bids, how to work with prime contractors in preparing your quotes, and what resources are available to help your business. It includes “best practices” used by subcontractors and prime contractors but it is not intended as a comprehensive or definitive guide, as it does not include detailed information on all aspects of PennDOT highway and bridge construction projects.

PennDOT’s Bureau of Equal Opportunity, in support of many construction subcontractors, took the lead in preparing the Manual as part of its mission to help develop a “race neutral” approach to participation by Disadvantaged Business Enterprises (DBE). The Manual was first published in February 2001 based on research funded by the Bureau of Planning and Research and carried out under a cooperative agreement with the Pennsylvania State University. The December 2005 edition was updated by the Department’s DBE Supportive Services Center at Cheyney University of Pennsylvania.

PennDOT’s Bureau of Construction and Materials, Bureau of Design, construction industry leaders, other PennDOT administrators, and representatives of other agencies have contributed to the development of the Manual.

We hope you will find the PennDOT Highway and Bridge Subcontractors’ Manual helpful and we would appreciate your comments. You may send your comments to PennDOT at the following address:

Pennsylvania Department of Transportation
Bureau of Equal Opportunity
P.O. Box 3251
Harrisburg, PA 17105-3251
(717) 787-5891 (Phone)
(800) 468-4201 (Toll Free)
www.dot.state.pa.us

DISCLAIMER

The user is hereby notified that the Manual was prepared for customers of the PennDOT. However, the Department does not guarantee or ensure that the contents of the Manual are current and/or up-to-date. The User is encouraged to contact the Bureau of Equal Opportunity to ensure that he/she has the latest version of the Manual.
1.0 Doing Business with PennDOT
1.1 CONTRACTOR REQUIREMENTS

Prequalification
Prequalification is the first step a contractor needs to take in order to work on PennDOT projects. All contractors and subcontractors must prequalify with PennDOT in order to obtain approval to work on a PennDOT project. Suppliers, manufacturers, truckers, and service providers do not need to be prequalified. However, they may require other approvals. PennDOT uses the Prequalification process to evaluate contractors’ competence, qualifications, capacity to do the work, management and technical capability, and compliance with equal opportunity practices, state and federal policies and mandates.

A prime contractor may perform as a subcontractor. However, a subcontractor may not bid as a prime contractor work.

Application forms may be obtained on-line at the Engineering and Construction Management Website (ECMS) at http://www.dot2.state.pa.us/.

The following information is required for Prequalification:

- **Contractor’s Financial Statement.** This form demonstrates the financial capacity of a firm to bid on PennDOT construction projects. Subcontractors are not currently required to submit this form.
- **Organization and Experience Statement.** PennDOT verifies the applicant’s experience in all work classifications. A complete list of classification codes is included in the Prequalification application package. Codes are inclusive of all parts of a project. PennDOT reviews experience of company principals, superintendents, and supervisors. Prequalification or a classification code based on a superintendent’s experience requires that person to be physically present on a project site. The strength of your company’s organization and experience are important considerations in the Prequalification process.
- **Affirmative Action Statement.** An Affirmative Action Statement is required as part of the Prequalification application.

Based on the information provided, PennDOT will decide whether an applicant meets Prequalification requirements. Your Prequalification will be limited to specific classifications. All questions must be answered completely on the forms provided. If any forms are incomplete or filled out incorrectly, they will be returned to you.

For Prequalification questions and information, contact:

Department of Transportation
Bureau of Construction and Materials
Contract Management Division
Prequalification Office
P.O. Box 2855
Harrisburg, Pennsylvania 17105-2855
(717)787-7032
Provisional Qualification
Your firm may also be eligible to obtain “Provisional” Prequalification in a work classification for which you are developing strength or expertise. In order to obtain provisional qualification:

- work must be performed under the direction of an experienced prime contractor
- your firm must be prequalified in at least one work classification
- your firm must have an interest in expanding its scope of operations into another work classification.

You may perform subcontract work under a Provisional Prequalification for up to three projects before obtaining your full Prequalification status in order to obtain experience toward the assignment of a work classification code.

Contractor Responsibility Program
Your firm and principals of the firm must be in good standing with Commonwealth taxation agencies. Pennsylvania’s Contractor Responsibility Program evaluates a contractors’ responsibility before an award of a prime contract or subcontract. Your company and its principals must demonstrate that they are not debarred, and that they have met state income tax, unemployment tax and other legal and regulatory obligations. PennDOT’s Bureau of Design reviews prime contractors for Contractor Responsibility. Engineering District offices perform the review for subcontractors.

Labor Compliance
All contractors are required to comply with state and federal labor laws and prevailing wage and labor rules. Contractors must maintain and submit certified payroll records. Contractors are required to retain these records for three years after the project completion date.

Bonding
Bonding is insurance that guarantees the performance of the prime contractor, and is required for most PennDOT projects. Prime contractors may not require subcontractors to obtain bonding, however, some prime contractors view bonding as an indication of stability. In order to obtain bonding, contractors need adequate financial resources, a good record keeping system and prior, well-documented work experience. There are two types of bonding available for work on PennDOT projects:

- Performance Bonds protect PennDOT from losing money if work performed is not up to contract specifications, for the negotiated price, or within the project schedule.
- Payment Bonds protect all parties from not being paid for their work.

You can learn more about bonds from prime contractors, trade associations, your professional legal counsel or surety company.
1.2 REQUESTS FOR BIDS

The bidding process begins when PennDOT advertises its requests for bids. Projects announced will vary in scope, estimated cost, and submittal requirements. Information about current projects is available on the Internet.

**Engineering and Construction Management System (ECMS)**
Bid requests for highway construction work are advertised on the PennDOT website ([www.dot2.state.pa.us](http://www.dot2.state.pa.us)) approximately five weeks before the bid opening date. A wealth of information is available on the ECMS website, including Notice to Contractors, Publication 408 Specifications, Bulletins, item catalog, publications, etc.

**Notice to Contractors**
The Notice to Contractors includes basic project information with a link to the construction plans and specifications. It is important to review the notice, plans, and specifications before developing your estimate.

The Notice to Contractors includes:
- A link to the bid package
- Description of each project
- Information on federal and state funding sources
- Disadvantaged Business Enterprise (DBE) participation goals
- A link to the work items, which may help you decide if there is work for your company
- Pre-bid meeting information (if applicable)

The Notice to Contractors also includes important information, listed below, to help identify the project. This information may be useful for talking with prime contractors about projects you might be interested in working on.
- Bid opening date
- Project location with state routes and section numbers
- ECMS Number
- Federal or State funded Project information (if applicable)

Important note: Notice to Contractors is only available from the PennDOT website at [www.dot2.state.pa.us](http://www.dot2.state.pa.us).

