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# SMALL BUSINESS

## EXCHANGE

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Voice of Small, Emerging Diversity Owned Businesses Since 1984

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## Finding a Fix for Government Performance

By Stewart Liff and Paul Gustavson

As public trust in government declines, federal agencies are at a crossroads. Workforce management is part of the problem—and the solution. Agencies need to do a better job of engaging employees, developing talent and harnessing knowledge.

The transition to the Trump administration will trigger a push for new ideas to improve government performance. But there are time-tested, innovative, approaches that could transform management at every agency, if properly designed and implemented. These approaches are based on six interdependent management principles:

- Government performance
- Accountability
- Employee engagement
- Team development
- Employee development
- Rebuilding the human resources management field

Organizations are perfectly designed to get the results they do. So, if government wants to improve its results, it needs to change its design, and managers must do a better job of implementing current and future management systems.

New political appointees should work closely with career civil servants to identify and implement sound ideas that will make federal agencies the model for other levels of government, the private sector and organizations around the world. There is an old saying: If you want to know what the solutions are to your problems, turn to the people who do the work. In this case, those are the civil servants.

Any transformation effort should start with a strategy; then processes are designed around that strategy. After that, the organization's structures and systems must be aligned to the processes. While the strategies may differ across government, each agency should follow this approach to develop a comprehensive improvement plan.

The first two areas that are ripe for improvement are performance management and accountability.

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## Here's what happens when urban entrepreneurs learn to craft powerful pitches for investors



Image Credit: atlantablackstar.com



Image Credit: entrepreneur.com

On November 16-17th Inner City Capital Connections (ICCC), one of ICIC's Urban Business Initiatives, held its annual culminating conference at Columbia University in New York City. ICCC helps firms achieve sustained growth through education and training, while increasing the flow of capital to urban businesses and underserved communities. In the last session of the conference, graduates put their ICCC education to work by pitching to potential capital providers.

ICCC is the country's only program that educates investment-ready inner city businesses about forms of capital and then matches them with capital providers. In its 11-year history, the national program has made significant impact on urban economies and job creation (Learn more about the program's regional and national impact in the 2016 Impact Report):

- 12,431 jobs created
- 61% of jobs paying over \$40,000
- \$1.4 billion in capital raised
- 120% increase in average capital raised by minority business owners
- 37% of companies are women-owned

### The inspiring successes of alumni

ICCC participants overcame many obstacles to succeed before we met them. After completing the program, their inspirational stories continue to get better! Here are a few highlights from our successful alumni, which are told in full in the 2016 Impact Report:

#### Guardian Healthcare

Milestone since ICCC: 279% increase in full-time employees

**Path to growth:** Co-founder Jose de la Rosa combined his business acumen as a former financial analyst with his wife's nursing experience to start Guardian Healthcare, a home healthcare business. They differentiated their mission by providing a model of specialized and culturally competent care for inner city families, given by members of the communities they serve. Guardian has a multilingual staff from diverse backgrounds, and they often frequent the same grocery stores, guardian-staff-picturechurches, and schools as clients. Jose came to ICCC in need of capital to hire more employees and expand his office space. He not only expanded his financial knowledge, but also learned the importance of managing employee engagement and retention. After completing the program, Jose raised enough capital to buy a 13,000 square foot building to house new staff. His new knowledge helped him develop a philosophy of paying above market rate for the right people in a highly competitive industry and building a "family" culture. Guardian's culture has kept turnover exceptionally low and ensures Jose has the right people in the right places for stable, long-term growth.

#### Giroux Glass, Inc.

Milestone since ICCC: 44% revenue growth

**Path to growth:** For over 70 years, this Los Angeles-based glass and architectural metals contracting company

has put emphasis on high quality into all aspects of their organization, which can be felt the moment you walk into any of the company's four offices. Giroux Glass participated in the inaugural ICCC program and their C-suite leadership teamgiroux-glass-looking-down-building\_30699088946\_ continues to return to ICCC to refine, strategize, and innovate as they plan their growth for the next 70 years to come. All the while, employee engagement has been their secret ingredient and is, in part, why they proudly adopted an employee stock ownership plan in 2007. By enabling their employees to become personally vested in the success and growth of the company, they've created a culture of loyalty that continues to be a competitive advantage. With the leadership and guidance of Anne-Merelie Murrell, Chairman of the Board and current CEO Nataline Lomedico, the company plans on becoming a 100% ESOP company within the next 6 years.

#### International Medical Interpreters of the North Shore (IMINS)

Milestone since ICCC: 3 business deals with ICCC participants since 2015

**Path to growth:** Cynthia Schenck, CEO of IMINS, and her husband William Schenck, its President, are a small business power couple. Together, they run an interpreter company serving diverse institutions in the Greater Boston area in over 60 languages. Cynthia knew at age 7 she wanted to run a company. She is theimins-at-work-1\_30619289692\_odaughter of an entrepreneur who taught her the keys to a successful small business—great business ethics, integrity, and excellent customer service. William contributes his financial prowess with a background in finance and business strategy. After completing ICCC in 2015, they secured 3 new customers who they met through the program. They also realized the need

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# Community Outreach

## Sen. Scott Wiener Wants California Cities to Build More Housing

By Marisa Lagos

As a San Francisco supervisor, Scott Wiener has made housing one of his top priorities. That's not going to change now that he's a state senator.

Within hours of being sworn in this week, Wiener introduced legislation aimed at encouraging — and in some cases forcing — cities around California to approve more housing development, especially affordable projects. It's modeled in part on a law he pushed in San Francisco and in part on a controversial failed proposal by Gov. Jerry Brown.

Sacramento must be part of the solution to California's housing shortage, said Wiener, whose Senate bid received significant support from real estate interests.

"The housing crisis is not just about it being hard for people today to find housing — that is a huge problem, and the housing crisis fuels evictions, displacement and makes it hard for families to grow," he said. "But the housing crisis is also threatening our economic growth in California. If an employer believes its workers will not be able to find housing near the workplace, that employer is going to decide to locate elsewhere or to grow its workforce in another state."



Sen. Scott Wiener

■ Continued on page 7

## SBA Launches 2017 InnovateHER Business Challenge for Innovations That Empower Women's Lives

The U.S. Small Business Administration today announced the launch of the 2017 InnovateHER: Innovating for Women Business Challenge, a nationwide business competition to drive attention and resources to innovative products and services that make our lives easier and longer. Competitors vie for \$70,000 in prize money provided to SBA for the InnovateHER competition through a gift from the Sara Blakely Foundation.

"The return of SBA's InnovateHER Business Challenge presents an exciting opportunity for some of our nation's foremost entrepreneurs and innovators," said SBA Administrator Maria Contreras-Sweet. "Women represent half of the U.S. workforce and control 80 percent of the

nation's purchasing power, but still make up less than five percent of venture capitalists.

I decided to launch this annual competition two years ago so that we could begin to address that opportunity gap, because when women have an equal role in the marketplace and are able to chart their own paths, our nation as a whole is stronger and more globally competitive."

The number of women venture capital partners has dropped from 10 percent in 1999 to just six percent in 2014, a trend directly correlated to women's access to capital; only about seven percent of venture capital funding in the United States currently goes to women-owned ventures. Gender bias is well documented in this

area: a Harvard Business School study asked potential investors to rate a series of pitches, some of which were narrated by women and some by men. Even when the scripts were exactly the same, only 32 percent of people said they would fund the woman, compared to 68 percent who said they would fund the man.

InnovateHER: Innovating for Women Business Challenge officially kicks off in winter of 2017 with local competitions to be hosted by universities, accelerators, clusters, scale-up communities, SBA resource partners, and other economic development organizations. Through the competition, SBA is seeking to amplify products or services that fill a need in the marketplace and have the potential for commercialization. SBA

■ Continued on page 11



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# Access to Capital



## Access to capital holding back Latino businesses

By Mike Lillis and Rafael Bernal

Latinos are three times as likely as the general population to start their own businesses, but cultural and economic factors have hampered the growth of Latino-owned businesses at a cost of trillions of dollars.

A report by the Stanford Latino Entrepreneurship Initiative (SLEI) found the lost growth amounted to a \$1.38 trillion “opportunity gap” in 2012 alone.

Minority business advocates are scrambling to identify the causes and fill the void.

Latinos tend to open businesses with “personal motivations” rather than as a result of identifying market opportunities. Because of this, Latinos are less likely to pursue capitalization opportunities that put full ownership at risk, limiting their prospects for growth.

Hispanic business leaders say the lack of access to capital was accentuated by President Obama’s regulatory measures in the wake of the 2008 financial crisis.

“Hispanic businesses have it twice as bad. Under the Obama administration, the Consumer Financial Protection Bureau was so draconian that they over-regulated the financial services industry,” said Javier Palomarez, president of the U.S. Hispanic Chamber of Commerce (USHCC).

