



Voice of Small, Emerging Diversity Owned Businesses Since 1984

What Is A Government Shutdown, How Does It Affect You?



By Ruth Manuel-Logan

What Is a Government Shutdown?

A total of about 800,000 federal employees will not be clocking in to work as government departments no longer have free funds to pay them. These employees might not be given a check when they return either.

Shutdowns have lasted anywhere from five to 21 days in the past. When these shutdowns occur, only "essential" workers will continue to perform their duties (as outlined below), albeit with a delayed paycheck. These workers could receive retroactive pay if/when Congress decides to fund the government again, BUT the fractured nature of this Congress makes such a step unlikely.

Which Agencies Will Continue Their 'Business as Usual' Practices During the Shutdown?

Social security checks will continue to be sent out, and Medicare and other similar entitlements will go on as usual; employees who work for government functions "necessary to protect life" cannot shut their doors to the public, such as law enforcement, Homeland Security, Coast Guard, Secret Service, U.S. military, intelligence agencies, embassies, consulates that help Americans abroad, emergency medical care, border patrol, and emergency and disaster assistance. Then there are other agencies that have been deemed essential and that must remain open during government shutdowns: the banking system, operating the power grid, federal air traffic control, unemployment benefits, and food stamps programs. The agencies that have independent funding, such as the U.S. Postal Service and the Federal Reserve, will also remain open.

The federal courts will continue to operate until the 10th business day of a shutdown, and at that point, they will begin to furlough non-essential employees. Court cases will, however, continue to be processed. It will be business as usual for the U.S. Supreme Court as well.

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Tech Industry Fights to Keep EEO Data Secret: What Are Companies Hiding?

By Chris Hoenig

The tech industry is going to great lengths to keep its lack of diversity a secret.

A multiyear investigation by Mike Swift of the San Jose Mercury News has found that not only do Silicon Valley's biggest companies refuse to share their diversity data, but they have also fought to keep their information under wraps.

Swift sought diversity information from 15 of Silicon Valley's biggest players. After an 18-month battle with the newspaper, only five disclosed EEO-1 information. And in a follow-up investigation by CNN, only three out of 20 companies voluntarily provided their EEO-1 data: Dell (No. 37 in the DiversityInc Top 50), Ingram Micro and Intel.

Although the companies cited "competitive information," John Sims, a law professor at the University of the Pacific and an expert in Freedom of Information Act (FOIA) law, told the Mercury News that objections from companies such as Google and Apple were "absurd."

When the information that was gathered is analyzed, it paints a picture of declining diversity among Silicon Valley's big tech companies. Even though the companies analyzed grew in numbers between 2000 and 2008 (a 16 percent growth in the workforce), the percentages of Blacks, Latinos and women in their ranks all dropped.

Despite making up the majority of the population in Silicon Valley, women went from 37 percent of the workforce in 1999 to 33 percent in 2005. The number of Black employees dropped by 16 percent in the half-decade to start the century, while the share of Latino workers fell by 11 percent.



Image credit by www.gazelleindex.com

The same declines were seen in management-level positions. Only about 300 of 6,000 managers were Black or Latino, a 20 percent drop over five years. Women went from holding 28 percent of management positions in 2000 to 26 in 2005.

What Is an EEO-1 Report?

Every year, companies with more than 100 employees are required to file an EEO-1 report with the Equal Employment Opportunity Commission. The report is a simple, one-page form that lists employees by their self-identified race and gender.

Continued on page 6

Q&A: Progressive Policies Put Richmond, Calif. In National Spotlight

Editor's Note: Seven years ago, Richmond, Calif., became the largest city in the nation to elect a Green Party mayor, Gayle McLaughlin. During her tenure, Richmond has made national and even international headlines by trailblazing progressive policies and causes, which include calling for a citywide "soda tax," suing the oil giant Chevron, and threatening to invoke eminent domain laws if banks don't agree to work with the city to keep residents facing foreclosure in their homes. McLaughlin spoke to Richmond Pulse about her standoff with the banks and a recent trip to Ecuador, where she visited communities devastated by the environmental

impact of Big Oil.

RP: What do homeowners facing foreclosure in Richmond need to know right now about the city's plan to invoke eminent domain?

We call it the Cares Program or the Local Sensible Reduction Program because, first and foremost, we would like to continue to call on the banks to work with us, to cooperate with the City of Richmond to sell us these underwater mortgages, and to do it voluntarily in a cooperative way so that we don't have to invoke the eminent domain process, although we hold open the option. We fully believe it's within our legal

rights to do so, to help our community.

We continue to have this ongoing housing crisis. Many of our neighborhoods continue to spiral downward. When one home goes into foreclosure, nine other homes are impacted. [Foreclosures] create blight in the neighborhood, and then all the property values of the neighborhood go down. That means less property tax revenue for the City of Richmond. It also means more crime, because blight attracts crime.

So this is an opportunity for the city to acquire these loans and work with the hom-

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This is a Complimentary Copy. Paid subscribers receive first class mail.

PUBLISHED BY SMALL BUSINESS EXCHANGE, INC.
 703 Market St., Ste 1000, San Francisco, CA 94103

PRSRD STD
 U.S. Postage
 PAID
 San Fran CA 941
 Permit No. 820

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Entrepreneurship: Question And Answer (Q&A) Guide To Starting And Operating A Small Business

An entrepreneur can be defined as a person who creates, assumes the risk, and manages a business. The term has French origin and first appeared in 1723.

"The engine that keeps whole national economies on track is driven by entrepreneurs and small business owners. Together they create jobs, fuel growth and ultimately, transform communities. This means it's vital that governments, investors and educators find ways to harness this energy source. It also means that encouraging entrepreneurs to start again when a business fails is fundamental to a healthy economy." – Richard Branson, "Like A Virgin: Secrets They Won't Teach You at Business School", Portfolio/Penguin 2012.

According to the SBA, in 2012, there were more than 27 million small businesses in the U.S. – defined as firms with 500 or fewer employees. These small businesses employed 60 million people (42% of the 153 million people employed in the U.S.). Nine percent of U.S. adults (ages 18 and older) were established small business owners.

A successful entrepreneur must have the following abilities and characteristics:

- Vision and the ability to create value for customers and make money doing it
- Common sense
- Realistic
- Determination and Resilience (ability to bounce back after failure)
- Confidence
- Ability to listen
- Great work ethic
- Financial acumen
- Leadership skills
- Management skills
- Project Management skills
- Employee engagement skills
- Problem-solver
- Detail-oriented
- Negotiation skills
- Willing to admit mistakes
- Risk-prone (calculated risk)
- Build real relationships
- Willing to seek expert input
- Have a mentor
- Physically and mentally healthy
- Willing to stay on the battlefield until you die
- Have a way out if things go wrong

What follows is a Q&A guide to starting and operating a small business. The guide is not an exhaustive list. It is arranged in 10 sections: Conception, Formation, Financing, Launch, Staffing, Marketing, Operations, Ethics, Growth, and Additional

Thoughts. The inspiration for the guide was a blog by James Altucher named, "The Altucher Confidential." Some thoughts within the Q&A guide may be slightly off-base or fall short for your type of small business. In that case, see Q&A #64 and #65 below. Feel free to continuously improve the guide.

CONCEPTION

1. **WHAT SHOULD BE YOUR INITIAL THOUGHTS?** First, do you have the abilities and characteristics to start a business? Second, identify your product or service. Third, decide how you will attract customers. Fourth, determine how much it will cost to start the business. Fifth, determine how you will make money – not revenue, but profits.

2. **DO YOU NEED A BUSINESS PLAN?** Yes. If you intend to seek outside financing (equity or debt), a business plan is a particular requirement. Even without the need for outside financing, a business plan is valuable because it serves as your roadmap. It outlines the structure, target customers, competitors, attributes, operations, and finances of your business. The mission of "business" is to create value. Your business plan serves as your road map to create value for customers and how you intend to make money doing it.

3. **SHOULD YOU RESEARCH THE COMPETITION?** Yes. Your findings should be a component of your business plan. You also need to research the industry you will enter, the business environment, and the customer characteristics, needs and preferences.

4. **YOU HAVE LOTS OF BUSINESS IDEAS, HOW DO YOU PICK ONE?** See Q&A #1 above, prioritize your ideas, and make a selection.

FORMATION

5. **SHOULD YOU REGISTER YOUR BUSINESS WITH THE SECRETARY OF STATE?** Yes. First, name your business. Second, make sure the name is available in the state in which you will register and incorporate. Third, register your business name in the state. Fourth, decide upon your business legal structure (i.e., partnership, LLC, Corp, etc.). Fifth, incorporate your business. Sixth, get a federal tax ID number ("EIN"; Employer Identification Number). Seventh, obtain state and local tax registration, as applicable.