**Pre-Bid Meetings**
Pre-bid meetings are noted in the Notice to Contractors. More information is available in the Bid Package (under Contractor Services-eBidding). Subcontractors should attend pre-bid meetings in order to take advantage of an opportunity to interact with prime contractors and PennDOT personnel and to address questions and concerns regarding the bid process or project specifications. Some projects will not have pre-bid meetings.

**Project Plans and Specifications**
The Notice to Contractors includes a link to the project plans and specifications. It is essential that contractors review project plans and specifications before submitting bids.
As a subcontractor, you may not need to review all of the plans and specifications included in the bid package, but you must be fully aware of all components that would affect your work. In addition to specific project plans, the bid package may also include specifications that are included in the Publication 408 Specifications.

Plans and specifications are available from ECMS Printing Partners for a fee. Some prime contractors will permit subcontractors to review plans in their offices. A List of Planholders is accessible from the Bid Package screen on ECMS (click on Planholders). You are not required to purchase plans if you can print them yourself or view them online. You must be a PennDOT Business Partner to view the plans. Interested ECMS Business Partners can add their names to the Planholder list.

Special provisions and modifications that supersede Publication 408 Specifications are included in the plans and specifications. Other special provisions include:

- Construction Project Management Network Schedule
- Materials and services required such as shoulder paving, guide rail, or traffic management
- Site requirements such as lighting or sanitary facilities
- Construction restrictions such as hours of performance or construction staging requirements

Engineering drawings and specifications are included in the Plans and Specifications Package. The Plans and Specifications Package also includes a list of legal and regulatory requirements. Special provisions are also included.

DBE/MBE/WBE requirements are indicated in the specifications under governing specifications and applicable designated special resources. The designated special provisions are part of Publication 408 Specifications.

**Upcoming Bids**

In order to determine which PennDOT projects to submit quotes on, subcontractors need to research upcoming construction opportunities and to find out which prime contractors are pursuing them. Many subcontractors will learn about PennDOT projects in much the same way prime contractors do. By looking out for advertisements and Notices to Contractors, you will be aware of projects coming up for bid.

The six-month schedule of planned bid lettings is posted on the website. The Planned Lettings Schedule can help you to anticipate future work. PennDOT also publishes a 12-year Transportation Improvement Program for all projects including construction projects. These long-range plans could be useful in developing your business plan. The Planned Lettings Schedule and the Transportation Improvement Plan are available on the PennDOT website. The Transportation Improvement Plan is also available from regional planning agencies, metropolitan planning organizations (MPO), and local development districts (LDD).
2.0 Subcontractor Quote
2.1 PRIME CONTRACTORS

Your firm must identify prime contractors who will bid on projects for which you are interested in submitting quotes. It is also useful to learn which contractors have been successful in obtaining recent, similar work. This information is available from the PennDOT web site. http://www.dot2.state.pa.us

- Select Contractor Services
- Select eBidding
- Select either Recent Bid Results or Search (if you select Search - select the Bid Result drop-down and fill in at a minimum the County; otherwise the results will be too large and will not process).

General marketing is also important. Subcontractors should network and be active in trade associations and in their communities.

Planholder’s List
You can learn who is bidding on projects you are interested in by accessing the Planholders List from the ECMS website. The list is accessible from the Bid Package screen. You may contact firms on the list in order to distinguish which are prime contractors and which are subcontractors or suppliers. You may submit quotes to any or all prime contractors on the planholders list or any of the prequalified contractors to perform the work.

You may contact prime contractors by phone or by mail and express your interest in submitting a quote. You may even ask if the prime contractor would allow you to review plans at their office or if someone would be available to talk with you about subcontracting needs. Prime contractors need good subcontractors to work with on PennDOT projects and many prime contractors are willing to provide information or support to subcontractors. Marketing your company aggressively may improve your chances of being included in the low bid.

Past Successful Bidders
In addition to learning which firms have bid on projects, it is also helpful to know which prime contractors have been successful in submitting low bids on past PennDOT construction projects. While you can never predict which prime contractor will be the low bidder, information about past performance may help you identify firms to approach even before the Notice to Contractors and the Planholders List are available. The PennDOT website includes the Bid Results. The Associated Pennsylvania Constructors (APC) is also a valuable resource for learning which prime contractors in your area have submitted successful bids. Prequalified contractors listed on the website might also be a valuable resource. Contractor information is accessible from http://www.dot2.state.pa.us on the left side of the screen select:

- Contractor Services
- Contractor Information, then select the Contractor Type from the drop-down, and
- Select the work class code (optional)
Once you have gathered a list of successful prime contractors, you should begin contacting them to learn about their subcontracting needs. Some may already have strong capabilities in your area of expertise. Others may be looking for just the skills, equipment, and workers you have to offer. Always follow up with your marketing contacts. You should not restrict your marketing efforts to prime contractors who have been successful in the past; the larger your pool of prospective prime contractors, the greater your chances for being included in a low bid.

Other opportunities for marketing to prime contractors include professional and trade association meetings, training sessions, and even community events.

**Marketing to Specific Prime Contractors**

Since your success as a subcontractor is largely dependent on having your quote selected by the successful prime bidder, it is important that you market your capabilities to as many potential prime bidders as possible. By submitting quotes to more than one prime contractor you will increase your chances of being successful in obtaining a subcontract. You can also maximize your chances of success by aggressively pursuing work in all areas where your firm is capable and qualified to meet the needs of PennDOT projects.

You and your prime contractors will have expectations of one another. Your firm must find prime contractors that will meet your expectations. Through experience and networking with other subcontractors you will be able to differentiate among prime contractors who meet your expectations and those who will not. While at first it may be difficult to determine which prime contractors you would be comfortable doing business with, you should aspire to develop a list of prime contractors you prefer to work with. Subcontractors should consider the following when selecting prime contractors to submit quotes to:

- Prime contractor’s history of quality work.
- Prime contractor’s history of prompt payment.
- Looking for a business relationship that will prove profitable to themselves and the prime contractor.
- Gathering information about prime contractors to determine the prime contractor’s needs and capabilities.
- Ethical considerations are important since the subcontractor’s reputation will be linked with that of the prime contractor on any project.

**General Marketing**

It is important to communicate your capabilities effectively and to develop relationships with several prime contractors. Consider the strategies listed below as you develop your general marketing plan. You need not wait until a project is advertised. Marketing should continue throughout the PennDOT project cycle.