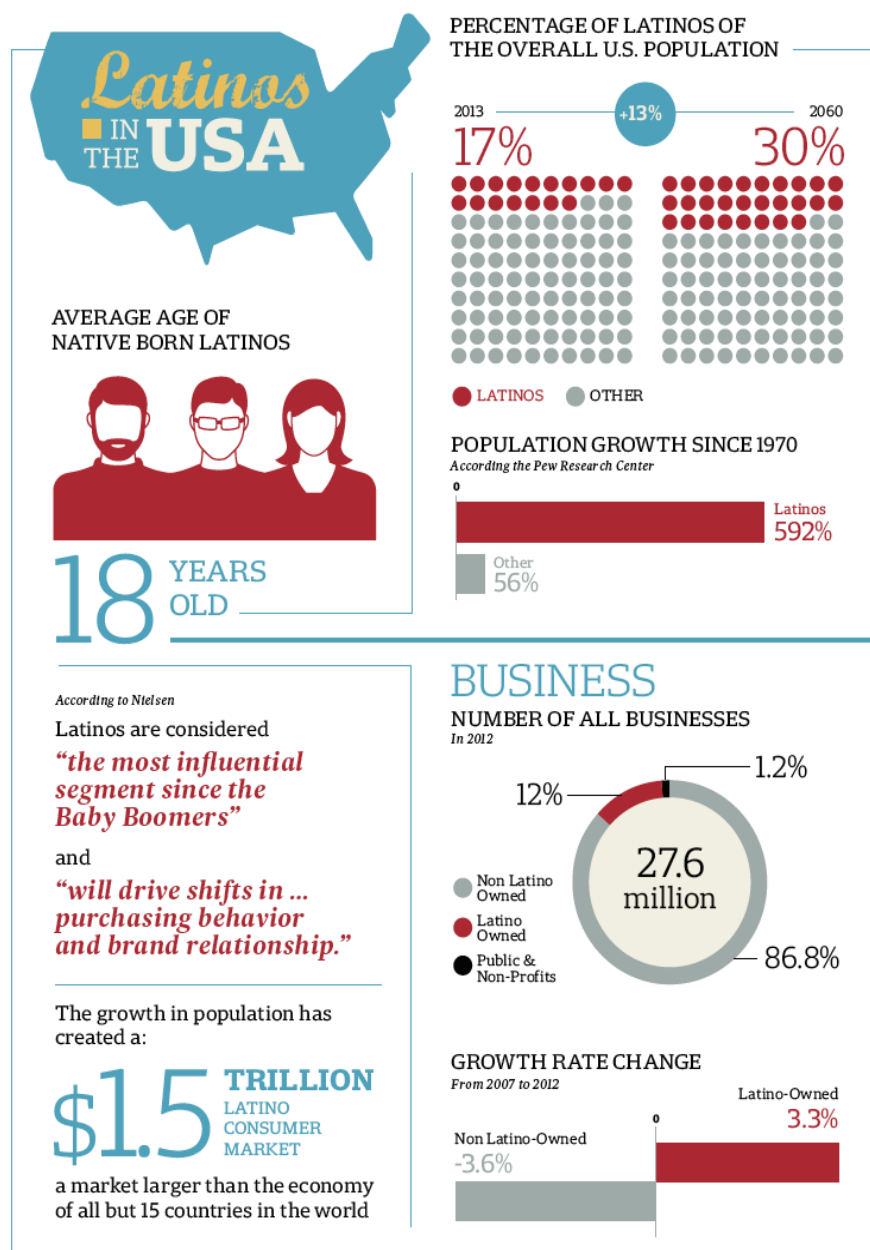
Republicans in Congress have vowed to repeal the majority of Obama’s economically significant regulations once President-elect Donald Trump takes office.

Despite their limitations, Latino-owned businesses are still the fastest-growing segment of small businesses in the country, generating around \$400 billion in annual revenue, according to the Congressional Hispanic Conference.

And Latina-owned businesses have led the charge.

The number of businesses owned by Hispanic women grew 206 percent between 1997 and 2014, compared to 68 percent growth of women-owned businesses in general, according to a report by American Express.

Those businesses have been a major driver of economic growth, but they still lag behind other minority-owned businesses in employment and revenue.



According to the report, Latina-owned businesses employed, on average, 0.4 workers aside from the owners. Women-owned firms in general had 0.8 workers on average and Asian-owned businesses employed one worker on average.

Latina businesses had average revenues of \$64,479, compared to \$155,477 for women-owned businesses as a whole.

Aside from the structural and regulatory challenges limiting access to investment capital, Palomarez said minority business owners often don’t have the networks and know-how that other entrepreneurs take for granted.

“The USHCC is invaluable compared to a chamber that’s helping a guy who’s already got networks, connections and knows lending institutions,” said Palomarez.

The lack of connections, said Palomarez, can create a gap in the contracts available to Latino-owned businesses.

“I need to have a work order so that I can continue to grow my company,” he said.

Some Hispanic advocates are pointing to the legal hurdles they say have prevented Latinos from living up to their full economic potential. Limitations on visas for high-skilled workers, for instance, have

restricted the number of innovators — the very types of people who launch new businesses — from entering the country.

Rep. Luis Gutiérrez (D-Ill.), for one, said that’s a mistake.

“Everybody talks about jobs and putting Americans to work,” he said. “Well, guess what? When are we going to invest in making sure that we create the talent pool here in the United States?”

Traditionally, slow Hispanic business growth has been attributed to a propensity to cater to crowded market segments and isolated customer bases.

But the SLEI’s analysis countered that notion.

“The results counter the perception that LOBs are small because Latino entrepreneurs choose to open businesses in small industries or because of a lack of diverse customer base,” read the report.

The SLEI will release an updated version of its report in January, and the trends have not “changed substantially,” said Tiq Chapa, one of the authors, in an email.

Continued business growth has contributed to Latino confidence in the economy.

According to a report released in June by the Pew Research Center, 81 percent of Latinos expected their family’s economic situation to improve over the next year, compared to 61 percent of the general population who said the same.

Latinos are the youngest demographic in the country — the median age for Hispanics is 28 compared to 38 for the population as a whole.

With more Latinos than ever joining the workforce, Latino entrepreneurship is expected to continue to rise. Latinos are also going to college in greater numbers, lessening the skills gap that helps drive the structural barriers to business growth.

In 2012, Hispanic college enrollment immediately after high school for the first time surpassed general enrollment, with 70 percent of Hispanics enrolling, compared to the national average of 66 percent, according to a study by the Congressional Hispanic Caucus Institute and the Society for Human Resources Management.

SOURCE: <http://thehill.com>

# California Sub-Bid Request Ads

Guy F. Atkinson  
Requests

Sub-bids from All Qualified & Certified DBE Subcontractors/Suppliers  
for:

## Caltrans Contract 11-418524

Construction on State Hwy 8 in Imperial County  
about 6 Miles West of Winterhaven

From 0.7 Mile West of Ogilby Road Overcrossing to 0.7 Mile West of Rte 186/8 Separation

**Bid Date Extended to Thursday, February 2, 2017**

Per Addendum 1

**Description of Work, Services & Supply (but not limited to):** AC Dike, Aggregate Materials, Asphalt, Clearing, Cold Plane, Concrete Paving Supply, Concrete Purchase, Construction Area Signs, Corrugated Steel Pipe, Electrical, Erosion Control, HDPE Pipe, Joint Seals, MBGR, Pavement Markings, QA/QC, Rebar, Road Barrier, Roadway Signs, Trucking Offsite, Trucking Onsite.

REFER TO PROJECT SPECS FOR COMPLETE BID ITEM LIST.

**ENGINEER'S ESTIMATE is \$49,000,000**

8% DBE Project Goal

\*\*\*\*Lower Tier DBE participation is greatly encouraged\*\*\*\*

**Guy F. Atkinson**

18201 Von Karman Ave, Suite 800, Irvine, CA 92612

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Atkinson requests that subs and vendors register and prequalify in our online system at  
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TO DOWNLOAD PLANS, SPECS, ADDENDA, THE INFO HANDOUT, ETC:

Please go to the Caltrans Contracts web site:

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Please contact Atkinson with any questions or for help with your bid.

Guy F. Atkinson  
Requests

Sub-bids from All Qualified & Certified DBE Subcontractors/Suppliers  
for:

## Caltrans Contract 11-418514

Construction on State Hwy 8 in Imperial County near El Centro

From 0.5 Mile West of Rte 8/111 Separation to 0.6 Mile West of Anderholt Road Overcrossing  
and from 0.5 Mile East of East Highline Canal Bridge to 0.8 Mile West of

East Junction Rte 98/8 Separation

**Bid Date Extended to Tuesday, January 24, 2017**

Per Addendum 1

**Description of Work, Services & Supply (but not limited to):** AC Dike, Aggregate Materials, Asphalt, Clearing, Cold Plane, Concrete Paving Supply, Concrete Purchase, Construction Area Signs, Corrugated Steel Pipe, Demolition (Curb & Gutter), Electrical, Erosion Control, Fencing, Joint Seals, MBGR, Overhead Signs, Pavement Markings, QA/QC, Rebar, Road Barrier, Roadway Signs, Trucking Offsite, Trucking Onsite.

REFER TO PROJECT SPECS FOR COMPLETE BID ITEM LIST.

**ENGINEER'S ESTIMATE is \$83,000,000**

5% DBE Project Goal

\*\*\*\*Lower Tier DBE participation is greatly encouraged\*\*\*\*

**Guy F. Atkinson**

18201 Von Karman Ave, Suite 800, Irvine, CA 92612

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County of Ventura, Rose Avenue at Simon Way Intersection Improvements

Specification No.: RD16-14, County Project No.: 50522, Federal Project No.: HSIPL-59252(184)

Location: Ventura, CA

**BID DATE: January 11, 2017 @ 2:00 PM**

Traffic Control & Construction Signing, Storm Water Pollution Control, Traffic Striping & Signing, Traffic Signal.