6. **SOLE PROPRIETORSHIP, C CORP, S CORP, PARTNERSHIP, NONPROFIT, OR LLC?** If you intend to generate and keep profits from your business (not be a nonprofit business), an LLC may be the least complicated legal structure that provides the best protection against personal liability. With an LLC, if you have business partners (members), take care in the preparation of the Operating Agreement. The devil is in the details. Try to envision "what can go wrong", including how a member would be terminated from the business. Silence on such issues may create problems down-the-road.

FINANCING

7. **HOW SHOULD YOU FINANCE YOUR BUSINESS?** First, if you can, use your own money to get started. It is quick, has no payback terms, and does not require you to give equity to anyone else. Your next consideration is family and close friends; people who believe in you and will not make significant demands upon you in exchange for lending the money. Third, explore the possibility of accessing government grants and low-interest loans.



Darryl K. Henderson, J.D., Street Articles Author

Fourth, consider a bank loan, but be prepared to demonstrate a strong credit history, pledge assets for collateral (perhaps your personal assets), and to execute a personal guarantee. Fifth, look to use your credit cards, but recognize that you will likely pay very high interest rates on the credit card balance. Sixth, consider venture capital investment. But, this type of funding is only for businesses that have a strong possibility for growth. You will have to give-up a significant portion of ownership, the venture capitalist will command extensive management involvement, and the pressure to generate profits will be intense. Finally, consider other methods, like angel investors, crowdfunding, bootstrapping, business competition prizes, etc.

8. **SHOULD EVERY MEMBER OF THE LLC BE REQUIRED TO CONTRIBUTE CAPITAL?** Yes, in some form or fashion. Otherwise, they are an associate, not an owner. When the heat gets turned-up, an associate acts differently than an owner.

9. **DO YOU NEED A LINE OF CREDIT?** A line of credit ("LOC") is a great business asset to have for ad hoc, short-term cash flow management. It can be personally financed or obtained from a financial institution. If you seek an LOC from a bank, be prepared to demonstrate a strong credit history, and be prepared to pledge assets for collateral.

10. **HOW MUCH EQUITY SHOULD YOU GIVE A PARTNER?** Distribute equity based upon, in priority order, capital contributions, created the product or service, raised capital, manages the company, and generates revenue.

11. **HOW MUCH DILUTION IS TOO MUCH?** It depends. How much money would you make with the additional capital infusion? How much control of management do you have to give up? What is your tolerance? Is this saying applicable: "100% of a little is worth less than 10% of a bunch?"

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EDITORIAL POLICY—The Small Business Exchange is published weekly. Publication is extended by one day for weeks in which holiday occurs on a Monday.

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The Small Business Exchange is adjudicated as a newspaper of general circulation by the Superior Court of the City and County of San Francisco, State of California, under the date January 29, 1988. Organized 1984.

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Outstanding Achievement as a Vendor/Supplier

• **COUNTY OF LOS ANGELES**
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• **BAY AREA CONTRACT COMPLIANCE**
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• **NAMCSC**
Minority Advocate

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ISSN 0892-5992

SBE is a certified DBE - CA UCP Firm #5988

NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers
For Construction of Magnolia Avenue/BNSF Railway Grade Separation

**In the City of Riverside and Home Gardens area For the
 County of Riverside Transportation Department**

Project No.: B7-0784

DBE Goal: 2.9%

REVISED Bid Date: October 23, 2013 – 2:00 PM

Plans and Specifications are available for view at our main office in Riverside or May be purchased from the Transportation Department at: 3525 14th Street, Riverside, California 92501, (951) 955-6780.

Quotes requested for contractors, suppliers and service providers include, but are not limited to: Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Flashing Arrow Sign, Type III Barricade, Water Pollution Control, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Asphalt Concrete Pavement, Remove Concrete, Bridge Removal, Clearing and Grubbing, Remove Tree, Roadway Excavation, Lead Compliance Plan, Imported Borrow, MSE Walls, Temporary Shoring, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Slurry Seal, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Furnish & Drive Steel Pile, Noise Monitoring, CIDH Concrete Piling, Prestressing, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Structural Concrete (Approach Slab), Structural Concrete (Barrier Slab), Architectural Treatment, Anti-Graffiti Coating, Decorative Tile, Minor Concrete, PTFE Bearing, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Masonry Walls, Structural Steel, Painting Structural Steel, Roadside Sign, Install Sign, Reinforced Concrete Pipe, Welded Steel Pipe Casing, RCP Flared End Section, Rock Slope Protection, Slope Paving, Minor Concrete (Structure), Rock Slope Protection Fabric, Isolation Casing, Miscellaneous Metal (Bridge), Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Wrought Iron Fence, Chain Link Railing, Metal Railing, Tubular Handrail, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Crash Cushion, Pavement Marking, Traffic Stripe, Pavement Marker, Landscaping, Irrigation, Signal & Lighting, Lighting & Sign Illumination, Ductile Iron Pipe, Waterline, Fire Hydrant, Sewer Pipe

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept:

1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449

Email: jerome.dipadova@skanska.com

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

Salt Creek Bridge Replacement

Caltrans Contract No.: 08-449104

District 08 on Route 111

DBE Goal: 12%

Bid Date: October 10, 2013 – 2:00PM

Plans and Specifications are available for view at our main office in Riverside or on the Caltrans website: http://www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php

Quotes requested for contractors, suppliers and service providers include, but are not limited to: asphalt concrete material & paving, bridge removal, fencing, imported borrow, reinforcing steel, traffic control system, AC Dike, Aggregate base, Biologist monitoring, CIDH piling, Concrete Barrier, construction area signs, Erosion Control, Fish protection, Hydro-seeding, Isolation Casing, Joint Seal, Metal beam guard rail, Minor concrete, Precast Girders, Roadway Excavation, Rock Slope protection, Steel Bridge Railing, Storm drainage, Structure excavation, Temporary & permanent striping, Temporary signal system, Trucking, Waterproofing

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Skanska Estimating Dept:

1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449

Email: Tom.Evans@skanska.com

Sukut Construction, LLC

Is requesting sub-bids/supplier quotes from qualified SBE, VSBE, MBE, WBE, DVBE, LBE, and OBE Subcontractors, Suppliers, and Manufacturers for the following (but not limited to) work:

Subcontractors

Electrical, Electrical Trenching, Rail Installation, Asphalt Paving, Concrete Paving, Concrete Curb & Gutter, Demolition, Structural Steel Erection, Fence and Barriers, Painting, Striping, Hazardous Material Removal, Reinforcing Steel, Survey

Vendors

Reinforced Concrete Pipe, PVC Pipe, Ductile Iron Pipe & Fittings, Ready Mix Concrete, Aggregates, K Rail, Misc. Metal, Pre-Fab Buildings, Pre-Fab Canopy, Signs, Trucking, Temporary Offices, Geotextiles, Pre-Cast Concrete Vaults, CPM Scheduling, SWPPP

HARBOR DEPARTMENT of the CITY OF LOS ANGELES

Port of Los Angeles

Berths 142-143 Backland Improvements

San Pedro, CA

Specification No. 2756

BID DATE October 15, 2013 @ 2:45 p.m.

Sub & Vendor Bids Due Prior



Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Steve Reiser

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

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

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

Sukut Construction, LLC is an Equal Opportunity Employer

RGW Construction Inc. is seeking all qualified DBE (Disadvantaged Business Enterprises) for the following project:

**State Highway in Santa Clara County Near Gilroy at Various Locations from 0.2 Mile North of
 Bella Vista Lane to 0.2 Mile East of Watsonville Road**

Caltrans Contract No. 04-2A2504

Federal Aid Project HSSTP-S152(080)E

Engineer Estimate: \$14,100,000 - 700 Working Days

Goal: DBE 11%

Bids: October 8, 2013 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to) Oils (Prime & Tack), Construction Area Signs, Traffic Control, Cold Plane, Demolition of Concrete Barrier, Clear & Grub, Erosion Control, AC Dike, Reinforcing Steel, Signs Roadside, Object Marker, MBGR, Concrete Barrier, Thermoplastic and Painted Traffic Stripe & Marking, Temporary Signal Systems, Message Signs Modify, SWPPP Planning, Trucker, Soil Nails, Shotcrete, Underground, Rumble Strip, Painting & Staining Concrete (Anti-Graffiti).

Scope of Work: Roadway for realignment, and construct retaining walls.