- Use brochures highlighting your strengths, personnel, and experience.
- Set up an appointment with the project’s estimator to talk about your capabilities and be sure to follow up in writing.
- Ask to review plans and specifications at the prime contractor’s site. Ask what they are looking for as they select subcontractors.
- Network through PennDOT, industry, and trade association activities.
You may market your business to prime contractors in meetings, by phone, by E-mail or by sending a brochure or other written information. Remember to communicate who you are, what services you offer, your capacity and capabilities, and where you offer your services.

### 2.2 SUBCONTRACTOR’S QUOTE

Submitting quotes to prime contractors requires careful thought and planning. Some prime contractors decide to bid only days before bids are due. Many prepare their bids on the evening before bids are due. Have your quote prepared as early as possible and submit quotes to every prime contractor you would want to work with.

Subcontractors submit detailed estimates or quotes based on PennDOT bid requirements, plans, and specifications. Prime contractors then select the best subcontractor quotes to use in preparing their bids to PennDOT. The prime contractor bases subcontractor selection on quality, price, experience, reliability, workload, DBE status, and other considerations.

#### Cost Estimate

Bid Tabulations list project information, the contractor who submitted the lowest bid, the next two closest bidders, letting date, bid items, quantities, unit prices, and the total bid for each project. This information allows subcontractors to compare their quotes with prime contractors. However, this should not be used as a direct bidding tool. Contractors can obtain Bid Tabulations from the PennDOT website.

Consider the following in preparing your cost estimate:

- If possible, you should submit your quote using the same units as in the bid specifications.
- Detail exactly what your quote does and does not cover. Include any special conditions such as minimum cost per staging, travel, or equipment restrictions.
- Include mobilization or materials storage in your quote, as appropriate.
- Be specific; if your quote is for drainage pipe but not excavation, then make this clear in your cost estimate. The prime contractor may be capable of performing the excavation for you, but they need to know that excavation is not included in your price.

#### Price Considerations

Before submitting your quote, weigh two pricing considerations: what you must make on the project, and what you would like to make. Every business has an optimal profit margin where profit is maximized while keeping the price competitive for customers. Some prime contractors will ask that you revise your price in order to help lower the overall bid. Keep your “bottom line” in mind as you negotiate your quote. Do not accept a project that will cause you to jeopardize the profitability of your business. In the end, not even the prime contractor will benefit if you price yourself out of business.
If you find that you are consistently losing projects based on price, you should revisit your business practices, supplier pricing, or other factors that influence your competitiveness.

**Quote Submission**
Consider talking with prime contractors about how they will select a quote and what your company can do to make your offer attractive. Of course, price will be a primary factor in quote selection. A good price will go a long way toward ensuring your success.

Consider the following as you submit your quotes to prime contractors:

- Submit a copy of your quote to all prime contractors you would want to work with. You never know who the successful bidder will be.
- Submit quotes on all components of the project that you are qualified to perform. It is possible that the prime contractor will need your services for several components of the project. This will increase your chances of submitting at least one successful quote.
- Be available in case a prime contractor has questions. Questions often arise after business hours when a prime contractor is comparing all the quotes received. Phone the prime contractor to see if there are any questions or leave an alternate number where you may be reached after normal business hours on the night before the bid is due.
- Submit your quote in a format that is consistent with PennDOT line items or tabulation sheets.
- Submit your quote as early as possible so that the prime contractor may have more of an opportunity to ask questions.
- Most prime contractors will not share your quote with other subcontractors, but do not hesitate to ask the prime contractor to hold your quote in confidence.

When deciding which subcontractors to work with, in addition to price, prime contractors must be convinced that the subcontractor:

- Will quote responsibly and have the capability and capacity to do the work
- Will be able to do their portion of the work, and be able to handle any special circumstances that might arise
- Is capable of performing high quality work for the low bid quoted
- Meets any insurance or other project requirements
3.0 Contract Award and Subcontract Agreements
3.1 BID SELECTION AND AWARD OF CONTRACT

Apparent Low Bid
Once prime contractors submit their bids to PennDOT, the bids are opened, and an apparent low bidder is selected based on price. PennDOT will then check all unit prices, quantities, and extensions to determine if any errors have been made. PennDOT also checks to ensure that all other requirements are met. If the apparent low bidder is disqualified, PennDOT will consider the second low bidder for the award.

The prime contractor is required to submit their DBE / MBE / WBE commitments within seven (7) days of the bid opening. These must be acknowledged online by the DBE / MBE / WBE. To do this the DBE / MBE / WBE must be a Business Partner. The prime contractor will lose the low bid if this is not done.

The selected prime contractor must produce performance and payment bonds, Contractor’s Bodily Injury, and Property Damage Liability Insurance within 10 days of award notification. Prime contractors will often request bonds (if available) and proof of insurance from subcontractors within that same period.

Award of Prime Contract
Within 60 days of the bid opening, PennDOT will award the contract to the low bidder. PennDOT and the prime contractor execute a signed contract and PennDOT distributes final copies to the contractor, the surety, and other state and federal offices as required. Information about the selection is then posted on the PennDOT website.

Subcontractors should call prime contractors regularly to find out the status of the award and to find out if your quote was used in developing the prime contractor’s successful bid to PennDOT. If your quote was selected, you should attempt to get a commitment from the prime contractor confirming that the firm will use your services. If your quote was not selected, be sure to meet with prime contractors to find out why so that you can submit a better quote next time. If your quote was rejected for a significant amount of work or if you feel it is important to establish a relationship with the prime contractor, try to arrange an appointment for debriefing. By learning why you lost the project and what you might do to be successful later, you can work to identify and remedy your weaknesses.

Notice to Proceed
PennDOT will issue a Notice to Proceed within 30 days after the contract is awarded. The prime contractor must notify PennDOT of their readiness to proceed at least three days before the work starting date. Prime contractors usually keep all of their quotes on file because they may need them to finalize their selection of subcontractors. Usually, prime contractors will enter into agreements with the subcontractors whose quotes were used in developing their bid to PennDOT. It is in the subcontractor’s interest to establish whether or not his or her quote was selected, to formalize the agreement with the prime contractor as soon as possible, and to confirm the relationship after the prime contractor’s contract with PennDOT is executed.
Pre-Construction Conference
The PennDOT Construction Engineer arranges a meeting with the prime contractor to review construction details, proposed schedule and other related matters. The engineer and inspector will have studied the plans and provisions ahead of time so that they are aware of contract requirements and existing conditions. Preconstruction conferences are open to subcontractors and are useful in gaining a better understanding of the project and in developing relationships with the prime contractor and PennDOT personnel, so subcontractors should attend whenever possible. Check with the prime contractor to find out when and where the preconstruction conference will be normally held for your project.