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

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

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Replacing existing MBGR and K-rail with concrete barrier

Hwy 80 Berkeley- Caltrans #04-4G2304

**BID DATE: January 19, 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, Treated Wood Waste, Structure Removal, Clearing & Grubbing, Dust Palliative, Roadway Excavation (Type Z-2 Aerially Deposited Lead), Lean Concrete Backfill, Imported Borrow, Tack Coat, Structural Concrete, Minor Concrete, Roadside Signs, Small-Rock Slope Protection, Misc. Iron & Steel, Concrete Barrier, Gates, Cable Railing, Alternative Crash Cushion (Test Level 2) Electrical and Construction Materials

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# Sub-Bid Request Ads



**Kiewit Infrastructure West Co.**  
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Attn: Victor Molina · norcal.bids@kiewit.com Fax: 707-439-7301

Requests quotes/bids from qualified Subcontractor, Service Providers, Consultants, and/or Suppliers seeking to participate in the City of Sunnyvale, Primary Treatment Facility Package 2 Project in Sunnyvale, CA.

<http://www.epa.gov> / <http://www.sba.gov> / [www.californiaucp.org](http://www.californiaucp.org)

Subcontractors and Suppliers for the following project:

**Primary Treatment Facility – Package 2 Project**  
**Project No. UY -16/01-20**  
**Owner: City of Sunnyvale**  
**Bid Date: February 8, 2017 @ 3:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Small Business in a Rural Area (SBRA), Labor Surplus Area Firm (LSAF), or Historically Underutilized Business (HUB) Zone Businesses wanted for the following scopes, including, but not limited to:

Aggregates, Asphalt Paving, Concrete, Concrete Pumping, Concrete Supply, Concrete Reinforcement Supply & Install, Minor Concrete, Mass Concrete, Cast in Place Concrete, Precast Concrete, Concrete Formwork, Concrete Accessories, Bird Deterrent, Auger Boring, Canopies, Conveying Systems, Demolition, Electrical, Equipment, Earthwork, Emergency Eye/Face Wash & Shower Equipment, Fencing & Gates, Finishes, Fire Protection Specialties, Fire Hydrants, FRP Fabrications & Tanks, Grouting, HVAC, Instrumentation & Controls, Joint Sealant, Lime Stabilization, Masonry, Metals, Metal Building, Monitoring Wells, Office Furniture, Overhead Doors & Windows, Painting & Coatings, Piling, Piping & Valves, Pumps, Piping Insulation, Shoring, Structural Steel, Steel & Roof Decking, Signage, Street Sweeping, SWPPP, Thermal & Moisture Protection, Trucking & Hauling, 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 CUCP, MBE, SBE, SBRA, LSAF or HUB Certified DBE business 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**  
**February 3, 2017 and Quotes NO LATER THAN February 7, 2017 at 5 PM.**

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

All subcontractors that are registered in our SBN database will receive an invitation to bid.

Please visit <http://www.kiewit.com/districts/northern-california/overview.aspx> to register your company to be able to receive bidding information, Plans and Specifications

Performance and Payment Bonds may be required for Subcontractors and Supply Bond for Suppliers on this project

**Clean Water State Revolving Fund (CWSRF)**  
**Provisions apply**  
**Davis-Bacon Act/State prevailing wages apply**



**Kiewit Infrastructure West Co.**  
4650 Business Center Drive Fairfield, CA 94534  
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Fax: 707-439-7301

Requests sub-bids from qualified California Unified Certification Program (CUCP) certified Disadvantaged Business Enterprise (DBE), Subcontractors, Consultants, and/or Suppliers seeking to participate in the City of Larkspur, Bon Air Road Bridge Replacement Project in Larkspur, CA.

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

Subcontractors and Suppliers  
for the following project:

**Bon Air Road Bridge Replacement Project**  
**Federal Project No. BHLS-5166 (015)**  
**Owner: City of Larkspur**  
**Bid Date: January 18, 2017 at 2:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

wanted for the following scopes, including, but not limited to: AC Paving, Aggregates Supply & Install, Bridge Bearings, Minor Concrete, CIDH, Concrete Supply, Concrete Reinforcement, Concrete Structures, Prestressing Concrete, Precast Concrete, Concrete Pumping, Concrete Formwork, Concrete Barriers, Clear & Grub, Demolition, Earthwork, Electrical, Erosion Control, Fencing, Guard-rail, Joint Sealant, Landscaping, Metals, Piling, Pavement Markings, Pipe Supply, Pumping Equipment and Controls, Street Sweeping, SWPPP, Signage, Traffic Control, Trucking & Hauling, 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, DBE suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due**  
**January 13, 2017 and Quotes NO LATER THAN**  
**January 17, 2017 at 5 PM.**

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

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

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

Performance Bond and Payment Bonds may be required for subcontractors and a suppliers bond for suppliers.

**Davis-Bacon Act applies.**  
**Buy America Requirements apply.**  
**An Equal Opportunity Employer**  
CA Lic. 433176  
DIR # 1000001147

**CAHILL CONTRACTORS, LLC**  
Colby Smith at [estimating@cahill-sf.com](mailto:estimating@cahill-sf.com)  
(415) 677-0611

**CAHILL CONTRACTORS, LLC**  
requests bids from Certified  
SBE Subcontractors and Suppliers  
**EXCEPT for the following TRADES:**  
Piling / Exterior Building Maintenance /  
Solar (PV & Hot Water) / Fire Sprinkler  
**EDDY & TAYLOR – REMAINING TRADES**  
**222 Taylor Street, San Francisco, CA 94102**

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

**BID DATE: 1/6/2017 @ 2PM**  
**Voluntary Pre-bid Meeting:**  
12/1/16 @ 10AM, Cahill's Oakland Office  
1111 Broadway, Suite 1340  
Oakland, CA 94607

**BID DOCUMENTS:** Please contact Colby for access to documents on BuildingConnected.



**Kiewit Infrastructure West Co.**  
4650 Business Center Drive Fairfield, CA 94534  
Attn: Victor Molina · norcal.bids@kiewit.com  
Fax: 707-439-7301

Requests sub-bids from qualified Nevada Irrigation District (NID) certified Local Business Preference (LBP), Subcontractors, Consultants, and/or Suppliers established and/or residing within the NID boundaries seeking to participate in the Nevada Irrigation District, Bear River Siphon Replacement Project in Grass Valley, CA.

Subcontractors and Suppliers  
for the following project:

**Bear River Siphon Replacement**  
**Project Contract No. 6746-001**  
**Owner: Nevada Irrigation District**  
**Bid Date: January 19, 2017 at 2:10 P.M.**

**Local Business Preference (LBPs)**

wanted for the following scopes, including, but not limited to: Aggregates, Concrete Supply, Concrete Reinforcement, Concrete Pumping, Concrete, Cathodic Protection, Clear & Grub, Demolition, Earthwork, Erosion Control, Fencing, Hazardous Abatement, Metals, Painting, Pipe & Valve Supply, Quality Control, Rock Anchors, Sawcutting, Survey, Structural Steel, Street Sweeping, SWPPP, Trucking & Hauling, Utility Locating, 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, LBP 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**  
**January 6, 2017 and Quotes**  
**NO LATER THAN January 9, 2017 at 5 PM.**

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

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

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

Performance Bond and Payment Bonds may be required for subcontractors and a suppliers bond for suppliers.

**An Equal Opportunity Employer**  
CA Lic. 433176  
DIR # 1000001147



**Proven Management, Inc.**  
225 3rd Street, Oakland, CA 94607  
Phone: 510-671-0000 • Fax: 510-671-1000

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

**CARISBROOK RESERVOIR &**  
**SKYLINE PUMPING PLANT REPLACEMENTS &**  
**MONTCLAIR RESERVOIR REHABILITATION**  
**EBMUD 2085A**

**Bids: February 1, 2017 @ 1:30 pm**

DEMOLITION – HAZARDOUS MATERIAL  
HANDLING – GRADING – EXCAVATION – FILL  
– CONCRETE – MECHANICAL – ELECTRICAL –  
PIPELINE – PLUMBING – FENCING – TRUCKING –  
– HYDROSEEDING – LANDSCAPING – PAVING

Proven will provide assistance in obtaining necessary bonding, insurance, equipment, supplies, materials or other related services. 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 call.

**We are an Equal Opportunity Employer**

## Fort Wayne, In. Sub-Bid Request Ad

**SHEA JAY DEE JV**  
**BIDDING OPPORTUNITY**

DBE (MBE/WBE) Certified with the following certifying authority:

Indiana Department of Transportation, [www.in.gov/indot/div/legal/dbe](http://www.in.gov/indot/div/legal/dbe)

**Note: DBE (MBE/WBE) Firms must be certified/eligibility per [www.in.gov/indot/div/legal/dbe](http://www.in.gov/indot/div/legal/dbe)**

Inviting qualified contractors, specifically DBE (MBE/WBE) firms certified/eligible as listed above, to contact Shea Jay Dee JV (Prime Contractor listed below) regarding subcontracting services and material supply opportunities in connection with the upcoming tunnel and shafts project.

The Work under this contract is located in Fort Wayne, Indiana.

The Work consists of **WO#76003 Three Rivers Protection and Overflow Reduction Tunnel (3RPORT) Tunnel and Shafts Package.**

**Owner: The City of Fort Wayne, Indiana**  
**Project No. WO#76003**  
**BID DATE: February 2, 2017 at 2:00 PM**

Opportunities to participate exist in the following specific areas of soil and rock excavation, hauling, excavation support systems, underground blasting, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, fencing and gates, geotechnical and structural instrumentation, slurry wall, cased auger shaft construction, secant piles, cast-in-place concrete structures, reinforcing steel, ground stabilization, rock-bolts, steel dowels, shotcrete, concrete finishing, waterproofing, service utilities, grouting, mechanical equipment – hydraulic, sluice & weir gates, electrical services, pest control, IT services, security, waste disposal, cleaning services, and security services.