RGW is willing to breakout any portion of work to encourage DBE participation. Contact us for a specific item list.

Plans and Specs are available to view and copy at our office or the Caltrans website www.dot.ca.gov/hq/esc/oe/. Contact John Pitsch 925-606-2400 john.pitsch@rgwconstruction.com for questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

RGW Construction, Inc.

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925

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NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS



Arntz Builders, Inc.

19 Pamaron Way • Novato, CA 94949 8 415-382-1188 • Fax: 415-883-7529
 Contact: Kathy Rowen or Adrienne Lewis
 bid@arntzbuilders.com

REQUESTS QUOTATIONS FROM ALL CERTIFIED DVBE/SBE/DBE/WBE/MBE/LBE and ALL QUALIFIED SUBCONTRACTORS & SUPPLIERS **FOR ALL TRADES** FOR THE FOLLOWING PROJECT:

**MODERNIZATION AT MONROE ELEMENTARY SCHOOL
 SAN FRANCISCO UNIFIED SCHOOL DISTRICT
 SAN FRANCISCO, CA**

**BID DATE: OCTOBER 15, 2013 at 2:00pm
 ESTIMATE: \$6,500,000.00**

Bonding, Insurance, Technical Assistance available. Plans available in GC's Plan room. Successful subcontractors will be required to sign Arntz Builders inc standard subcontract agreement which includes the right for Arntz Builders inc to require subcontractors to provide a 100% faithful performance and payment bonds of the subcontract price from a treasury listed surety company acceptable to Arntz Builders. Bond premium to be included in bid as a separate item. Subcontractors will be required to provide a waiver of subrogation endorsement to their workers compensation insurance.

We are signatory to the Carpenter's and Laborer's Collective Bargaining Agreements

This project has a Project Labor Agreement.

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WE ARE REQUESTING QUOTES FROM ALL CERTIFIED DVBE/MBE/DBE/WBE CONTRACTORS FOR THE FOLLOWING PROJECT:

**Monroe Elementary School, Project No. 11501
 260 Madrid Street, San Francisco, CA 94112**

BID DATE/TIME: Tuesday, October 15, 2013 @ 2:00 PM

PROJECT DESCRIPTION: Extensive modernization and voluntary partial seismic strengthening: Modernize existing building including but not limited to construction of accessible restrooms, new finishes throughout, remodel all classrooms, provide new casework, provide new warming kitchen, modernize and expand multi-purpose room, modernize library, braced frame modifications and footing upgrades, fire sprinkler & fire alarm systems, and hazmat abatement. Disconnect and demolish (e) portable classroom & toilet buildings. Site work including but not limited to replacement of fence & gates, play structure modifications and new safety mats, ADA ramps & door landings, Hazmat abatement, and resurfacing and striping of yard.

PREVAILING WAGE RATES EST. \$6,500,000.00 PLA/PROJECT LABOR AGREEMENT

Plans are available to view at the Fine Line Construction office or you can contact us in writing and request that we send them electronically to you. You may also purchase or view them at the following locations: ARC Northern California; Asian Inc; Most all Northern CA Builder Exchanges; EBidboard; El Dorado Builder Exchange; Marin Builders Association; McGraw-Hill/Dodge-Daily Pacific Builder; Reed Construction Data; Sub-Hub.

Trades Needed (but not limited to): SITE CONSTRUCTION, CONCRETE, METALS, WOOD AND PLASTICS, THERMAL AND MOISTURE PROTECTION, DOORS AND WINDOWS, FINISHES, SPECIALTIES, EQUIPMENT, FURNISHINGS, SPECIAL CONSTRUCTION, MECHANICAL, ELECTRICAL, AND HAZARDOUS MATERIALS.

PLEASE SEND BIDS TO (415) 512-7688 NO LATER THAN 1:00 PM ON THE DATE OF BID

Fine Line Construction is signatory to the Carpenter's and Laborer's Agreements. Successful Subcontractors will be expected to execute a standard Fine Line Construction Subcontract Agreement.

WE ARE AN EQUAL OPPORTUNITY EMPLOYER

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Hwy 128 Roadway and Slope, Booneville
 Caltrans #01-476604**

BID DATE: October 8, 2013 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Biologist, Natural Resource Protection Plan, Destroy Well, Adjust Utilities to Grade, Cold Plane AC, Clearing & Grubbing, Develop Water Supply, Structure Excavation, Structure Backfill, Planting, Erosion Control, Hydroseed, Rumble Strip, AC Dike, Tack Coat, Ground Anchor, Minor Concrete, Bar Reinforcing Steel, Structural Shotcrete, Roadside Signs, Rock Slope Protection, Misc. Iron & Steel, Fencing, Delineator, Marker, Striping & Marking, Temporary Active Treatment System and Construction Materials

O.C. Jones & Sons, Inc.

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

Contact: Dan Palmer

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

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

Hwy 12 Widen Shoulders and Intersections

Rio Vista - Caltrans #04-2A6204

BID DATE: October 16, 2013 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Striping & Marking, Portable Changeable Message Sign, SWPPP, Water Sampling & Analysis, Storm Water Annual Report, Water Quality Monitoring Report, Erosion Control, Sweeping, Wildlife Exclusion Fence, Temporary Fence, Treated Wood Waste, Abandon Culvert, Cold Plane AC, Clearing & Grubbing, Imported Borrow, Imported Topsoil, Hydromulch, Hydroseed, Compost, Crack Treatment, Geosynthetic Pavement Interlayer, Rumble Strip, Data Core, AC Dike, Tack Coat, Steel Sheet Piling, Structural Concrete, Minor Concrete, Roadside Signs, Pipe Culvert, Rock Slope Protection, Misc. Iron & Steel, Fencing, Object Marker, MBGR, Channelizers, Hydraulic Mulc-BFM, Vegetation Control - Concrete and Construction Materials

O.C. Jones & Sons, Inc.

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

Contact: Dan Palmer

An Equal Opportunity Employer

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

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**CA Dept. of Transportation
 CT 04-0A5344 Cordelia**

Realign I-680 to Connect Directly with the I-80/SR-12 Interchange

BID DATE: October 29, 2013 @ 2:00 PM

O. C. Jones & Sons, Inc. is soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Pavement Delineation, Striping, Portable Changeable Message Signs, Temporary Railing (Type K), Dewatering, Prepare Storm Water Pollution, Temporary Erosion Control, Street Sweeping, Geomembrane Liner, Fencing, Underground Storm, Metal Beam Guard Railing, Cold Plane AC, Demolition & Removals, Clearing & Grubbing, Ground Improvements, Imported Borrow, Geotextile, Underground Water, Erosion Control, Hydroseed, Lime Stabilized Soil, Rapid Strength Concrete Base, Asphaltic Emulsion, Asphalt Dike, Tack Coat, Jointed Plain Concrete Pavement, Seal Pavement Joint, Mechanically Stabilized Embankment, Minor Concrete, Sign Structure, Roadside Sign, Pipe Underdrain, Delineator, Vegetation Control, Chain Link Railing, Concrete Barrier, Electrical Lighting & Signalization and Construction Materials.

Contact: Jean Sicard @ OCJ (510) 526-3424 or (510) 809-3411 • jsicard@ocjones.com

Flatiron West, Inc. is soliciting quotes (including but not limited to):

Bridge Demo, Joint Seal Assembly, Post Tensioning, Rebar, Bridge Concrete Barrier, Furnish & Erect Precast Girders, Ready Mix Concrete, Concrete Pumping, Steel Pipe Pile, PTFE Bearings, Bridge Bearing Pads, Form Liner, Traffic Control, Misc. Metals including Bridge Deck Drainage, Waterline Hangers, Saddles and Brackets

Contact: Blaine Austin @ Flatiron West @ (707) 742-6017 • BLAustin@flatironcorp.com

**O.C. Jones & Sons, Inc. and Flatiron West, Inc.,
 A Joint Venture**

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

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



A Joint Venture in Association with LANITY Ltd

**Santa Clara Valley
 Transportation Authority
 Design-Build Contract DB1102F
 Silicon Valley Berryessa Extension Project C700**

Procurement opportunities through Skanska-Shimmick-Herzog will be diverse and ongoing.

Please visit: www.sshjv-c700.com

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

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NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS

McCarthy Building Companies, Inc.
IS SEEKING BIDS FROM QUALIFIED DVBE SUBCONTRACTORS & SUPPLIERS:

**JORDAN HIGH SCHOOL PHASE 1A
 INTERIM HOUSING / PARKING LOT / TENNIS COURTS
 6500 Atlantic Avenue, Long Beach, CA 90805**

McCarthy Building Companies, Inc. is the General Contractor on the above referenced project and is requesting a proposal from you for labor and/or material in your specialty of work.