The following are among the topics discussed at the preconstruction conference:
- Proposed construction sequence, staging, hours of operation, overall project schedules, and completion dates;
- Type and amounts of work to be subcontracted. Stipulations of the contract including project description, project progress reporting, engineer and prime contractor relations, and guidelines concerning the prime contractor’s responsibilities to subcontractors;
- Inspection schedules, required postings, labor provisions, and investigative reporting required to ensure contractor compliance with state and federal labor regulations;
- Contractors’ legal and regulatory responsibilities, coordination with utility owners, and relations with the public;
- License and permit requirements and the effect of local ordinances;
- Special requirements and unusual conditions, such as special environmental, noise, or traffic considerations; and
- DBE/MBE/WBE, Training and Equal Opportunity Requirements.

Subcontract Agreement
Once the prime contract has been awarded, the prime contractor and subcontractor must negotiate a subcontract. The subcontract is the legal basis of the prime contractor-subcontractor relationship. Be sure that you understand and agree with all provisions in the contract before you sign. Discuss any questions or concerns openly with the prime contractor and do not hesitate to get professional advice.

Things to consider in reviewing a subcontract agreement include the following:
- The subcontractor should be aware of the prime contractor’s obligations to PennDOT including prime contractor’s responsibilities to subcontractor. Be wary of subcontracts that require you to waive your rights to prompt payment or other rights granted by PennDOT, the state, or other regulatory authorities.
- Payment methods and schedules should be clearly defined.
- Any special conditions noted in the quote should be added to the subcontract agreement.
- Sometimes during the course of the agreement contracts are amended or extended. Be sure to put any changes to the agreement in writing or maintain a written record of changes or clarifications.
- Include any agreed upon transactions, such as payment for materials by the prime contractor, mobilization, retainage, or other transactions.
Subcontractor Approval
Prime contractors must identify subcontractors, service providers and DBE suppliers and obtain PennDOT approval online before the start of subcontract work. PennDOT approval is required for all subcontractors. Request that prime contractors submit your firm for approval as soon as possible after the subcontract is signed. Be prepared to produce your PennDOT Prequalification, proof of insurance, or other pertinent information. While PennDOT must review subcontract agreements it is not a party to the subcontract agreement. PennDOT does not enforce agreements and cannot remedy poorly worded or otherwise deficient subcontracts.

Approved subcontractors will have access to some of the prime contractor information online for example, payments by PennDOT to the primes.
4.0 Construction Administration
4.1 COMMUNICATION

The subcontractor should be aware of PennDOT requirements and prime contractor expectations for construction administration. There are many contractors working at construction sites and each subcontractor must perform as an effective part of the whole. Keep abreast of plans, specifications, schedules, deadlines, and prime contractor’s expectations throughout the course of the project.

Plans and schedules often change. You should maintain contact with the prime contractor from the time Notice to Proceed is granted by PennDOT even if your work is scheduled to occur later in the course of the project. Subcontractors must maintain communication with the prime in order to keep track of a project’s progress and to prepare for any changes that might affect subcontract work.

It is also important to inform the prime contractor of any barriers that could prevent you from meeting your project schedule or completing your work in a timely and efficient manner. In many cases, the prime contractor can help overcome unexpected problems or barriers.

4.2 CONTROL OF WORK

PennDOT has the right to review work at any time in order to check the quality of work or to confirm compliance with specifications or other requirements. PennDOT may:

- Determine and confirm work performed as well as type and quantity of materials purchased or used on a project,
- Make final determinations on any aspect of the project and its construction,
- Enforce elements of the contract where there is disagreement between PennDOT and the prime contractor.

Many subcontracts include a clause stating that the subcontract agreement will be terminated or suspended if the prime contract is terminated. In rare instances PennDOT may terminate a contract because a contractor does not meet performance obligations or because of unforeseen circumstances such as weather emergencies or suspension of project funding. Be aware of the effect a suspension might have on your business. Your subcontract might be affected even if a suspension is not your fault.

It is expected that all project managers for the prime contractor and subcontractors will practice general “good contracting” including:

- Keeping direct control of the contract and of work completed as part of the contract or subcontract agreement;
- Supervising all work personally or appointing a representative to be present at all times during work performance; and
- Keeping a copy of the contract or subcontract, plans and specifications on the project site for reference.
Effective project management is crucial in the development and control of potential, current, and future project undertakings. The purpose of project management is to support high quality services, on time delivery, and project profitability.

4.3 PAYMENT SCHEDULE

PennDOT makes payment to prime contractors based on estimates either semi-monthly or at another interval determined by both PennDOT and the prime contractor. Once the prime contractor receives payment, they are required to pay the subcontractor for work included in the estimate within 7 days. This payment schedule should continue until the Final Inspection.

Depending on the invoicing cycle, it could be as long as 7 weeks between the time the subcontractor incurs an expense and the time payment is received. For example, a subcontractor might purchase materials or pay for labor and include the charge on an invoice submitted to the prime contractor two weeks later. It could take another two weeks before the subcontractor submits an invoice to PennDOT for payment. If PennDOT pays in two weeks, the prime contractor still has one more week to pay the subcontractor. Subcontractors must take special care to ensure adequate cash flow while waiting for payment. In certain cases, you can request payment for stored materials.

When the project is 90% complete, PennDOT will review all project work and records and perform the final inspection. The subcontractor can expect final payment within 37 days from the pay period estimate date for work completed during that pay period.

If you do not receive payment as required under the terms of the PennDOT payment schedule requirements, you may submit a form CS-111, “Subcontractor/Supplier Request for Estimate Monitoring.” PennDOT will then require the prime contractor to verify that work items were completed, that the request for payment was submitted, and that the prime contractor received payment for the work. Before pursuing assistance from PennDOT, you should communicate your concerns to the prime contractor. It may be possible that an administrative error or oversight is to blame for late payment. Communication is the key to maintaining good relations with the prime contractor.

4.4 RECORD KEEPING

Project Records
Records must be maintained throughout the project. Project records should include all items used in the bid computation, schedules, project management documents, costs incurred, and labor compliance. You should maintain the following records:

- Plans and Specifications
- Schedules
- Reports
- Financial Documents
- Bid Sheets
- Take-off Sheets
- Cost Estimates
• Receipts
• Payroll Records
• Financial Documents
• Notes
• Memoranda
• Correspondence
• Materials (including storage dates and locations)
• Copies of invoices
• Copies of payment receipts

Records should be available for inspection by the prime contractor and by PennDOT. Monthly reports on labor, equal opportunity or any other requirements should be submitted to PennDOT or the prime contractor as needed. Be certain to review these requirements with the prime contractor at the beginning of every project and periodically during the course of the project.