Any business seeking to participate as a DBE (MBE/WBE) in the Contract that is not currently certified DBE (MBE/WBE) by one of the above certifying authorities should contact [www.in.gov/indot/div/legal/dbe](http://www.in.gov/indot/div/legal/dbe) shown above to obtain current certification.

Shea Jay Dee JV set up an FTP site where you can view all plans, specifications and addendums for your convenience. Please contact Brett Campbell at (909) 594-0982, [Brett.Campbell@jfshea.com](mailto:Brett.Campbell@jfshea.com), to receive instructions on accessing the FTP Site.

**Shea Jay Dee JV**

**An EEO Employer**  
**(J.F. Shea Construction, Inc. – Jay Dee Contractors, Inc.)**  
**667 Brea Canyon Road, Suite 22, Walnut, CA 91789**  
**909-595-4397, 909-869-0827 (fax)**  
**Attn: Dennis Poulton, EEO Officer**

# ABLE: Asian Black Latino Enterprises

## The Asian American Wealth Gap: Too Often Ignored

By Lillian D. Singh and Co-authored with Karishma Shandasani

Why is there only one check-box on official forms for Asian Americans when, as a group, they represent 48 culturally diverse countries and have a population of over 17 million people?

Last year, The Pew Research Center reported that by 2055, Asians will be the largest immigrant group in America. Yet the term “Asian American” often evokes an overly specific image. It is one of tiger moms, students with perfect SAT scores, white collar jobs, a proclivity towards math and science, and economic statuses that surpass even some of the wealthiest white Americans. In all, Asian Americans often are presented as the model minority.

The model minority myth is an egregious pigeonhole that ultimately diverts attention and resources from overshadowed Asian American subgroups. This is demonstrated by the sharply lower median incomes and higher poverty rates for Southeast and South Asian ethnic groups. To say that all Asian Americans have the same economic or social experiences would be far from the truth. Many Asian American subgroups struggle financially, and the model minority myth only worsens the narrative of the truth.

Asian Americans Advancing Justice and the National Coalition for Asian Pacific American Community Development (National CAPACD) are both working to address the frustrating depictions that lump all Asian Americans into a single category, especially when it comes to understanding their financial lives. Surveys and reports that treat Asian Americans as a homogeneous group do damage by placing a refugee from Cambodia in the same category as a software engineer from India, or a physician from China. These groupings skew the data for all Asian Americans. Indian Americans, for example, had a national median income of \$92,418 in 2011, while for Bangladeshi Americans, it was \$45,185. When economic reports show Asian Americans with incomes equal to or surpassing that of white Americans, they fail to consider the struggles of people whose families immigrated from places that face immense economic challenges.

Let’s consider metropolitan Los Angeles County. Tongan (78%), Bangladeshi (57%), and Cambodian Americans (53%) in Los Angeles County have higher rates of poverty than any other racial group, including Latinos (51%) and African Americans (40%). Yet the overall Asian American poverty rate—significantly lower than other groups at 27%—is skewed by high-performing groups, such as Taiwanese (19%), Indian (19%) and Japanese Americans (18%).

The recent study, “A Community of Contrasts: Asian Americans, Native Hawaiians and Pacific Islanders in Los Angeles County,” that 16% of Asian American families in Los Angeles County have three or more workers contributing to income, a significantly higher proportion than white families (10%). This is not uncommon for Asian American families across the country, whose cultural principles lend towards multi-generational households with several working adults. But data collection methods are not ideal for understanding these nuances. In other words, data can actually hide the truth instead of revealing it: failing to consider these cultural differences makes Asian Americans’ income seem higher than it is.

“But Los Angeles is an anomaly,” you may be thinking. But, if we look to metropolitan Dallas, which has a lower overall population of Asian Americans, we see that Burmese (31%) and Nepalese Americans (33%) have higher poverty rates than any other racial group, again including Latinos (23%) and African Americans (21%). Yet the Asian American poverty rate in Dallas is 11%, about a third of the poverty rate of the Asian American subgroups most in need. A third of Burmese and Nepalese Americans live in poverty and yet both, are still subject to a constrictive stereotype of academic and financial success. This stereotype tells us that these groups are a privileged minority, and thus they have no reason to protest or seek help.

Head east to the nation’s capital and the trend continues. In the D.C. area, Nepalese (16%), Indonesian (16%), Pakistani (14%) and Burmese (14%) Americans have the highest rates of poverty. The only other ethnicity that comes close is African Americans, whose poverty rate stands at 14%. With the Asian American poverty rate at 6%



Image Credit: <http://alist-magazine.com>

(almost the same as the poverty rate for whites, at 5%), the struggles facing Asian American subgroups is easily swept under the rug and out of sight.

Anyone who believes Asian Americans are successful in this country is not completely wrong. However, for every Asian American person who manages to excel in this country, there is another who does not. Entire populations of Asian American subgroups are living below the poverty line, practically invisible, because of an overblown stereotype supported by misleading data.

Though data that accounts for ethnicity exists, they are few and far between. Ignoring subgroups of Asian Americans can have far-reaching consequences, but we can change that. National CAPACD suggests the best way to address Asian American poverty is to tailor efforts to each community by language and cultural approach and to empower each subgroup to become politically active and build networks with local institutions. We urge you to visit National CAPACD’s website to

see how you can support their efforts to conduct research to help us better understand Asian Americans’ financial struggles.

Lawmakers, nonprofits and advocates can only target certain Asian American subgroups if there are data to direct and support their efforts. Without such data, the general population continues to see all Asian Americans as a single entity, meaning vulnerable groups do not receive external further support. Poverty in Asian American communities will continue to be ignored if we allow the damaging narrative of a homogeneous, upper middle-class Asian American population to perpetuate. Now is the time to disaggregate our data to understand the lives and financial struggles of Asian Americans.

*Karishma Shandasani is an undergraduate at the University of California San Diego (UCSD) majoring in Political Science.*

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

## Sen. Scott Wiener Wants California Cities to Build More Housing

Continued from page 2

Wiener said he’s learned some important lessons from Brown’s failure and his time in San Francisco. The governor’s proposal — which sought to speed up the local approval process for projects that included some low-income housing — was opposed by labor, environmental and affordable housing groups as well as cities and counties.

“I give the governor enormous credit for calling the question,” Wiener said. “It didn’t work out ... my hope is we can avoid some of those flare-ups by working collaboratively with some of the stakeholders.”

Details of Wiener’s proposal are still being crafted, but in general it has two prongs: The first is based on legislation he successfully pushed in San Francisco, and would exempt 100 percent affordable housing developments around the state from some local development requirements. The second part would punish cities that don’t meet their building goals,

which are set through a state process. The bill calls for the streamlining of developments in cities that don’t meet those goals — essentially, builders would be able to skip some local requirements if they are constructing homes in places that haven’t built aggressively enough.

Wiener said it’s not fair for some communities to shoulder the burden of housing expansion while others refuse to add affordable or even market rate units.

“Housing is no longer a city-by-city, siloed issue. It is a statewide need and the state has a role to play,” he said. “We want to maintain local control — communities should have a strong voice in their own future — but there have to be boundaries, and it’s not acceptable for cities or towns to simply opt out of creating housing.”

It’s not entirely clear how his proposal will be embraced by other groups that fought Brown’s attempt to change housing law. The California League of Cities,

which opposed the usurping of local control proposed by the governor, declined to comment on the bill because it has not been fully crafted.

And Amy Schur, statewide campaign director for the Alliance of Californians for Community Empowerment, or ACCE, helped lead a coalition that successfully fought Brown’s plan earlier this year. She said affordable housing advocates are concerned about any proposal that focuses on building more market rate or luxury housing — especially in expensive coastal areas like the Bay Area or Los Angeles.

“What our cities need ... is housing that’s affordable for the families that have spent decades in these communities, housing that allows people to stay in the community that they’ve invested in and raised their families in and not just push them out to far-flung areas that lack transportation to jobs, that lack services,” she said.

There are parts of the Wiener proposal that are interesting, Schur said, including forcing cities that haven’t stepped up to build housing for working-class and low-income residents to approve more projects.

And, she said, “we are very interested in proposals to speed up building 100 percent affordable units” — but only if state leaders retain the strong environmental protections that all developments are subject to in California.

“I think there’s some common ground,” she said. “But we keep hearing policy proposals surface about expediting luxury and market rate housing, and that makes us very nervous.”

Wiener said this bill is just one piece of a broader conversation that needs to take place in Sacramento — including dedicating more state funds to affordable housing development in another bill he is co-sponsoring.

SOURCE: [ww2.kqed.org](http://ww2.kqed.org)

# California Sub-Bid Request Ads

**PROJECT: INLAND RAIL TRAIL, SAN MARCOS TO VISTA, SEGMENTS 2A, 2B, 3A, 3D\*, & 4  
SANDAG- PROJECT CIP 1223023/IFB 5007018  
SAN DIEGO, CA**

**\*\*THIS PROJECT HAS A 14 % DBE GOAL\*\***

**BID DATE: January 12, 2017 - BID TIME: 2:00 P.M.**

**Please respond by 5:00 p.m., January 10, 2017**

We are seeking quotes from all small business concerns - CERTIFIED DBE including, but not limited to, the following work items: Removals, Striping, Landscape, Minor Concrete, Drainage, Traffic Control, Roadside Signs, Overhead Signs, and Structure Concrete. Retaining Wall, Rebar, SWPPP, CIDH Piles, Electric, AC Paving, Concrete Barriers, MBGR/Fence.