SUBCONTRACTOR BIDS ARE DUE Thursday, Oct. 24th, 2013 at 2:00 PM.

McCarthy Building Companies, Inc. as the General Contractor invites your prequalified firm to propose on the PHASE 1A INTERIM HOUSING at the JORDAN HIGH SCHOOL project for the construction of a 53-unit Interim Housing Village, a 29-stall Parking Lot, 6 post-tensioned Tennis Courts, a new Main Service Electrical Yard, and Underground Infrastructure for future phases of Site Utilities and Conduit Ductbanks for power & communications. Interior building trades include new & relocated cabinetry, signs, new sinks, Communications & Fire Alarm. Sitework includes earthwork, underground utilities, site concrete, AC paving, pavement markings/signs/bumpers, fencing, tennis courts, landscaping & site electrical. The approximate construction value is \$4.0 million with an 8-month duration.

Work categories include: Survey, Erosion Control, Demolition, Earthwork, Site Utilities, Fences and Gates, AC Paving, Pavement Markings, Site Concrete, Post-tensioned Tennis Courts, Landscaping, Rough Carpentry, Finish Carpentry, Painting, Signage, Screens & Mounts, Window Coverings, Plumbing, Electrical/Fire Alarm/Low Voltage Communication Systems, and Final Cleanup.

This is a prevailing wage project with an OCIP requirement.

Prequalification - All subcontractor bidders must be prequalified to participate in this bid. Contact Kevin Helgevoid at McCarthy Building Companies for Prequalification Form & instructions. Suppliers: A list of prequalified subcontractors is available upon request.

Bid Documents - An electronic CD of the bid documents is available upon request.

Disabled Veteran Business Enterprise (DVBE)

The District has adopted a Disabled Veteran Business Enterprise Participation Program (DVBE), which includes businesses owned by Disabled Veterans. The District has established participation goals to attain 3 percent going to DVBE.

McCarthy is an equal opportunity employer and encourages DVBE participation.

A 100% Performance & Payment Bond will be required from an admitted surety for subcontracts over \$100,000. Upon request, subcontractors will be required to provide evidence of their ability to provide same within twenty-four (24) hours.

McCarthy Building Companies, Inc.

Kevin Helgevoid x73392, Preconstruction Director
 20401 SW Birch Street, Suite 300, Newport Beach, CA 92660
 Phone: (949) 851-8383 • Fax: (949) 756-6841



We are requesting bid quotations from all DVBE, SBE, CBE, WBE, & MBE Subcontractors and Suppliers for the following:

**Project: Monroe Community Wellness Center
 9119 Haskell Avenue, North Hills, CA 91343**

Description: Design-Build, New 1-story building. Wood frame structure. Approximately 13,600 SF.

- Prevailing Wage
- Local hiring requirements

Bid Due Date: October 18, 2013 at 2pm

Pankow

Contact: **Monica Jimenez (626) 304-1190**
 199 S. Los Robles, Suite 300 • Pasadena, CA. 91101

DL Falk Construction is requesting subcontractor / supplier bids from certified DVBE, DBE, WBE, SBE & MBE Companies for the above project:

**Monroe Elementary School Modernization
 260 Madrid Street, San Francisco, CA 94112
 Bid Date: October 15, 2013 at 1:00 PM**

Scope includes hazmat abatement, selective demo, underground utilities, concrete patching, structural steel, metal fabrication, rough carpentry, case-works, insulation, roofing, floor/wall/ceiling finishes, metal doors & hardware, specialties, equipments, HVAC, plumbing, electrical and etc...

D.L. Falk Construction, Inc.

3256 Investment Blvd. • Hayward, CA 94545
 Phone 510-887-6500 • Fax 510-887-6501

Bid Documents are available for viewing at our office, or at local Builders Exchanges

Requesting Sub-bids from Qualified SBE/DVBE/MBE/WBE/OBE Subcontractors for:

**PRIMARY COLLECTION
 AGENCY SERVICES
 Los Angeles**

**Department of Water & Power
 Deadline: October 29, 2013**

For information on the availability of plans and specifications and the bidder's policy concerning assistance to subcontractors in obtaining bonds, lines of credit, and/or insurance, please contact our office.

National Recovery Agency

2491 Paxton Street, Harrisburg, PA 17111
 (800) 360-9953 option 1, extension 3071
 (800) 360-9954

ksommerlot@nragroup.com

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Looking for
 Subcontractors, Vendors,
 and Suppliers?

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

With a monthly readership of 45,000, SBE reaches a diverse audience, cutting across ethnic and gender lines as well as traditional industry segments.



Requesting sub-bids from qualified SBE/MBE/WBE/DVBE Subcontractors and Suppliers

J.F. Shea Construction, Inc. is bidding this project and solicits your participation in preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items: DEWATERING, STEEL LINER INSTALLATION, STEEL PIPE, STEEL LINER, DIS-INFECTION, FENCING, REVEGETATION, READY-MIX CONCRETE, REINFORCING STEEL, CEMENT MORTAR LINING, PAINTING AND COATING, ELECTRICAL, INSTRUMENTATION, AND CATHODIC PROTECTION.

Pipeline 3 Desal Relining San Marcos to Twin Oaks

Location: San Marcos, CA

Owner: San Diego County Water Authority

Estimated Cost: \$30,000,000 - \$35,000,000

Bid Date: October 15, 2013 @ 2:00 PM

J.F. Shea Construction, Inc.

(An Equal Opportunity Employer)

667 Brea Canyon Road, Suite 30 • Walnut, CA 91788-0489

Phone: 909-595-4397 • Fax: 909-444-4268

Contact: Lori Olivas, lori.olivas@jfshea.com

Plans are available from: Free download available from San Diego County Water Authority's website at: <http://www.sdewa.org/contracting-opportunities>, which has links to the contract documents via The Network.

Plans may also be viewed at the Dodge News Plan Rooms and at

J.F. Shea Construction office, 667 Brea Canyon Road, Suite 30 • Walnut, CA 91788

Bidders are required to read and understand owner's requirements including warranty requirements. Bidder's or manufacturer's standard warranties will not be accepted unless they comply fully with owner's requirements.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested MBE/WBE/SBE/DVBE firms and intends to utilize the lowest responsive bidder.

BLOCKA CONSTRUCTION, INC.

REQUESTS QUOTATIONS FROM ALL QUALIFIED SUBCONTRACTORS AND SUPPLIERS, INCLUDING CITY AND COUNTY OF SAN FRANCISCO SMALL AND MICRO LBE FIRMS, FOR THE FOLLOWING PROJECT:

**Broadway Tunnel Ventilation Upgrade
 (DPW Contract No. 2143J)**

**OWNER: City and County of San Francisco –
 Department of Public Works**

BID DATE/TIME: October 16, 2013 – 2:30 PM

Qualified Subcontractors and Suppliers, including City and County of San Francisco Small and Micro LBE firms, wanted for the following items, including, but not limited to: Concrete, Demolition (including concrete and equipment), Sheet Metal Fabrication, Painting, Duct Cleaning, Electrical, Traffic Control, HVAC Testing & Balancing, HVAC Controls, CO2 Monitoring

Bonding, insurance, lines of credit and any technical assistance or information related to the plans or specifications and requirements for the work will be made available to all interested firms.

Plans available for viewing at:

Blocka Construction, Inc.

4455 Enterprise Street, Fremont, CA 94538

Contact: Lori Magruder – lmagruder@blockainc.com

P: 510-657-3686; F: 510-657-3688

WE ARE AN EQUAL OPPORTUNITY EMPLOYER - CA LICENSE NO. 679326



Project Name: Hunter's View Phase II – Infrastructure

Location: San Francisco, California

Bid Date: October 24, 2013 @ 2pm

Pre-Bid Conference: October 10, 2013 @ 10am

Location: West Point Rd. Hunters View in San Francisco within the fenced construction site. Meet outside existing job trailer at the corner of West Point and Middle Point.

Cahill/Nibbi JV has been selected as the General Contractor for the Hunter's View Phase II Infrastructure project in San Francisco, CA. We are requesting bid proposals from qualified subcontractors including those certified with the Successor Agency to SFRA. Interested subcontractors will receive an email notification via NewForma to download bid documents in order to provide proposals no later than Thursday, October 24, 2013 @ 2:00pm. The project will consist of performing all building services and utility infrastructure work for Phase II. Work includes, but is not limited to demolition of building slabs and foundations, earthwork and shoring, security, survey, joint trench, site utilities and exterior improvements such as landscape, asphalt and concrete paving. The Successor Agency to SFRA participation goal has been established for this project at 50% for SBE Subcontractors and we highly encourage all certified firms MBE, WBE, SBE and LBEs to bid.