Retain records for three years after final payment. They could be needed in case of litigation; if an audit is started by PennDOT or the prime contractor; or if an action is initiated against PennDOT, the prime contractor, or your company.

While it is not required, many firms have a record retention policy outlining how long records will be kept, when and where they will be archived, and when they will be destroyed. Your accountant and legal counsel can help you develop a record keeping system and a records retention policy.

**Daily Journal**

A daily journal should be maintained for each project. It should include details about weather conditions, the time of day work was done, personnel on the project site, problems encountered and visitors to the site. In addition, it is a good idea to maintain correspondence with prime contractors, subcontractors, suppliers, and PennDOT. Formats for journal entries and standard correspondence should be outlined in your company manual. Your prime contractor may provide some advice on developing a journal format.

**Payroll Records**

Payroll information is required for each week contract work is performed. Each submitted payroll must have a Statement of Compliance identifying how fringe benefits are paid. This must be signed by the prime contractor and subcontractor to certify that the information on the payroll is correct. Payroll records should contain:

- Employee’s name, address, and social security number
- Race and gender of all employees
- The wage classification as listed on the minimum wage scale (included in the bid proposal package) and the overtime wage rate
- Employees’ daily, weekly, regular, and overtime hours
- Itemized deductions such as taxes, contributions to benefits programs, etc.
- Actual wages paid
Equal Opportunity
Prime contractors and subcontractors are responsible for submitting Equal Opportunity reports. PennDOT requires monthly workforce reports for federal, state or municipal contracts and annual reports for federal contracts.

NOTE: The Department is moving towards receiving electronic submissions of the following reports. Please check the Department’s web site at www.dot.state.pa.us for status updates.

- The EO-400 report must be completed by each contractor (prime contractor or subcontractor) holding a Prime/Subcontract with the Pennsylvania Department of Transportation in excess of $10,000.00 (Federal Aid, 100% state or municipal). This report is supplied by the District Office and must be submitted to the Bureau of Equal Opportunity, PennDOT, PO Box 3251, Harrisburg, PA 17105-3251, by the 30th of each month.

- The annual PR-1391 report must be completed by all contractors (prime/subcontractor) holding or participating in a Federal-Aid contract (not including material suppliers) in excess of $10,000. This report must be submitted to the Assistant District Executive for Construction by August 14 of each year.

- If the subcontract agreement contains On-the-Job Training Special Provisions, the subcontractor is responsible for adhering to those contractual commitments. Those commitments require the subcontractor to submit a Training Program, Trainee Enrollment Forms and Monthly Training Reports in accordance with the subcontract. For further information, please contact the prime contractor on the project.
5.0 Contract Performance
5.1 WORK AND MATERIALS SPECIFICATIONS

Nearly everything a contractor needs to know about performing work on a PennDOT construction project or purchasing construction materials is included in Publication 408, Specifications. Information included in this publication is essential to any contractor who intends to work on PennDOT construction projects. All project plans and specifications are largely based on those presented in Publication 408. When you purchase Publication 408 from the PennDOT Sales Store you can register to receive automatic updates to your home or business address. Publication 408 can also be accessed on the PennDOT website under the publications area.

Information about the bidding process, payments schedules, and the following specifications are also included in the Publication 408.

Drawings
When applicable, the following drawings are required:

- **Contract drawings**
  One set of these drawings should always be kept available on the project site and contain:
  - Roadway lines, grades, and typical cross sections
  - Location and design of structure
  - Related construction features and details
  - Construction quantities

- **Standard drawings**
  These approved drawings show standard details and are frequently used at project sites.

- **Working drawings**
  These drawings, prepared to supplement plans, include:
  - Falsework drawings
  - Field sketches
  - Erection stresses and loads
  - All other details necessary for the project

Materials
All materials must be certified, inspected, and pre-qualified by PennDOT. Specifications regarding certification of materials can also be found in Publication 408. It is expected that all sources of materials will be approved before delivery, and that preliminary samples of all materials are available to PennDOT upon request. Contractors should note that samples must be submitted in the kind and quality specified for examination. Even after your materials have been qualified, you must still obtain written acceptance from the Department representative in charge of the work. It is your responsibility as a contractor to inspect all materials thoroughly.
Legal and Regulatory Responsibilities
All federal, state, and local laws and ordinances must be complied with at all times. It is the contractors’ responsibility to learn about and adhere to all federal, state and local laws and regulatory requirements. Copies of all permits and licenses must be submitted to PennDOT before project work can begin. Notices of permits and licenses must be posted on the site at all times in plain view. It is also your responsibility to determine the possible existence, coverage, and scope of any local subdivision wage, income, franchise, or excise taxes. In addition, vehicles used on public highways must be properly insured and registered with the state of Pennsylvania.

Adhering to the Contract
All work should be done in accordance with the executed agreement and any changes should be made in writing. The contract is a very important administrative document and should not be sublet, deviated from or destroyed without written consent from PennDOT.

Prime contractors cannot sublet more than 50% of their contract. Subcontractors can sublet part of their subcontract (second tier subcontract), but not more than 50% and this transaction must be approved, in writing, by PennDOT. Under state law, you are required to be prequalified, pre-approved, and classified for the type of work you are undertaking. You are not to exceed your maximum capacity rating. There is a concern for DBE credit – if your firm is listed as a DBE on the project, consult the Bureau of Equal Opportunity for more information.

As soon as the prime contract has been approved by PennDOT, a Notice to Proceed is delivered to the prime contractor specifying the calendar date on which project work can begin. Do not perform any work until the executed subcontract has been reviewed and approved by PennDOT. PennDOT will not pay for work performed before execution of the contract.

Earthwork and Base Courses
Earthwork and Base Courses are the most common type of contract work available through PennDOT. Specifications regarding work descriptions, measurement, and payment method for the types of work listed below can be found in Publication 408.

- Earthwork
- Clearing and grubbing
- Demolition
- Partial demolition
- Class 1, 1A, and Class 1B excavation
- Class 2, 2A, and 2B excavation
- Burrow excavation
- Embankment
- Subgrade
- Base Courses
- Plain cement concrete base course
- Lean cement concrete base course
- Standard and heavy duty bituminous base course
• Aggregate bituminous base course
• Aggregate cement base course
• Cold recycled bituminous base course
• Subbase

Additional Work
During the course of the project it is important to document any additional work orders and be sure that they are included as amendments to the original agreement. Be sure to keep abreast of how these changes might affect the overall project schedule.