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the SANDAG WEBSITE using the Project CIP # 1223023 IFB 5007018 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

If you have any questions, Please contact Marty Keane: Phone 858-536-3100, Fax 858-586-0164 or email [estimating@coffmanspecialties.com](mailto:estimating@coffmanspecialties.com).

Non-DBE Subs/Suppliers: Indicate 2nd tier participation offered on your quotation as it will be evaluated with your price. For any bid proposal submitted on or after March 1, 2015 and any contract for public work entered into on or after April 1, 2015, the following registration requirements apply: Every Subcontractor is required to be registered to perform public work pursuant to Section 1725.5 of the Public Contract Code. No Contractor or Subcontractor shall be qualified to bid on, be listed in a bid proposal pursuant to Section 4104 of the Public Contract Code, or engage in the performance of any contract for public work, unless currently registered to perform public work pursuant to Section 1725.5. No bid shall be accepted nor any subcontract entered into without proof of the Subcontractor's current registration to perform public work pursuant to Section 1725.5. If used in our Bid, Coffman Specialties requires this proof be submitted w/in 24 hours of Bid Date.



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



**11555 Dublin Boulevard • P.O. Box 2909 • Dublin, CA 94568-2909  
(925) 829-9220 / FAX (925) 803-4263**

**Estimator: ALAN MCKEAN**

**Website: [www.desilvagates.com](http://www.desilvagates.com)**

**An Equal Opportunity Employer**

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

**THE IMPROVEMENTS OF MEEKLAND AVENUE FROM THE VICINITY OF BLOSSOM WAY TO A STREET,  
Specification No. 2167**

**Minority/Women-Owned Business Enterprise Goal  
Assigned is 15% MBE and 5% WBE**

**OWNER:**

COUNTY OF ALAMEDA - 951 Turner Court, Room 300, Hayward, CA 94545

**BID DATE: JANUARY 18, 2017 @ 2:00 P.M.**

We hereby encourage responsible participation of local Minority/Woman-Owned 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, CLEARING AND GRUBBING/DEMOLITION, CONSTRUCTION AREA SIGNS, ELECTRICAL, LANDSCAPING, MINOR CONCRETE, STAMPED/TEXTURED PAVING, STRIPING, SURVEY/STAKING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, EROSION CONTROL MATERIAL, CLASS 2 AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL, PERMEABLE 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](mailto:ftp@desilvagates.com) and password is [f7pa55wd](http://www.ipdservices.com/clients/eastbay/index.html?alco&Show=Planroom)) or from the Owner's site at [www.ipdservices.com/clients/eastbay/index.html?alco&Show=Planroom](http://www.ipdservices.com/clients/eastbay/index.html?alco&Show=Planroom)

Fax your bid to (925) 803-4263 to the attention of Estimator Alan McKean. 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](http://www.dir.ca.gov/Public-Works/PublicWorks.html)

If you need M/WBE 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](http://www.transportation.gov/osdbu/SBTRCs)). DGC is willing to breakout portions of work to increase the expectation of meeting the M/WBE 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.



**120 Granite Rock Way, San Jose, CA 95136  
Phone (408) 574-1400 Fax (408) 365-9548  
Contact: Patrick McDonald  
Email: [estimating@graniterock.com](mailto:estimating@graniterock.com)**

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

**Construction of East Contra Costa  
BART Extension Project Bliss Avenue &  
Antioch Paving Improvements  
Contract No. 04SF-180**

**Owner: San Francisco  
Bay Area Rapid Transit District  
Engineers' Estimate: \$1,400,000.**

**BID DATE: January 10, 2017 @ 2:00 PM**

Items of work include but are not limited to: Minor Concrete, Striping, Way Finding Signage, Trucking, SWPPP, Traffic Control, Canopy Structure, Solar Reflective Coatings, Parking Lot Lighting, AC Dike and Water Trucks.

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**



## DIVERSITY OUTREACH

- Advertise
- ITB to Targeted (NAIC/SIC/UNSPSC) Certified Business
- Telephone Follow-up (Live)
- Agency/Organization Letters
- Computer Generated Dated/ Timed Documentation
- Customized Reports Available

**Visit this link for the  
OUTREACH ORDER FORM:**

**[www.sbeinc.com/services/  
diversity\\_outreach.cfm](http://www.sbeinc.com/services/diversity_outreach.cfm)**

## Public Legal Notice Ads



**CALIFORNIA STATE LOTTERY**  
Request for Proposal (RFP) #50078  
Draw Auditing and Review Services

The California State Lottery (Lottery) is soliciting potential bidders to provide draw auditing and review services. At the time of bid submission, bidder must be an independent Certified Public Accountant (CPA) firm; have at least two-years' experience as licensed businesses performing services similar to those specified in Exhibit A, Scope of Services, for corporate and/or government accounts; possess all licenses required to conduct business in California; and meet the requirements specified in section II.A, Mandatory Submittals. This solicitation is expected to be released during the month of January 2017 and will be available to download from the Lottery Website at [www.calottery.com](http://www.calottery.com) under "Vendor Opportunities". **The Lottery will not distribute paper copies of the RFP.**

CNS-2962768#

**City and County of San Francisco  
Outreach Advertising  
January 2017**

**Stay Connected To the City through SF311**

The SF311 Customer Service Center is the single stop for residents to get information on government services and report problems to the City and County of San Francisco. And now, we have even more ways for you to stay connected to the City with our SF311 App and SF311 Explorer website.

The SF311 App lets you get information on City services and submit service requests on-the-go right from your smartphone. You can track your service requests through the app or through our new website, SF311 Explorer.

Download the SF311 App from your smartphone's app store and visit the SF311 Explorer at [explore311.sfgov.org](http://explore311.sfgov.org) today!

**Count on WIC for Healthy Families**

WIC is a federally funded nutrition program for Women, Infants, and Children. You may qualify if you are pregnant, breastfeeding, or just had a baby; or have a child under age 5; and have a low to medium income; and live in California. Newly pregnant women, migrant workers, and working families are encouraged to apply. WIC provides Nutrition Education and Health information, breastfeeding support, checks for healthy foods (like fruits and vegetables), and referrals to medical providers and community services.

You may qualify for WIC if you receive Medi-Cal, CalFresh (Food Stamps), or CalWORKS (TANF) benefits. A family of four can earn up to \$3,747 before tax per month and qualify.

Enroll early! Call today to see if you qualify and to make an appointment. Call City and County of San Francisco WIC Program at 415-575-5788.

This institution is an equal opportunity provider  
**Board of Supervisors Regularly Scheduled Board Meetings**

- January, February and March 2017 Meetings**
- January 9 (Inaugural Ceremony)
  - January 10
  - January 31
  - February 7
  - February 14
  - February 28
  - March 7
  - March 14
  - March 21

**There will be no scheduled meetings on January 3 and 17, February 21 and March 28.**

**LANGUAGE INTERPRETATION AVAILABLE UPON REQUEST**

**CHINESE.... SPANISH.... FILIPINO**

Requests must be received 48 hours in advance required for interpretation. For more information see the Board of Supervisor's website [www.sfbos.org](http://www.sfbos.org), or call 415-554-5184.

The City and County of San Francisco encourage public outreach. Articles are translated into several languages to provide better public access. The newspaper makes every effort to translate the articles of general interest correctly. No liability is assumed by the City and County of San Francisco or the newspapers for errors and omissions.

CNS-2959901#

**SMALL BUSINESS EXCHANGE**



# Public Legal Notices

## CALIFORNIA STATE UNIVERSITY STANISLAUS

### Article A

**Solar Photovoltaic Request for Proposals for Design-Build Project Solar Photovoltaic at Cafeteria, Project Number 10389 CSU Stanislaus One University Circle, Turlock CA 95382**

The Trustees of the California State University will receive sealed proposals in MSR270 at the above address, for the design and construction of the Solar Photovoltaic at Cafeteria, Project Number 10389, for the CSU Stanislaus, campus.

Proposals will be received until 2:00 p.m. on February 9, 2017, at the Mary Stuart Rogers Building, MSR270 in accordance with the proposal documents.

In general, the scope of work consists of the design and construction, under a procedure more commonly referred to as "turnkey construction," a major capital outlay project known as the Solar Photovoltaic at Cafeteria Project. The project includes design, supply, installation and commission of solar photovoltaic (PV) energy system on the cafeteria building located on the Turlock campus. Each proposer will submit a technical proposal and cost proposal to design and construct the total project. The budget for this project is limited to \$600,000.

RFP documents will be issued to intending proposers at no cost on or after January 20, 2017. Proposers must request them by calling Debbie DaRosa, Financial Services, One University Circle, Turlock, CA, 95382, telephone (209) 667-3987.

Each proposer offering a proposal must comply with bidding provisions of Article 32.00 et seq. of the Contract General Conditions. The bidder should familiarize himself with all the provisions of the Contract General Conditions and Supplementary General Conditions, especially Article 35.02-b, regarding the necessity to prequalify with the Trustees ten (10) business days prior to the proposal due date.