For information regarding this project

please contact Alan Holmberg via email at alanh@nibbi.com

To obtain bid and contract documents please email Kristin Medwick at kristinm@nibbi.com.

FAX OR EMAIL PROPOSALS TO: NIBBI BROTHERS GENERAL CONTRACTORS

Fax: 415-241-2951 / Email: bids@nibbi.com.

What Are Companies Hiding?

■ Continued from page 1

While the data is officially listed as confidential by the government, companies do have the option to publicly share their EEO-1 data. Merck & Co. (No. 12), IBM (No. 24) and The Coca-Cola Company (No. 38) are just some of the companies that have made and/or continue to make this information available. (Merck's and Coca-Cola's reports are on their respective websites.) FOIA requests for EEO-1 data are considered on a case-by-case basis.

Most tech companies have also declined to participate in the DiversityInc Top 50 survey over the past 14 years. While Dell, IBM and Microsoft (No. 44) appear on the list this year, companies like Google, Apple, Yahoo!, Oracle and Facebook have never participated. Perhaps not coincidentally, none of the former have headquarters in Silicon Valley, while the latter all do.

Fighting to Keep Data a Secret

Many of the companies, based in an area with a population of more than 4 million people, declined to provide the information. Six companies went so far as to file lawsuits to block the requests, claiming that sharing the information would give competitors an insight into their business practices and potentially hurt the company.

"One of the main ways that we track how society is doing—in terms of race relations, in terms of eliminating discrimination, in terms of promoting diversity—is by looking at statistics,"

said Richard Ford, a Stanford University law professor who is an expert in civil-rights and anti-discrimination law. "But if we can't get the data, we can't know if it's a problem or not."

"The whole debate on affirmative action is based on the question, 'Is racial discrimination a thing of the past, or is it still going on?'" Sims said. "These companies are very interesting to look at because they are new and they are not just in the rut of what they were doing 50 years ago—because they didn't exist 50 years ago."

Google publicized its donation of more than \$8 million in money and equipment in late 2009 to help candidates from underrepresented groups find work in the tech industry (Google had \$23 billion in gross revenues that year), yet the company still fought to keep its own diversity data a secret. "We don't release this information for competitive reasons," a spokeswoman said.

A judge agreed, allowing industry giants Google, Apple, Yahoo!, Oracle and Applied Materials to withhold their employment data. "The companies have articulated to us that they are in a highly competitive environment in which less mature corporations can use this EEO-1 data to assist in structuring their business operations to better compete against more established competitors," Labor Department Associate Solicitor William W. Thompson II wrote. Only HP lost its battle.

Website: www.diversityinc.com/news/tech-industry-fights-keep-eoo-data-secret-companies-hiding/

Source: DiversityInc

Progressive Policies In Richmond, Calif.

■ Continued from page 1

owner to refinance with a lower principal. That way, families stay intact and they'll have money in their pockets (that will help) our local economy.

RP: Once again, Richmond is making national headlines.

We're in the process of building a national movement. We want other cities to join us in a JPA -- a Joint Powers Authority. Just this morning I was in San Francisco at a meeting with two supervisors, and there are other cities in California looking at this: Oakland, Vallejo, El Monte. Across the nation there are cities like Newark, New Jersey, Long Island, New York, and Seattle. And Richmond has played a leading role. We got articles in USA Today, the Washington Post, New York Times, LA Times, MSNBC, CNBC, and we were on PBS News Hour.

The idea is to build a national movement to put pressure on the banks that got the \$1.2 trillion bailout. They (the banks) haven't provided a solution and the federal government hasn't provided a solution, so we're stepping in with a common sense fix that will help everybody. It'll help the housing market because we'll be fixing a problem that continues to spiral down.

RP: What kind of timeframe do you see this being played out on?

GM: We didn't really put forward a timeline as to when to come back to the council but I'm going to guess that within the next couple of months, staff will have moved forward (with the creation of a JPA) and in the meantime I am reaching out to other cities to actually join this JPA. We're moving forward step by step, cautiously but firmly, because we have to.

Even though the city has done nothing as far as eminent domain at this point, Wells Fargo and Deutsche Bank attempted to sue the city [on the grounds that] we were considering it. And the court said (to the banks), you can't do that. At this point though, they're still trying very hard and we want to be able to move forward and again, we hope that the banks open their eyes and say, hey, this is a good thing.

RP: What do you say to critics who claim the move would hurt the city financially in the long run by dissuading potential investors and damaging credit?

GM: The threats that Wall Street and their lobbyists have made to restrict credit in Richmond are totally illegal. What they're talking about is called "redlining." We went through that years ago, and we fought battles to stop redlining of communities where credit had been restricted. We overcame that, and we can't go back in history. There are laws on the books, and in fact, there are civil rights firms that have engaged with the City of Richmond

to say they'd be happy to defend us if any of these practices actually get implemented. In Richmond, 70 percent of our community is people of color. Restricting access to credit -- either to residents who want to move within the city or to people who want to move into Richmond -- would [be] a civil rights issue. But we actually don't think they (the banks) will act in that way. These banks and these lobbyists are trying to scare, and they have managed to scare some on the Richmond council. But, by far, the larger number of community members are in favor of this. I get so many emails, hard copy letters and phone calls from people in Richmond, and from people all around the country, who think this is really a sound, innovative solution.

Richmond Pulse: Switching gears now, why did you recently visit Ecuador, and what did you see there?

Mayor Gayle McLaughlin: I was invited (by government officials) to go to Ecuador to see the contaminated areas of the Amazon rainforest. It was a wonderful trip -- so profoundly important and informative. I saw some of the worst (environmental) damage. The Ecuadorian rainforest is just a beautiful area and to see [a] pit filled with sludge -- this thick, oily sludge -- was just really tragic.

There are something like 1,000 open pits in the rainforest where there is sludge and contaminated water from Chevron-Texaco's processing and drilling. This contamination was just haphazardly thrown into the rainforest, thrown into these pits, without any lining. This was a deliberate spilling onto the roads and into the rivers and streams. [The waste] in these pits has seeped down into the water table, into the ground water, and this impacted the lives of the indigenous people who lived [there], who drank the water, washed their clothes, did their dishes, did their cooking, and fished in the rivers and streams. So now they have a huge outbreak of cancer, a huge outbreak of birth defects and miscarriage, and they can no longer live in the areas where they lived.

Texaco did the damage but (then) Chevron and Texaco merged, so Chevron Corporation is responsible for cleaning up the rain forest. I felt a strong commitment to share with them the problems we're having... you know, we're suing Chevron as well in the City of Richmond for the damage they've done to our community by way of the refinery fire of 2012. So, solidarity with the people of Ecuador... it's the start of an international coming together, holding oil companies accountable for the damage they do to communities everywhere.

Website: <http://newamericamedia.org>

Source: New America Media

What Is a Government Shutdown?

■ Continued from page 1

The school federal lunch program will hopefully remain unaffected by the shutdown as schools are reimbursed for these costs on a monthly basis and are allowed to carry over funds from the previous fiscal year. According to the USDA, most schools should be fine, as far as the lunch program is concerned, through the month of October.

Congressional members can also chose to report to work during a shutdown since their salaries are written into permanent law, however, they, too, will get divided into essential and non-essential personnel -- and the latter could wind up being sent home. **The President has 90 personal aides and only 15 of them will remain on the job during the shutdown.**

President Obama will also continue to receive a paycheck during the shutdown as his \$400,000 salary falls under mandatory spending, however, his paycheck could be delayed as well if furlough's begin to affect the government's payroll processing departments.

NASA will furlough almost all of its employees but Mission Control employees in Houston will stay put as well as those at the International Space Station.

The National Weather Service and National Hurricane Center will continue to operate as usual.

The IRS will continue as usual to collect taxes and will process 2012 extensions, which have an expiration date of October 15th. Folks, however, should expect a delay in their tax refunds.

The State Department will continue their red tape processing of foreign applications for visas and U.S. passports.

The Department of Veterans Affairs will run their offices in the usual manner, because their monies are approved a year in advance by lawmakers for their healthcare programs. However, those vets who are appealing denials of disability benefits will unfortunately have to wait for a response after the shutdown.

Which Agencies Will Actually Get Shut Down and How Am I Affected?