If additional work is required after the term of the original contract, PennDOT and the prime contractor can negotiate an extension of the contract or the work can continue under a “force-account.” In a negotiated agreement, the contract may include terms similar to the original agreements.

Under a force-account, the terms and payments are set up differently. If an agreement is negotiated, the subcontractor must review the agreement as though it were a new subcontract. If work is to be performed under force-account, subcontractors should be aware that the terms and payment schedules might be substantially different than under the original agreement. Review changes carefully before committing to taking on additional work.

Force-accounts come into effect when the prime contractor is required to perform additional work after the expiration of the contract. PennDOT will prepare a work order and cost analysis for the work before the expiration of the original contract. Progress payments will be made only when an itemized force-account estimate has been approved by the District Engineer.

Final Inspection
A subcontractor should request an inspection when the subcontracted part of the work is complete. A PennDOT inspector will visit the site, inspect the work and determine that the work is sufficient and complete. PennDOT will complete a Past Performance Report (PPR). This PPR is very important as it allows contractors to assess job performance and to identify areas requiring improvement. Contractors can expect to receive final payment within 30 days of final inspection and approval.
6.0 Running a Successful Business
6.1 BUSINESS PLAN DEVELOPMENT

A business plan is an important tool for keeping your business on track. A business plan can also be used to obtain financing or to qualify for Small Business Administration programs. Professionals such as accountants, lawyers, and bankers can help you prepare and implement a business plan that will assist you to start, grow, or change the scope of your business.

Types of Business Plans
Write a plan that is appropriate for your needs. Three common types of business plans used include: the complete business plan, the summary business plan, and the operational business plan.

Complete Business Plans are used when a business starts, changes direction, or when financing is required. It includes an explanation of your business concept, plans, and resources. Strategic partners, potential buyers, and large investors often require complete and detailed business plans.

Summary Business Plans are shorter and contain only the most essential information about a business. Summary plans are used to secure bank loans, or to gauge investor interest.

Operational Business Plans are beneficial for running an ongoing business. They are used to focus the attention of managers and professional support toward a common goal. Operational plans are often updated annually.

Contents
Most business plans contain the same types of information. The level of detail or emphasis will depend on the type of plan (complete, summary, or operational) you are writing. The table of contents will generally follow this outline:

- Title – Define the name, address, phone and fax number, email address, and CEO or president of the company
- Table of Contents
- Executive Summary – This section is prepared last. It gives an overview of your business.
- Vision and Mission – In this section, you will state the existing condition of the business and your vision of what it will become over time. You may include goals and objectives.
- Company Overview – Describe your management and organizational structure and introduce key managers, staff, and investors. Also, describe important elements of your business.
- Services – State what services your business will provide.
- Management – Describe the infrastructure of your business and how it works. Explain the reporting structure, department functions, and information management systems.
- Marketing – Describe marketing and advertising efforts and the industries and clients you plan to attract to your business.
6.2 KEY MANAGEMENT AREAS

Management, marketing, and financial planning are crucial to the success of any business. Special attention should be paid to management, marketing, and financial planning.

Management
Management is crucial to the success of your business. Considerations include how the business will:
- Implement the business plan.
- Develop management and information systems for record keeping.
- Identify and use resources for managing environmental, legal, and societal influences on the business.
- Hire qualified managers and employees who will support the development of your business.
- Keep abreast of technological advances and general trends in the highway construction industry.

Marketing
The marketing plan should help you to:
- Position your business so that the existing and potential clients see it as unique.
- Look for trends or changes in the market place.
- Analyze advertising methods to determine what strategies work.
- Identify your client base and how to best market to that base.
- Track the different types of marketing that you do to determine what is effective.

Money
One of the most important areas of your business plan is the financial plan. As you develop and implement your financial plan you should:
- Develop a strong banking relationship that allows for personal attention and prompt financing.
- Learn to understand financial statements, even if you use professional accounting or management support.
- Look out for potential pitfalls such as inadequate expense control, high interest borrowing, and similar obstacles.
- Accurately assess the financial requirements of running and growing the business.
- Understand debt structuring.
- Understand how to contain costs.
- Identify sources of information and assistance with financial planning.
- Keep good records.

Financial – Assess the adequacy of your financial resources and your financial capacity to run or increase your business.
6.3 BUSINESS RECORDS

Good record keeping is very important for implementing and tracking your business plan. It is essential for managing your business. The accuracy and level of detail in your business records can significantly influence every other aspect of your business. It is also important for computing taxes and for preventing or reconciling business disputes.

Good record keeping will help you to assess:
- How much money you are generating now, and how much money you will generate in the future
- How much money is in accounts receivable
- How much money is owed on equipment or other accounts payable
- The amount of monthly expenses
- The amount of cash on hand
- Which of your services are making a profit, breaking even, or are financial drains

An accountant can help you develop a financial plan. Look for an advisor who has high ethical standards and who is a respected member of the community. You should choose an accountant who keeps abreast of changing taxes, laws, accounting methods, and tools. Your accountant can support you in many aspects of financial analysis and decision-making. Accountants are trained in generic accounting and taxes. To be really beneficial they need experience with your specific type of business. If they do not have "industry specific" knowledge then they may not be the best choice to advise you on implementing your financial system. The setup of your entire record keeping system should be driven by what you need to get out of the system. This includes information for billing, overhead rates and audits as well as financial statements and taxes.

If you do your own record keeping, select a system that is easy to maintain. The system you choose to use can be on ledger or on computer. Your system should be reliable, accurate, and designed to provide you with consistent information on a timely basis. Categorize the records you need and include a plan for retaining, warehousing, and destroying records as appropriate.

You should maintain the following records:
- A basic journal to record transactions (receipts, disbursements, purchases, etc.)
- Accounts Receivable
- Accounts Payable
- Payroll
- Job Costing
- Contracts
- Proposals
- Insurance
- Personnel
- Petty Cash
- Inventory
- Any records required by law, clients, insurers, investors, and lenders.
6.4 FINANCING

You may need financing to purchase equipment, to grow your business, or to expand into new market areas. In addition to traditional bank financing, there are also specialized loan programs, including:

- Short term lending
- Prequalified loans for Minorities and Women
- Certified and Preferred Lenders Programs (serviced through licensed lenders)
- Micro loan programs

There are a variety of loans available for small business. To find out more about the different types of financing available, contact your bank or a business resource agency.