Proposers must be prequalified with the Trustees. Proposers shall register and log in to "PlanetBids" to apply for prequalification at [http://www.calstate.edu/cpdc/cm/contractor\\_prequal\\_bidders.shtml](http://www.calstate.edu/cpdc/cm/contractor_prequal_bidders.shtml).

This project is a public works project and is subject to prevailing wage rate laws (see Contract General Conditions, Article 35.02-c). All contractors and all tiers of subcontractors bidding on this project shall register to bid public works projects with the Department of Industrial Relations (DIR), and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/Public-Works/PublicWorks.html> for more information and to register.

**A mandatory pre-proposal conference and site visit has been scheduled for January 19, 2016 at 10:00 am in the Facilities Plan Room located in the Corp Yard.**

The Trustees require the successful proposer to achieve three percent (3%) DVBE participation in contracting construction projects as established in the Request for Proposals. The University is granting a DVBE bid incentive of up to 1% as described in the Contract General Conditions.

It will be the responsibility of each proposer to obtain a proposal package in sufficient time to fulfill requirements therein. Proposal packages are obtainable only by prequalified contractors, licensed in the State of California with a B or C-10 California License. The proposal packages must be requested from the Trustees, located at CSU Stanislaus, Turlock, CA, Attention: Debbie DaRosa, (209) 667-3987.

**End of Article A, Request for Proposal (Advertisement)**



## UCLA

### UCLA BIDDING OPPORTUNITIES

Please refer to the below-listed website for public notices of prequalification and bidding opportunities over \$200,000 at UCLA:

<http://www.capitalprograms.ucla.edu/>

**If you would like to register to receive free email notifications of bidding opportunities over \$200,000 at UCLA, please refer to the website below:**

<http://www.capitalprograms.ucla.edu/Subscription/Subscribe>

**To be added to our Rotating Bidder's list for bidding opportunities under \$200,000, please refer to the website below:**

<http://www.capitalprograms.ucla.edu/Contracts/Overview>

### Yerba Buena Island Opportunity to Provide Geotechnical and Civil Engineering with Dry Utility Consultant Services (Bid Number: TICD-16-07 & TICD- 16-08)

Treasure Island Community Development (TICD), master developer of the Treasure Island Redevelopment Project, is requesting qualified, interested engineering firms to respond to a request for proposals. Information is available through the City and County of San Francisco's Treasure Island Development Authority (TIDA).

Website:

<http://sftreasureisland.org/contracting-treasure-island-community-development-ticd>

Respondents are encouraged to check this website regularly for updates.

Pre-Bid Meeting (non-mandatory):

Date & Time:

Wednesday, January 4, 2017, at 10:00 a.m.

Location:

San Francisco Public Library  
100 Larkin Street (at Grove)  
Koret Auditorium, located on the Library's lower level. Enter 30 Grove Street.  
Proceed down stairs.

Proposals must be submitted by  
**3:00 p.m. on January 20, 2017.**

## Urban entrepreneurs learn to craft

Continued from page 1

to hire two new employees, a development inspired in part by ICC's strategy and talent management sessions. The program helped them put the vital employee engagement piece into practice and translated into new growth opportunities and enhanced success.

To read more success stories like this, view ICC's 2016 Impact Report at <http://icic.org/urban-entrepreneurs-craft-powerful-pitches-capital-providers/>

SOURCE: <http://icic.org>

## SUMMONS (CITACION JUDICIAL)

**SUMMONS (CITACION JUDICIAL) CASE NUMBER (NÚMERO DEL CASO): CGC-13-534379 NOTICE TO DEFENDANT (AVISO AL DEMANDADO): Golden State Plumbing**

**YOU ARE BEING SUED BY PLAINTIFF (LO ESTÁ DEMANDANDO EL DEMANDANTE): Lynne Crawford**

NOTICE! You have been sued. The court may decide against you without your being heard unless you respond within 30 days. Read the information below.

You have 30 CALENDAR DAYS after this summons and legal papers are served on you to file a written response at this court and have a copy served on the plaintiff. A letter or phone call will not protect you. Your written response must be in proper legal form if you want the court to hear your case. There may be a court form that you can use for your response. You can find these court forms and more information at the California Courts Online Self-Help Center ([www.courtinfo.ca.gov/selfhelp](http://www.courtinfo.ca.gov/selfhelp)), your county law library, or the courthouse nearest you. If you cannot pay the filing fee, ask the court clerk for a fee waiver form. If you do not file your response on time, you may lose the case by default, and your wages, money, and property may be taken without further warning from the court.

There are other legal requirements. You may want to call an attorney right away. If you do not know an attorney, you may want to call an attorney referral service. If you cannot afford an attorney, you may be eligible for free legal services from a nonprofit legal services program. You can locate these nonprofit groups at the California Legal Services Web site ([www.lawhelpcalifornia.org](http://www.lawhelpcalifornia.org)), the California Courts Online Self-Help Center ([www.courtinfo.ca.gov/selfhelp](http://www.courtinfo.ca.gov/selfhelp)), or by contacting your local court or county bar association. NOTE: The court has a statutory lien for waived fees and costs on any settlement or arbitration award of \$10,000 or more in a civil case. The court's lien must be paid before the court will dismiss the case.

¡AVISO! Lo han demandado. Si no responde dentro de 30 días, la corte puede decidir en su contra sin escuchar su versión. Lea la información a continuación.

Tiene 30 DÍAS DE CALENDARIO después de que le entreguen esta citación y papeles legales para presentar una respuesta por escrito en esta corte y hacer que se entregue una copia al demandante. Una carta o una llamada telefónica no lo protegen. Su respuesta por escrito tiene que estar en formato legal correcto si desea que procesen su caso en la corte. Es posible que haya un formulario que usted pueda usar para su respuesta. Puede encontrar estos formularios de la corte y más información en el Centro de Ayuda de las Cortes de California ([www.sucorte.ca.gov](http://www.sucorte.ca.gov)), en la biblioteca de leyes de su condado o en la corte que le quede más cerca. Si no puede pagar la cuota de presentación, pida al secretario de la corte que le dé un formulario de exención de pago de cuotas. Si no presenta su respuesta a tiempo, puede perder el caso por incumplimiento y la corte le podrá quitar su sueldo, dinero y bienes sin más advertencia.

Hay otros requisitos legales. Es recomendable que llame a un abogado inmediatamente. Si no conoce a un abogado, puede llamar a un servicio de remisión a abogados. Si no puede pagar a un abogado, es posible que cumpla con los requisitos para obtener servicios legales gratuitos de un programa de servicios legales sin fines de lucro. Puede encontrar estos grupos sin fines de lucro en el sitio web de California Legal Services, ([www.lawhelpcalifornia.org](http://www.lawhelpcalifornia.org)), en el Centro de Ayuda de las Cortes de California, ([www.sucorte.ca.gov](http://www.sucorte.ca.gov)) o poniéndose en contacto con la corte o el colegio de abogados locales. AVISO: Por ley, la corte tiene derecho a reclamar las cuotas y los costos exentos por imponer un gravamen sobre cualquier recuperación de \$10,000 ó más de valor recibida mediante un acuerdo o una concesión de arbitraje en un caso de derecho civil. Tiene que pagar el gravamen de la corte antes de que la corte pueda desechar el caso.

The name and address of the court is (El nombre y dirección de la corte es): San Francisco County Superior Court, 400 McAllister St., San Francisco, CA 94102.

The name, address, and telephone number of plaintiff's attorney, or plaintiff without an attorney, is (El nombre, la dirección y el número de teléfono del abogado del demandante, o del demandante que no tiene abogado, es): Ron U. Lunski, Lunski & Stimpert, LLP, 201 Spear St., Suite 1100, San Francisco, CA 94105

DATE (Fecha): Sept. 21, 2015  
by Ronnie Otero, Deputy (Adjunto) (SEAL)

**SUMMONS (CITACION JUDICIAL) CASE NUMBER (NÚMERO DEL CASO): CGC-13-534379 NOTICE TO DEFENDANT (AVISO AL DEMANDADO): On Time Painting**

**YOU ARE BEING SUED BY PLAINTIFF (LO ESTÁ DEMANDANDO EL DEMANDANTE): Lynne Crawford**

NOTICE! You have been sued. The court may decide against you without your being heard unless you respond within 30 days. Read the information below.

You have 30 CALENDAR DAYS after this summons and legal papers are served on you to file a written response at this court and have a copy served on the plaintiff. A letter or phone call will not protect you. Your written response must be in proper legal form if you want the court to hear your case. There may be a court form that you can use for your response. You can find these court forms and more information at the California Courts Online Self-Help Center ([www.courtinfo.ca.gov/selfhelp](http://www.courtinfo.ca.gov/selfhelp)), your county law library, or the courthouse nearest you. If you cannot pay the filing fee, ask the court clerk for a fee waiver form. If you do not file your response on time, you may lose the case by default, and your wages, money, and property may be taken without further warning from the court.

There are other legal requirements. You may want to call an attorney right away. If you do not know an attorney, you may want to call an attorney referral service. If you cannot afford an attorney, you may be eligible for free legal services from a nonprofit legal services program. You can locate these nonprofit groups at the California Legal Services Web site ([www.lawhelpcalifornia.org](http://www.lawhelpcalifornia.org)), the California Courts Online Self-Help Center ([www.courtinfo.ca.gov/selfhelp](http://www.courtinfo.ca.gov/selfhelp)), or by contacting your local court or county bar association. NOTE: The court has a statutory lien for waived fees and costs on any settlement or arbitration award of \$10,000 or more in a civil case. The court's lien must be paid before the court will dismiss the case.