The list of government agencies that will actually close their doors during the shutdown is practically endless but you can check

the contingency plans of each one posted at the White House Office of Management and Budget website. Meanwhile here are some examples of how the shutdown will personally affect you:

- More than 400 national parks and museums will close, including such tourist hot spots as Yosemite National Park in California, the Statue of Liberty in New York City, the Smithsonian Museum in D.C., and Yellowstone National Park in Wyoming.
- The National Institutes of Health, the nation's medical research agency based in Bethesda, Maryland, won't be accepting new patients or begin any clinical testing.
- e-Verify, the system that allows companies to check on the legal work status of an employee, will cease.
- Federally backed loans will not be available. "Federal loans for rural communities, small business owners, families buying a home will be frozen," President Obama said Friday.
- IRS taxpayer assistance hotlines and walk-in centers will be closed. All audits are also suspended (good news for many).
- As far as the Women, Infants, and Children's Program, WIC, no monies will be available to pay the administrative costs.
- Social Security will continue sending out those checks, BUT if you need replacement cards or need to schedule hearings for disability cases, you are out of luck!
- New gun permits will not be processed.
- Federal occupational safety and health inspectors will stop workplace inspections except in cases of imminent danger.

Now the clock has started on the government shutdown, and reportedly, the feds will run out of money to pay its bills by October 17th if Congress refuses to give in on an increase to the nation's \$16.7 billion debt ceiling. Obama has said he won't budge on this point either.



Minority Women Entrepreneurs: Go-Getters Without Resources

by **Natalie Madeira Cofield**

Amidst the women entrepreneurial and 'lean in' movements brought to the forefront most prominently by Sheryl Sandberg, there has been a shortage of perspectives on the difficulties of minority women who have few people and very little financially to 'lean on.' The reality is—similar to the women's suffrage movement, which for the most part excluded minority women—middle-to-upper class educated white women have driven much of the recent conversation.

In personal diatribes what is discussed is the internal debate between the nanny and quality time with children and starting a business or staying home, all of which are exorbitant luxuries to many minority women who have found themselves once again lost in the dialogue.

Katherine Weymouth—albeit a multi-millionaire heiress to the recently sold Washington Post, who too is removed from the actual plight of minority women—at least attempted to touch upon this concept in her Post op ed.

While minority and lesser-off white women remained just a stanza in the broader 'lean in' discussion, the reality is that Hispanic and African American women will play vital roles in the final frontier of the women's empowerment movement: entrepreneurialism and economic freedom.

Fastest Growing Entrepreneurial Segments

According to a report by the Center for Women's Business Research, Hispanic and African American women are the fastest growing entrepreneurial segments in the country growing at rates of 133.3% and 191.4% respectively from 1997 to 2007. Combined they represent more than two million of the roughly eight million women-owned businesses in the country and more than \$14 billion in gross receipts. Further, African American and Hispanic women are three to five times more likely to start a business than their white counterparts.

For most minority women, the problem isn't entrepreneurial appetite or the often-preached go-getter mentality; it's sufficient financial and social capital resources to 'lean on'.

Seed Capital and the Single Income Household

The impact of single parent households is a significant impediment to many aspiring entrepreneurial women of color. Particularly germane, but not exclusive to African American women is the fact that more than half will likely be unmarried and raising children in a single family home. This is due largely to the considerably lower-than-average African American marriage rate, roughly 40%.

This is evidenced by a report from the Center for Community Economic Development which found that the median net-worth for single white women was \$41,500 compared to \$100 and \$120 for African American and Hispanic women, respectively.

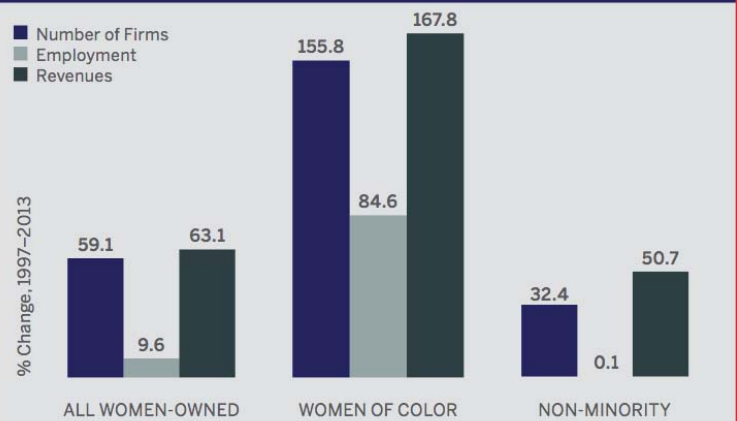
These single-parent income households place women at considerable disadvantage as they have sizably less income and even fewer diversified assets to leverage as collateral for capital and initial seed capital investments.

Lack of Vital Social Capital

Lack of social capital and societal familiarity is another hurdle many lower income and minority women struggle to overcome.

Minorities and women in general often find difficulty with connecting and developing meaningful cross-cultural, cross-economic, cross-gender relationships within the fraternal and highly homogenous business world. This lack of access to 'social' capital poses significant issues with raising actual capital and other necessary support to be successful in business.

FIRMS OWNED BY WOMEN OF COLOR DRIVING THE GROWTH IN NUMBER, ECONOMIC CLOUT OF WOMEN-OWNED FIRMS



American Express OPEN/Womenable estimates as of 2013, based on 1997-2007 data from US Census Bureau.

While minority women have historically adapted to societal changes, comfort and access to the realities of the white-male dominated business world remains a challenge. In contrast, for many upper-class white women who are already entrenched in social elements of this world, the chances of connecting with a high net-worth wife, or the husband himself, as a potential angel investor is considerably higher.

Overcoming Obstacles

In moving forward with arguably the largest women's movement in recent history, professional women must adopt the same policies and practices of inclusivity across the racial and socio-economic stratum increasingly demanded from males regarding gender.

For women of color, increased participation with women's associations, collectives and trade groups can greatly increase cross-cultural social capital and relationships. Goldman Sachs' 10,000 Women, Walker's Legacy (a business collective for women of color that I founded in 2009) and a local Women's Chamber of Commerce are just a few great places to get started.

Both elements must be encouraged and practiced to ensure adequate support for and inclusion of enterprising women of color.

Natalie Madeira Cofield is President & CEO of the Capital City African American Chamber of Commerce and Founder of Walker's Legacy, a women in business collective designed to help women of color walk into their professional passion and purpose. She can be found on twitter at @ncofield.

Source: *Forbes.com LLC*TM

Mom Turns Passion Into Small Business

Michele Pullo wondered about the direction her career was headed after the terrorist attacks on 9/11, so she quit her job selling airfreight services and began taking classes to become a yoga instructor.

"I just felt like I needed to do something that helped people," the Rancho Cucamonga resident said.

Pullo had been interested in yoga for several years, and as a former professional dancer, she had a knack for the movement and balance yoga requires.

In 2007, a couple of years after she had her first child, Pullo began teaching yoga classes for children. She enjoyed working with the youngsters, and she could see how yoga was helping them gain better balance and, perhaps, a little inner peace.

But Pullo also realized kids needed more than just yoga to be happy, calm children.

"If they were stressed out about a test, they weren't going to just stand on their head or do a tree pose in the middle of class," she said. "I wanted to teach them something more specific, something they could use anywhere."

Pullo began learning about stresses children face every day such as bullying, academics, school safety, and so on, and

she also studied a variety of methods to help kids deal with those anxieties.

"We can't protect them from the world, but we can give them tools to help them deal with those pressures," she said.

That was the beginning of Pullo's small business—happycalmchild.

The name says it all. Pullo's mission is to help children develop skills that help them cope with stress and channel the seemingly boundless energy inside them.

"All of that energy isn't a disability," she said. "We just need to teach kids to focus their energy in a way that supports them."

During Pullo's happycalmchild classes, youngsters between the ages of 3 and 12 do yoga and other movement, play focus and trust games, participate in breathing exercises and, in general, learn how to be more relaxed.

"A lot of these games and exercises are very simple, but there are a lot of levels to them," she said.

One of the children's favorite is the imagination exercise. Kids lie on the floor and with their eyes covered with eye pillows as Pullo tells them a positive, happy story.

Eye pillows are essential since getting a group of children to close their eyes isn't an easy task, but once the children are engaged in the story, their minds take over.

"Kids need to learn that it's OK to relax," Pullo said. "I know so many kids who have an activity every day of the week. They are just wiped out. If you don't learn how to relax as a child, you won't know how to do it as an adult, and that can cause all kinds of health problems."

Some of the older children in Pullo's classes also participate in journal and drawing exercises to help them learn how to express themselves and illustrate what makes them happy.