6.5 AVOIDING FAILURE

You will need to watch out for warning signs of potential failure which may include:

- Failure to meet schedules
- Lack of a workable business plan
- Poor quality work
- Declining sales and operating losses
- Communication breakdown in the firm
- Inadequate cash flow

You should work with your lenders, clients, creditors, and professional support as soon as you see these warning signs. Communicating your concerns may help to prevent such problems from leading to failure.
7.0 Resources
7.1 BUSINESS SUPPORT

There are many resources available to support new, growing, and changing businesses. These resources vary from consulting services to training programs and may be helpful in managing your firm. Some are tailored to meet the needs of women or minority owned business, some are geared toward the construction industry, some serve small businesses, and some are helpful for all businesses.

Seek support from any program you think may be useful to you. Some small businesses are able to get good information from women or minority resource centers. Call ahead to get information on the programs you are interested in and schedule an appointment to visit centers you feel could be helpful to your business. You may need to take advantage of several programs to get all of the help your firm needs.

Many of the services provided by these programs or centers are offered free of charge or for a modest fee. In addition to these resources, it is likely that you may need professional accounting, legal or consulting services.

7.2 DISADVANTAGED BUSINESS ENTERPRISE (DBE)

The Department is firmly committed to ensuring that certified DBEs have the opportunity to participate in highway contracts and subcontracts financed in whole or in part with federal funds. The Pennsylvania Unified Certification Program (PA UCP) certifies DBEs in accordance with 49 CFR 26.

A DBE is a for-profit small business concern that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51 percent of the stock is owned by one or more such individuals; and whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it. There is a personal net worth cap of $750,000 for individuals whose ownership and control are relied upon for certification.

Small business concern, with respect to firms seeking to participate as DBEs in DOT-assisted contracts, as defined pursuant to section 3 of the Small Business Act and Small Business Administration regulations implementing it (13 CFR part 121) that also does not exceed the cap on average annual gross receipts specified in §26.65(b).

Socially and economically disadvantaged is any individual who is a citizen (or lawfully admitted permanent resident) of the United States and who is any individual who the PA UCP finds to be a socially and economically disadvantaged individual on a case-by-case basis; or any individual in the following groups, members of which are rebuttably presumed to be socially and economically disadvantaged: "Black Americans," which includes persons having origins in any of the Black racial groups of Africa; "Hispanic Americans," which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race; "Native Americans,"
which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians; "Asian-Pacific Americans," which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), the Commonwealth of the Northern Marianas Islands, Macao, Fiji, Tonga, Kirbati, Juvalu, Nauru, Federated States of Micronesia, or Hong Kong; Subcontinent Asian Americans," which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka; or Women.

**Personal net worth** is the net value of the assets of an individual remaining after total liabilities are deducted. An individual's personal net worth does not include: The individual's ownership interest in an applicant or participating DBE firm or the individual's equity in his or her primary place of residence. An individual's personal net worth includes only his or her own share of assets held jointly or as community property with the individual's spouse.

Anyone interested in becoming certified as a DBE or would like more information regarding the DBE Program should contact the Bureau of Equal Opportunity at (717) 787-5891; (800) 468-4201; or visit the PA UCP web site at [www.paucp.com](http://www.paucp.com).

**DBE Directory (PA Unified Certification Program)** contains a list of all DBEs certified by the PA UCP. This listing is searchable by DBE firm name, NAICS code, type of business, etc. The Directory is available on the PA UCP web site at [www.paucp.com](http://www.paucp.com).

### 7.3 DBE SUPPORTIVE SERVICES

The Department has contracted with Cheyney University of Pennsylvania to administer the DBE Supportive Services Program for Pennsylvania, through the DBE Supportive Services Center. The mission of the Center focuses on building services that will enable DBEs to acquire the proficiency, expertise and experience necessary to compete, on an equal basis, with non-DBEs on federally-assisted PennDOT contracts and subcontracts.

Certified DBEs wishing to participate in PennDOT’s highway construction program are eligible to receive all services from the Center *at no charge*. For further information and/or assistance, contact the Center at:

**DBE Supportive Services Center**  
Cheyney University of Pennsylvania  
P.O. Box 527  
Cheyney PA 19319-0200  
Toll Free: (800) PENNDBE or Visit: [www.penndbe.com](http://www.penndbe.com)  
(736-6323)
7.4 PENNDOT RESOURCES

PennDOT District Offices
Assistant District Executives for Construction are listed below. Project engineers and inspectors may be helpful in answering specific project-related questions:

Engineering District 1-0
Serves Crawford, Erie, Forest, Mercer, Warren and Venango Counties
255 Elm Street
Oil City, PA 16301
814-678-7120

Engineering District 2-0
Serves Cameron, Centre, Clearfield, Clinton, Elk, Juniata, McKean, Mifflin and Potter Counties
1924-30 Daisy Street
P.O. Box 342
Clearfield, PA 16830
814-765-0451

Engineering District 3-0
Serves Bradford, Columbia, Lycoming, Montour, Northumberland, Snyder, Sullivan, Tioga and Union Counties
715 Jordan Ave.
Montoursville, PA 17754
717-368-4229

Engineering District 4-0
Serves Lackawanna, Luzerne, Pike, Susquehanna, Wayne and Wyoming Counties
55 Keystone Industrial Park
Dunmore, PA 18512
570-963-4013

Engineering District 5-0
Serves Berks, Carbon, Lehigh, Monroe, Northampton and Schuylkill Counties
1713 Lehigh Street
Allentown, PA 18103-4727
610-791-6049

Engineering District 6-0
Serves Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties
7000 Geerdes Blvd.
King of Prussia, PA 19406
610-205-6680

Engineering District 8-0
Serves Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry and York Counties
2140 Herr Street
Harrisburg, PA 17103-1699
717-787-5192

Engineering District 9-0
Serves Bedford, Blair, Cambria, Fulton, Huntington, Somerset Counties
1620 North Juniata Street
Hollidaysburg, PA 16648
814-696-7130

Engineering District 10-0
Serves Armstrong, Butler, Clarion, Indiana and Jefferson Counties
Route 286 South
2550 Oakland Avenue
Indiana, PA 15701
724-357-2812

Engineering District 11-0
Serves Allegheny, Beaver and Lawrence Counties
45 Thoms Run Road
Bridgeville, PA 15017
412-429-5007

Engineering District 12-0
Serves Fayette, Greene, Washington and Westmoreland Counties
825 North Gallatin Avenue Ext
Uniontown, PA 15401-0459
724-439-7137
PennDOT Engineering and Construction Management System (ECMS)
You can find the PennDOT ECMS website at [www.dot2.state.pa.us](http://www.dot2.state.pa.us)

In order to access ECMS, your computer must meet the following system requirements:

- Internet access via dial-up connection to an Internet Service Provider (ISP) or high-speed access via your firm's network or a leased line from a telecommunications provider
- Microsoft Internet Explorer 6.0 SP1 for access to non-public ECMS sites

Minimum Hardware Configuration:
- Pentium 100 MHz processor
- 32 MB RAM, 2GB Hard Drive

Recommended Hardware Configuration:
- Pentium 450 MHz processor
- 256 MB RAM, 6GB Hard Drive

Recommended O/S Software:
- Windows XP SP1,
- Windows 2000, or
- Windows NT4.0 SP6.