¡AVISO! Lo han demandado. Si no responde dentro de 30 días, la corte puede decidir en su contra sin escuchar su versión. Lea la información a continuación.

Tiene 30 DÍAS DE CALENDARIO después de que le entreguen esta citación y papeles legales para presentar una respuesta por escrito en esta corte y hacer que se entregue una copia al demandante. Una carta o una llamada telefónica no lo protegen. Su respuesta por escrito tiene que estar en formato legal correcto si desea que procesen su caso en la corte. Es posible que haya un formulario que usted pueda usar para su respuesta. Puede encontrar estos formularios de la corte y más información en el Centro de Ayuda de las Cortes de California ([www.sucorte.ca.gov](http://www.sucorte.ca.gov)), en la biblioteca de leyes de su condado o en la corte que le quede más cerca. Si no puede pagar la cuota de presentación, pida al secretario de la corte que le dé un formulario de exención de pago de cuotas. Si no presenta su respuesta a tiempo, puede perder el caso por incumplimiento y la corte le podrá quitar su sueldo, dinero y bienes sin más advertencia.

Hay otros requisitos legales. Es recomendable que llame a un abogado inmediatamente. Si no conoce a un abogado, puede llamar a un servicio de remisión a abogados. Si no puede pagar a un abogado, es posible que cumpla con los requisitos para obtener servicios legales gratuitos de un programa de servicios legales sin fines de lucro. Puede encontrar estos grupos sin fines de lucro en el sitio web de California Legal Services, ([www.lawhelpcalifornia.org](http://www.lawhelpcalifornia.org)), en el Centro de Ayuda de las Cortes de California, ([www.sucorte.ca.gov](http://www.sucorte.ca.gov)) o poniéndose en contacto con la corte o el colegio de abogados locales. AVISO: Por ley, la corte tiene derecho a reclamar las cuotas y los costos exentos por imponer un gravamen sobre cualquier recuperación de \$10,000 ó más de valor recibida mediante un acuerdo o una concesión de arbitraje en un caso de derecho civil. Tiene que pagar el gravamen de la corte antes de que la corte pueda desechar el caso.

The name and address of the court is (El nombre y dirección de la corte es): San Francisco County Superior Court, 400 McAllister St., San Francisco, CA 94102.

The name, address, and telephone number of plaintiff's attorney, or plaintiff without an attorney, is (El nombre, la dirección y el número de teléfono del abogado del demandante, o del demandante que no tiene abogado, es): Ron U. Lunski, Lunski & Stimpert, LLP, 201 Spear St., Suite 1100, San Francisco, CA 94105

DATE (Fecha): Sept. 21, 2015  
by Ronnie Otero, Deputy (Adjunto) (SEAL)

# Fictitious Business Name Statement

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374006-00

Fictitious Business Name(s):  
**Open House Drafting**  
Address  
**63 Buena Vista Terrace #1, San Francisco, CA 94117**  
Full Name of Registrant #1  
**Christopher Danigelis**  
Address of Registrant #1  
**63 Buena Vista Terrace #1, San Francisco, CA 94117**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **12/27/2016**

Signed: **Christopher Danigelis**

This statement was filed with the County Clerk of San Francisco County on **12/28/2016**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**12/28/2016**

**12/29/16 + 1/5/17 + 1/12/17 + 1/19/17**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373588-00

Fictitious Business Name(s):  
**Prototypes**  
Address  
**1735 Mission Street, San Francisco, CA 94103**  
Full Name of Registrant #1  
**HealthRIGHT 360 (CA)**  
Address of Registrant #1  
**1735 Mission Street, #2050, San Francisco, CA 94103**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/2016**

Signed: **Vitka Eisen**

This statement was filed with the County Clerk of San Francisco County on **11/23/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**11/23/2016**

**12/15/16 + 12/22/16 + 12/29/16 + 1/5/17**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373663-00

Fictitious Business Name(s):  
**SISK & ASSOCIATES**  
Address  
**1003 Turk Street, San Francisco, CA 94102**  
Full Name of Registrant #1  
**Bobby Sisk**  
Address of Registrant #1  
**1003 Turk Street, San Francisco, CA 94102**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **Not Applicable**

Signed: **Bobby Sisk**

This statement was filed with the County Clerk of San Francisco County on **11/30/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**  
**Deputy County Clerk**  
**11/30/2016**

**12/15/16 + 12/22/16 + 12/29/16 + 1/5/17**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373852-00

Fictitious Business Name(s):  
**1.) SwellMinded Marketing**  
**2.) SwellMinded**  
Address  
**1279 37th Avenue, San Francisco, CA 94122**  
Full Name of Registrant #1  
**Samuel Bennett**  
Address of Registrant #1  
**1279 37th Avenue, San Francisco, CA 94122**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **12/13/16**

Signed: **Samuel Bennett**

This statement was filed with the County Clerk of San Francisco County on **12/14/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**12/14/2016**

**12/15/16 + 12/22/16 + 12/29/16 + 1/5/17**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373342-00

Fictitious Business Name(s):  
**Caffe Capriccio**  
Address  
**2200 Mason Street, San Francisco, CA 94133**  
Full Name of Registrant #1  
**Jose J. Cardenas Gomez**  
Address of Registrant #1  
**7401 Weld Street, Oakland, CA 94621**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/1/2016**

Signed: **Jose J. Cardenas Gomez**

This statement was filed with the County Clerk of San Francisco County on **11/4/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**  
**Deputy County Clerk**  
**11/4/2016**

**11/10/16 + 11/17/16 + 11/24/16 + 12/01/16**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373536-00

Fictitious Business Name(s):  
**37mott**  
Address  
**1 Hawthorne Street, Unit 22C, San Francisco, CA 94105**  
Full Name of Registrant #1  
**Wendy Chin**  
Address of Registrant #1  
**1 Hawthorne Street, Unit 22C, San Francisco, CA 94105**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/10/2016**

Signed: **Wendy Chin**

This statement was filed with the County Clerk of San Francisco County on **11/18/2016**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Melvin Galvez**  
**Deputy County Clerk**  
**11/18/16**

**11/23/16 + 12/01/16 + 12/8/16 + 12/15/16**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374063-00

Fictitious Business Name(s):  
**1.) Digital Brains**  
**2.) Northern Lights Baking Company**  
Address  
**32 Riverton Drive, San Francisco, CA 94132**  
Full Name of Registrant #1  
**Christopher Brown**  
Address of Registrant #1  
**32 Riverton Drive, San Francisco, CA 94132**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **12/30/2016**

Signed: **Christopher Brown**

This statement was filed with the County Clerk of San Francisco County on **12/30/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**12/30/2016**

**1/5/17 + 1/12/17 + 1/19/17 + 1/26/17**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373365-00

Fictitious Business Name(s):  
**Ana Maria House Cleaning**  
Address  
**2087 46th Avenue, San Francisco, CA 94116**  
Full Name of Registrant #1  
**Ana Maria Beltran**  
Address of Registrant #1  
**2087 46th Avenue, San Francisco, CA 94116**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/7/16**

Signed: **Ana Maria Beltran**

This statement was filed with the County Clerk of San Francisco County on **11/7/16**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**11/7/16**

**11/17/16 + 11/23/16 + 12/01/16 + 12/8/16**

## FICTITIOUS BUSINESS NAME STATEMENT File No. A-0373234-00

Fictitious Business Name(s):  
**Griddy**  
Address  
**62 Navy Road, San Francisco, CA 94124**  
Full Name of Registrant #1  
**Aqeelah Muhammad**  
Address of Registrant #1  
**62 Navy Road, San Francisco, CA 94124**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **Not Applicable**

Signed: **Aqeelah Muhammad**

This statement was filed with the County Clerk of San Francisco County on **10/27/2016**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**10/27/2016**

**11/3/16 + 11/10/16 + 11/17/16 + 11/24/16**

## ABANDONMENT OF FICTITIOUS BUSINESS NAME

### STATEMENT OF ABANDONMENT OF USE OF FICTITIOUS BUSINESS NAME

The registrant(s) listed below have abandoned the use of the fictitious business name(s):

**1.) Anne E. Kearns DBA Grouffit Apparel**  
Located at **144A Vicksburg Street, San Francisco, CA 94114**

This fictitious business name was filed in the County of San Francisco on **1/7/2015** under file **A-0362336-00**

Name and address of Registrants (as shown on previous statement)

Full Name of Registrant #1  
**Anne E. Kearns**  
**885 Clinton Road, Los Altos, CA 94024**

This business was conducted by a **AN INDIVIDUAL**

Signed: **Anne. E. Kearns**

This statement was filed with the County Clerk of San Francisco County on **12/27/16**.

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**12/27/2016**

**1/5/17 + 1/12/17 + 1/19/17 + 1/26/17**

### STATEMENT OF ABANDONMENT OF USE OF FICTITIOUS BUSINESS NAME

The registrant(s) listed below have abandoned the use of the fictitious business name(s):

**1.) Anne E. Kearns DBA Grouffit Apparel**  
Located at **3700 Divisadero Street, Unit 402, San Francisco, CA 94123**

This fictitious business name was filed in the County of San Francisco on **8/5/2015** under file **A-0366144-00**

Name and address of Registrants (as shown on previous statement)

Full Name of Registrant #1  
**Anne E. Kearns**  
**885 Clinton Road, Los Altos, CA 94024**

This business was conducted by a **AN INDIVIDUAL**

Signed: **Anne. E. Kearns**

This statement was filed with the County Clerk of San Francisco County on **12/27/16**.