In addition to her happycalmchild classes, which take place at several preschools in Rancho Cucamonga and Upland, Pullo shares her knowledge with parent groups, and she is also in the process of creating a video parents can use to teach their children calming methods at home.

Learn more about Pullo's small business by visiting www.happycalmchild.com.

Link: www.sbcounty.gov/rutherford/report/issues/2013_3/index.html

Source: *The Rutherford Report*

Transportation, Bridges, Tunnels and Highways

Report: Over 65,000 U.S. bridges in need of repair

Motorists coming off the Frederick Douglass Memorial Bridge into Washington are treated to a postcard-perfect view of the U.S. Capitol. The bridge itself, however, is about as ugly as it gets: The steel underpinnings have thinned since the structure was built in 1950, and the span is pocked with rust and crumbling concrete.

District of Columbia officials were so worried about a catastrophic failure that they shored up the horizontal beams to prevent the bridge from falling into the Anacostia River.

And safety concerns about the Douglass bridge, which is used by more than 70,000 vehicles daily, are far from unique.

An Associated Press analysis of 607,380 bridges in the most recent federal National Bridge Inventory showed that 65,605 were classified as "structurally deficient" and 20,808 as "fracture critical." Of those, 7,795 were both - a combination of red flags that experts say indicate significant disrepair and similar risk of collapse.

A bridge is deemed fracture critical when it doesn't have redundant protections and is at risk of collapse if a single, vital component

fails. A bridge is structurally deficient when it is in need of rehabilitation or replacement because at least one major component of the span has advanced deterioration or other problems that lead inspectors to deem its condition poor or worse.

Engineers say the bridges are safe. And despite the ominous sounding classifications, officials say that even bridges that are structurally deficient or fracture critical are not about to collapse.

The AP zeroed in on the Douglass bridge and others that fit both criteria - structurally deficient and fracture critical. Together, they carry more than 29 million drivers a day, and many were built more than 60 years ago. Those bridges are located in all 50 states, plus Puerto Rico and the District of Columbia, and include the Brooklyn Bridge in New York, a bridge on the New Jersey highway that leads to the Lincoln Tunnel, and the Main Avenue Bridge in Cleveland.

The number of bridges nationwide that are both structurally deficient and fracture critical has been fairly constant for a number of years, experts say. But both lists fluctuate frequently, especially at the state level, since repairs can move a bridge out of the deficient categories

while spans that grow more dilapidated can be put on the lists. There are occasional data-entry errors. There also is considerable lag time between when state transportation officials report data to the federal government and when updates are made to the National Bridge Inventory.

Many fracture critical bridges were erected in the 1950s to 1970s during construction of the interstate highway system because they were relatively cheap and easy to build. Now they have exceeded their designed life expectancy but are still carrying traffic - often more cars and trucks than they were originally expected to handle. The Interstate 5 bridge in Washington state that collapsed in May was fracture critical.

Cities and states would like to replace the aging and vulnerable bridges, but few have the money; nationally, it is a multibillion-dollar problem. As a result, highway engineers are juggling repairs and retrofits in an effort to stay ahead of the deterioration.

There are thousands of inspectors across the country "in the field every day to determine the safety of the nation's bridges," Victor Mendez, head of the Federal Highway Administration, said in a statement. "If a bridge is found to be

unsafe, immediate action is taken."

At the same time, all that is required to cause a fracture critical bridge to collapse is a single unanticipated event that damages a critical portion of the structure.

"It's kind of like trying to predict where an earthquake is going to hit or where a tornado is going to touch down," said Kelley Rehm, bridges program manager for the American Association of State Highway and Transportation Officials.

Signs of age are clear. The Douglass bridge, also known as the South Capitol Street Bridge, was designed to last 50 years. It's now 13 years past that. The district's transportation department has inserted so-called catcher beams underneath the bridge's main horizontal beams to keep the bridge from falling into the river, should a main component fail.

Alesia Tisdall, who drove over the bridge every day for 15 years but now crosses it only occasionally, said she found its "bounce" unnerving.

"You'd look at the person sitting next to you like, 'Did you feel that bounce?' And they'd be looking back at you like they were thinking the same thing," said Tisdall, a computer systems specialist at the Justice Department.

Peter Vanderzee, CEO of Lifespan Technologies of Alpharetta, Ga., which uses special sensors to monitor bridges for stress, said steel fatigue is a problem in the older bridges.

"Bridges aren't built to last forever," he said. He compared steel bridges to a paper clip that's opened and bent back and forth until it breaks.

"That's a fatigue failure," he said. "In a bridge system, it may take millions of cycles before it breaks. But many of these bridges have seen millions of cycles of loading and unloading."

That fatigue is evident in a steel truss bridge over Interstate 5 in Washington state - south of the similar steel truss that collapsed in May. The span that carries northbound drivers over the east fork of the Lewis River was built in 1936.

Because of age, corrosion and metal fatigue caused by vibration, the state has implemented weight restrictions on the bridge. Washington state Department of Transportation spokeswoman Heidi Sause said the bridge wasn't built for the kind of wear - bigger loads and more traffic - that is now common.

"This is a bridge that we pay close attention to and we monitor very carefully," Sause said.

The biggest difference between the bridge over the Lewis River and the one over the Skagit River that collapsed May 23 is that the span still standing has actually been listed in worse condition. State officials hope to replace it in the next 10 to 15 years.



A worker drills into concrete on the underside of the newly constructed San Francisco-Oakland Bay Bridge on May 23, 2013 in Oakland, California. Bridge workers began installing large steel saddles over two seismic safety devices on the new East Span of the San Francisco-Oakland Bay Bridge to fix a problem with broken bolts on two shear keys. *Justin Sullivan/Getty Images*

Continued on page 9

California, Amtrak team up for electric train bids

By Tim Sheehan — The Fresno Bee

California and Amtrak's Northeast Corridor hope to leverage economy of scale by teaming up to seek bids from manufacturers to build dozens of new sets of high-speed trains.

The California High-Speed Rail Authority and Amtrak have been in talks since January to team up on their purchase of electric trains that will be capable of carrying passengers at more than 200 mph. Last week in Sacramento, the California agency formally authorized CEO Jeff Morales to sign an agreement with Amtrak to ask for bids.

California's proposed high-speed train system, which has been mired by controversy and opposition, would eventually link San Francisco and Los Angeles by way of the central San Joaquin Valley.

Initial operations are planned to begin by 2022 between Merced and the San Fernando Valley, and construction on the first segment between Madera and Fresno could begin this year.

Earlier this year, Amtrak announced plans to upgrade tracks on its Northeast Corridor connecting Washington, D.C., New York and Boston, and to buy new high-speed train sets for the route's Acela Express (a train set is a locomotive and accompanying passenger cars). The Acela is currently the fastest

train in the U.S., with a top speed of about 150 mph and an average of about 70 mph.

"There are significant benefits to the joint procurement," said Frank Vacca, chief program manager for the California rail agency. Combining orders for more trains "gives us a very competitive cost benefit."

The state is not spending any money now to buy trains. Paying for any orders will depend on a funding plan for the complete Merced-San Fernando Valley operating section, according to a report to the rail board.

Vacca said he anticipates issuing the joint request for proposals from train manufacturers sometime this fall, with bids due in February. Once a winning bidder is chosen, the first orders could be placed by next summer, Vacca told the board.

Vacca said the state's initial request would include about 20 trains needed for the Merced-Los Angeles operating segment. Amtrak leaders said earlier this year that they want 12 trains to increase their Acela Express service, plus 20 more to replace existing Acela equipment in the 2020s.

The state rail agency's 2012 business plan anticipated spending about \$871 million for train sets on the Merced-San Fernando Valley segment. For 20 trains, that works out to about \$43.5 million apiece. Earlier this year, the

authority said it's looking for train sets capable of carrying 450 to 500 passengers on each 656-foot-long train.

Unlike conventional freight or passenger trains that use locomotives to push or pull a string of unpowered cars, California and Amtrak are looking for "electric multiple unit" train sets configured with power/control cabs at each end and distributed power to the passenger cars to move the trains. EMU systems are common on high-speed rail lines around the world.

Because there are no true high-speed rail systems in America, "there are no North American manufacturers of high-speed rail equipment," Vacca said. "The market for these train sets is in the European and Asian markets."

Combining California's and Amtrak's orders, Vacca added, will help make it worthwhile for manufacturers who must comply with federal "Buy America" requirements for high-speed rail equipment. "It will require a technology transfer to the U.S., and it will take a period of time for the successful manufacturer to do that technology transfer."