*For access to consultant functions requiring the .dll download, it is necessary to have Windows XP SP1.*
PennDOT Sales Store
Contact the PennDOT Sales Store for a complete list of PennDOT publications. A few PennDOT publications are listed below.

Pennsylvania Department of Transportation
Sales Store
P.O. Box 2028
Harrisburg, PA 17105
717-787-6746
Fax: 717-787-8779
www.dot.state.pa.us = On left side, click “General Information”, then click “Publications, Forms, and Maps” to view the offerings. For example:

PUB 4 – Conducting Business with the PA Department of Transportation, provides useful information about PennDOT contracting for construction, engineering, and suppliers.

PUB 408 – Specifications, includes all PennDOT standard roadway specifications, as well as useful construction administration information.

7.5 CONTRACTORS’ ORGANIZATIONS

Many organizations serve and represent construction contractors. They provide information, support, and networking opportunities to their members. These are a few organizations that include members who work on PennDOT Projects:

Contractor’s Association of Western Pennsylvania
1201 Banksville Road
Pittsburgh, PA 15216
Toll free: 1-877—343-CAWP
412-343-8000
Fax: 412-343-8005
www.cawp.org

Contractor’s Association of Eastern Pennsylvania
1500 Walnut Street, Suite 1105
Philadelphia, PA 19102
215-546-4555
Fax: 215-546-2259
www.caeponline.com
Associated Pennsylvania Constructors
800 N. Third Street
Harrisburg, PA 17102
717-238-2513
Fax: 717-238-2513
www.paconstructors.org

7.6 BUSINESS DEVELOPMENT RESOURCES

U.S. Small Business Administration (SBA)
This service counsels small businesses with financial assistance, management
counseling and training. They also assist in the procurement of federal government
contracts for small businesses.
www.sba.gov
www.sba.gov/gopher/Minority-Small-Business

Philadelphia District Office
Robert N.C. Nix Federal Building
900 Market Street, 5th Floor
Philadelphia, PA 19107
(215) 580-2722
FAX (215)580-2762

Harrisburg Branch Office
100 Chestnut Street
Room 307
Harrisburg, PA 17101
Phone (717)782-3840
Fax (717)782-4839

Pittsburgh District Office
Federal Building - Room 1128
1000 Liberty Avenue
Pittsburgh, PA 15222
(412) 395-6560
FAX (412)395-6562

Small Business Resource Center
This service provides information for small businesses in the related areas of state and
general business licensing and permits.

Center for Entrepreneurial Assistance Office
Commonwealth Keystone Building
400 North Street / 4th Floor
Harrisburg, PA 17120
717-783-5700
800-280-3801
E-mail: ra-dcedcea@state.pa.us
www.newpa.com
Pennsylvania Small Business Development Centers  www.pasbdc.org
State Director's Office
University of Pennsylvania, The Wharton School, Vance Hall, 4th Floor
3733 Spruce Street, Philadelphia, PA 19104-6374
(215) 898-1219 | Fax: (215) 573-2135 | e-mail: pasdc@wharton.upenn.edu

Bucknell University SBDC
126 Dana Engineering Building
Lewisburg, PA 17837
570-577-1249 | Fax: 570-577-1768
www.bucknell.edu/sbdc

Clarion University of PA SBDC
102 Dana Still Building
Clarion, PA 16214-1232
814-393-2060 | Fax: 814-393-2636
www.clarion.edu/sbdc

Duquesne University SBDC
Rockwell Hall, Room 108
600 Forbes Avenue
Pittsburgh, PA 15282
412-396-6233 | Fax: 412-396-5884
www.duq.edu/sbdc

Gannon University SBDC
A.J Palumbo Academic Center | University Square | Erie, PA 16541
814-871-7232 | Toll Free: 1-877-258-6648
Fax: 814-871-7383
www.gannon.edu/resource/other/org/sbdc

Indiana University of PA SBDC
108 Eberly College of Business
Indiana, PA 15705
724-357-7915 | Fax: 724-357-5985
www.eberly.iup.edu/sbitemp/sbdc.htm

Kutztown University SBDC
3211 North Front Street
Harrisburg, PA 17110
717-232-3770 | Fax: 717-232-3760
www.kutztownsbdcc.org

Lehigh University SBDC
Rauch Business Center, # 37
621 Taylor Street
Bethlehem, PA 18015
610-758-3980 | Fax: 610-758-5205
www.lehigh.edu/sbdc

Lock Haven University SBDC
301 West Church Street
Lock Haven, PA 17745
570-893-2589 | 570-893-2588
www.lhup.edu/sbdc

Penn State University SBDC
117 Technology Center
University Park, PA 16802
814-863-4293 | Fax: 814-865-5909
www.sbdc.psu.edu

St. Francis University SBDC
117 Evergreen Drive
P.O. Box 600
Loretto, PA 15940
814-472-3200 | 814-472-3202
www.francis.edu/sbdc

St. Vincent College SBDC
Benedict Hall, 1st Floor
Latrobe, PA 15650
412-537-4572 | Fax: 724-537-0919
www.sbdc.stvincent.edu

Temple University SBDC
1510 Cecil B. Moore Avenue
Philadelphia, PA 19121
University of Pittsburgh SBDC
Wesley W. Posvar Hall
230 South Bouquet Street, 1st floor
Pittsburgh, PA 152650
412-648-1542 | Fax: 412-648-1636
www.sbdc.pitt.edu

University of Scranton SBDC
800 Linden Street, Estate Bldg, 2nd floor
Scranton, PA 18510
800-829-7232 | Fax: 570-941-4053
www.sbdc.scranton.edu

Wharton School SBDC
409 Vance Hall | 3733 Spruce Street
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