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**12/27/2016**

**1/5/17 + 1/12/17 + 1/19/17 + 1/26/17**

Visit **www.sbeinc.com**  
to download the latest SBE  
Newspaper and Newsletter



# Sub-Bid Request Ads

Guy F. Atkinson  
Requests

Sub-bids from All Qualified & Certified DBE Subcontractors/Suppliers  
for:

**The City of Temecula**

**Interstate 15 / State Route 79 South Ultimate Interchange Project**  
Construction on State Hwy in Riverside County, in Temecula on Rte 15 from 0.4 Miles South of  
Rte 79 to 0.6 Miles North of 15/79 Separation and on Rte 79 from 0.1 Miles West to  
0.1 Miles East of 15/79 Separation

**Bids Tuesday, January 24, 2017**

**Description of Work, Services & Supply (but not limited to):** AC Dike, AC Paving, Aggregate Materials, Backfill, Chlorination, CIDH, Clearing, CML&C Pipe, Complete Gas Station Demolition, Concrete Paving Supply, Concrete Purchase, Construction Area Signs, Drilled Piling, Driven Piling, Electrical, Erosion Control, Fencing, Hydroseed, Landscaping, MBGR, Minor Concrete, Overhead Signs, Pavement Markings, QA/QC, Rebar, Road Barrier, Water Works Materials, Welding, Wet Utilities.

**REFER TO PROJECT SPECS FOR COMPLETE BID ITEM LIST.**

*Addendum 1 Issued 12/08/2016*

**ENGINEER'S ESTIMATE is \$25,600,000**

**\$25,985,00 with Additive Bids(s)**

**4.7% DBE Project Goal**

**\*\*\*\*Lower Tier DBE participation is greatly encouraged\*\*\*\***

**Guy F. Atkinson**

**18201 Von Karman Ave, Suite 800, Irvine, CA 92612**

**socal.estimating@atkn.com**

**Phone: 949-382-7145 / Fax: 949-553-0252**

Guy F. Atkinson is a union contractor and an Equal Opportunity Employer. We are signatory to the Carpenters, Cement Masons, Laborers and Operating Engineers Unions. 100% Performance & Payment Bonds from an approved surety company will be required for subcontractors with contract value greater than \$100,000. Atkinson will pay the cost of bonds up to 2.0%. Atkinson will assist in obtaining necessary equipment, supplies, materials or related services. We will split items of work (see project specs for full list of bid items) and provide assistance for bonding, LOC and insurance where needed. Subcontractors will be expected to sign Atkinson's standard subcontract and to comply with our company's standard insurance requirements which include a waiver of subrogation. Please provide contractor's license number and Department of Industrial Relations (DIR) registration number with your quote.

Atkinson requests that subs and vendors register and prequalify in our online system at <https://www.atknextranet.com> prior to bidding.

Bid documents are available for viewing in our Irvine Office. Please call to make an appointment.

Please contact us with any questions or for help with your bid.

## SBA Launches 2017 InnovateHER Business Challenge

Continued from page 2

continues in its efforts to expand the InnovateHER Challenge, focusing on empowering more women in the investment and innovation space. Additional details on the InnovateHER can be found on the online competition platform [www.challenge.gov](http://www.challenge.gov).

Contreras-Sweet added: "Now in its third year, InnovateHER continues to make women a bigger part of the conversations around innovation and investment, helping entrepreneurs realize the empowerment and self-sufficiency that can come from advancing ideas and products that tap into new market opportunities. We continue to recognize and support these visionaries who dare to innovate, take risks, create and transform the marketplace for the better."

Entrepreneurs selected as winners in local competitions will advance to the semi-final round. From the pool of semi-finalists, SBA will select up to 10 finalists who will be invited to the National InnovateHER: Innovating for Women Business Challenge to be held in mid-2017. The finalists will pitch their products and ideas to a panel of expert judges and compete for the top three awards along with \$70,000 in prizes.

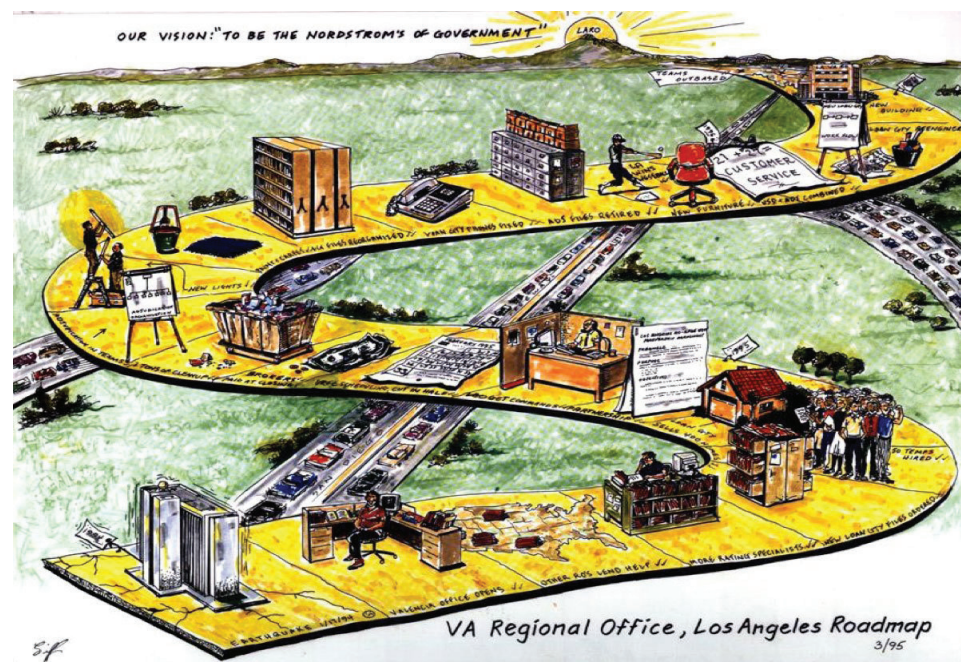
Over the past two decades, women entrepreneurs have been critical to growing businesses and creating jobs in cutting-edge fields such as precision medicine or cybersecurity, as well as through advances in agriculture and manufacturing. Women across the nation will benefit from investing in research and inventions that impact their experiences. A lack of inclusion in the innovation space leads to missed opportunities, especially when women make the majority of the buying decisions. The SBA is encouraging organizations across the country to participate in this important business challenge.

For more information including competition rules, go to [www.sba.gov/innovateHER](http://www.sba.gov/innovateHER).

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SOURCE:

## Finding a Fix for Government Performance



Continued from page 1

### Performance Management

Government performance is a pervasive concern among citizens, Congress and, in some cases, even the agencies themselves. Performance management should be treated as an ongoing process. Agencies should have clear goals and objectives that are aligned from the headquarters level down to the field.

Agency leaders should develop a balanced scorecard that measures overall service, incorporating a series of metrics that are weighted in relation to each other (e.g., quality, unit cost, customer service, timeliness, employee development and satisfaction). Each scorecard should roll up to one overall number that represents the organization's performance and should have a clear line of sight from the headquarters level to the individual team and, where possible, the employee.

Effective and actionable performance standards must be developed for both transactional and nontransactional positions. Each employee should receive frequent feedback—preferably on a monthly basis. Interestingly, the Federal Employee Viewpoint Survey shows performance feedback is the No. 1 driver of employee engagement.

Goals, objectives and results should be posted throughout the organization for everyone to see. Teams should meet frequently to discuss areas for improvement, resource needs and performance problems. Where appropriate, everyone's performance should be posted (by symbol rather than by name) so no one can hide and people can learn from each other. Such peer pressure improves performance.

Rewards and recognition programs should be developed to incentivize excellence, rather than serve as disincentives—which most current programs appear to do. This means goals should be reasonable and achievable, rewards should be paid out frequently (perhaps quarterly), and they should focus on both individual and group performance.

Agencies also should use visual management to engage their employees. They can design their office space and send their message by using management principles along with the fine arts to:

- Connect employees to the mission, vision, history and their customers through visual and audio displays.
- Celebrate the great work of the employees.

- Post and share performance information from top to bottom.
- Reinforce the organization's key messages and management systems.
- Drive performance improvement.
- Positively shape the outside world's view of the organization.

This approach, along with other performance management strategies, can increase productivity, quality and service by 15 percent to 30 percent. Here is an example of a visual management roadmap posted in a government office:

### Accountability

The public believes that the government is unwilling and/or unable to hold its employees accountable, and for good reason. The private sector, for example, fires poor employees at six times the rate the federal government does. Moreover, federal employees have the same perception. Only 29.3 percent agree with the following statement in the 2016 FEVS: "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."

Through training, cultural change, human resources support and strong leadership, an agency can instill a common philosophy in supervisors, managers and executives that there must be reliable consequences for every level of performance and conduct.

In addition, agencies should require all levels of management to provide frequent feedback so employees always can see an action coming.

When dealing with problem employees, either you change the people or you change the people. The one thing that is not acceptable is the status quo. Employees will either choose to be a part of the organization or not.

Agencies must train managers to promptly and effectively deal with poor employees by:

- Not moving them to another position
- Developing appropriate documentation
- Bringing problems to a head quickly
- Taking a strong action
- Not being afraid
- Letting employees fight from the outside

Visit the link below for the full article:

[www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1858&pageID=25](http://www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1858&pageID=25)

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