Vacca estimated that it would likely take about 18 months for the winning bidder to design and prepare to build the train sets. Prototype trains could be delivered by December 2018, followed by a year of testing. He added that Amtrak would likely receive the

first delivery of trains for commercial service, followed by the state.

Yet to be determined is whether the California agency and Amtrak would buy the train sets outright or enter some sort of lease arrangement that would provide for guaranteed availability of trains plus maintenance.

The cost of a high-speed train set can vary wildly, depending on the requirements and configuration. A 2011 report by consultants for the U.S. Office of the Inspector General reported that the price of high-speed trains on European lines ranged from \$30 million to \$70 million each. A 2012 report to the British parliament on England's HS2 project estimated the cost of a high-speed train set at the equivalent of about \$42 million.

High-speed trains around the world

Among the companies that manufacture high-speed trains (185 mph or faster) around the world, none are in the United States. Companies, their home country and nations where their high-speed trains are in use include:

- **Alstom (France):** France, Belgium, Germany, Italy, Morocco, Netherlands, South Korea, Spain, Switzerland, United Kingdom

Continued on page 13

Report: Over 65,000 U.S. bridges in need of repair

Continued from page 8

While the Skagit span was not structurally deficient, the I-35W bridge that collapsed in Minneapolis in 2007 had received that designation. The bridge fell during rush hour, killing 13 people and injuring more than 100. The National Transportation Safety Board concluded that the cause of the collapse was an error by the bridge's designers, not the deficiencies found by inspectors. A gusset plate, a fracture critical component of the bridge, was too thin.

Many of the bridges included in the AP review have sufficiency ratings - a score designed to gauge the importance of replacing the span - that are much lower than the Skagit bridge. A bridge with a score less than 50 on a 100-point scale can be eligible for federal funds to help replace the span. More than 400 bridges that are fracture critical and structurally deficient have a score of less than 10, according to the latest federal inventory.

The Brooklyn Bridge is among the worst.

There are wide gaps between states in historical bridge construction and their ongoing maintenance. While the numbers at the state level are in flux, Iowa, Nebraska, Missouri and Pennsylvania have all been listed recently in the national inventory as having more than 600 bridges both structurally deficient and fracture critical.

Pennsylvania has whittled down its backlog of structurally deficient bridges but still has many more to go, with an estimated 300 bridges in position to move onto the structurally deficient list every year if no maintenance is done. Barry Schoch, the state transportation secretary, said in an interview that officials would like to add redundancy to fracture critical bridges when they can, particularly if a bridge is also structurally deficient.

"Those are high on the priority list," Schoch said.

After the 1983 collapse of the I-95 bridge over the Mianus River in Connecticut, the focus turned to a fracture critical bridge style known as pin-and-hanger assembly.

Pennsylvania worked over the following years to add catcher beams to its pin-and-hanger spans. That's the case now on the George Wade Bridge that carries I-81 traffic across the Susquehanna River. More recently, crews have also been trying to move the bridge off the structurally deficient list after finding significant cracks in the piers.

Officials say northeastern states face particular challenges because the infrastructure there is older and the weather is more grueling, with dramatic and frequent freeze-thaw cycles that can put stress on roads and bridges.

Many Pennsylvania lawmakers have long sought to boost transportation funding, in part to address crumbling bridges. But this year's proposals, including Gov. Tom Corbett's \$1.8 billion plan, stalled amid fights over details.

That's a common issue among infrastructure managers in other states, who say they don't have the money to replace all the bridges that need work. Instead, they continue to do patch fixes and temporary improvements.

Washington's Douglass bridge has been rehabilitated twice. The catcher beams were added because the pin-and-hanger expansion joints that hold the bridge's main girders in place had deteriorated to the point "we were concerned that we could have a failure, and that the failure could be catastrophic," said Ronaldo Nicholson, the chief bridge engineer for the area.

"If the joint fails, then the beam doesn't have anything to carry itself because there are only two beams. Therefore the bridge fails, which is why we call it fracture critical," Nicholson said.

The bridge has a sufficiency rating of 60, an increase from the 49 rating in 2008 before some repair work was done. It remains structurally deficient because inspectors deemed the superstructure in poor condition due to "advanced structural steel section loss with holes and overhang bracket connection deficiencies," according to an inspection report from earlier this year.

A new bridge would cost about \$450 million if it was required to be able to open so large ships can travel the Anacostia, an infrequent occurrence, Nicholson said. If not, the cost could be as low as \$300 million, he said.

Nicholson emphasized that if city officials feel the bridge is unsafe, they'll prohibit trucks from crossing or close the span entirely. Inspections have been stepped up to every six months instead of the usual two-year intervals for most bridges. In the meantime, officials are trying to stretch the bridge's life for another five years - the time they estimate it will take to build a replacement.

Congressional interest in fixing bridges rose after the 2007 collapse in Minneapolis, but efforts to add billions of extra federal dollars specifically for repair and replacement of deficient and obsolete bridges floundered. A sweeping transportation law enacted last year eliminated a dedicated bridge fund that had been around for more than three decades. State transportation officials had complained the fund's requirements were too restrictive. Now, bridge repairs or replacements must compete with other types of highway projects for federal aid.

The new law requires states to beef up bridge inspection standards and qualifications for bridge inspectors. However, federal regulators are still drafting the new standards.

"Do we have the funding to replace 18,000 fracture critical bridges right now?" Rehm asked. "No. Would we like to? Of course."

Website: www.wusa9.com/news/local/story.aspx?storyid=275034

Source: WUSA9.com

NORTHERN CALIFORNIA

PUBLIC LEGAL NOTICES

SAN JOSE STATE UNIVERSITY

NOTICE TO PROPOSERS
REQUEST FOR STATEMENT
OF QUALIFICATIONS
For
Modified Design-Build Project
CAMPUS VILLAGE PHASE 2,
Project Number: SJSU-279
San Jose State University
One Washington Square
San Jose, CA 95192-0010

The Trustees of the California State University (Trustees) are requesting Statements of Qualifications (SOQ) from interested and qualified entities herein called Respondents who wish to participate in a competitive selection process for the design and construction of the Campus Village Phase 2, Project Number SJSU-279 at San Jose State University. The Project is approximately an 850 bed student resident hall, 10 stories, 221,000 GSF, and will include common study rooms, multi-purpose lounge, learning center, recreation space, music room and other support spaces. The Project is located at the corner of 9th Street and Paseo de San Carlos, across from the existing Campus Village Phase 1.

The delivery method for this project is modified from CSU's design-build process and is called Design-Risk. In this new process the design build team, consisting of general contractor and architect, is selected based on qualifications and fees. The schematic design competition is not utilized. A contract will be executed with the successful Respondent for programming and schematic design. Upon acceptance of schematic design, a design build contract with a guaranteed maximum price will be executed to complete the design for construction. A non-mandatory presentation of this process is scheduled for October 15, 2013 at 10:00am and all interested parties are invited. The location of the presentation is given in the RFQ. Attendees are asked to pre-register not later than October 14, 2013 by calling the Facilities Development and Operations' office at 408-924-1950.

Respondents must hold a General Building Contractor (B License) and shall be prequalified with the Trustees, and shall submit their prequalification application no less than 10 business days prior to submittal date. For information regarding prequalification please go to http://www.calstate.edu/cpdc/cm/contractor_prequal_bidders.shtml.

The SOQ Submittal Due Date is October 31, 2013. The estimated Construction Cost is given in the RFQ.

Interested parties may obtain an RFQ after October 1, 2013 by registering at <http://www.planetbids.com/portal/portal.cfm?CompanyID=15275#>. Once registration is completed, log into planetbids.com at <http://www.planetbids.com/hub/hub.cfm> and search for "Campus Village Phase 2, Project Number: SJSU-279" and download the RFQ.

The Trustees require a three percent Disabled Veteran Business Enterprise participation. This project is public works project and is subject to prevailing wages rate laws.

Please direct all questions in writing to:

Sylvia Sosa-Galindo
Sr. Contracts Specialist
San Jose State University
Facilities Development & Operations
One Washington Square
San Jose, CA 95192-0010
Email: sylvia.sosa@sjsu.edu
Phone: 408-924-2246



SAN FRANCISCO UNIFIED SCHOOL DISTRICT

ANNOUNCEMENT
GENERAL CONTRACTOR AND
MECHANICAL, ELECTRICAL AND
PLUMBING SUBCONTRACTOR
PREQUALIFICATION PROCEDURES

Deadline for Submission: November 8, 2013

The San Francisco Unified School District is creating a final Qualified Bidder List. All General Contractors and Mechanical, Electrical and Plumbing Subcontractors who intend to bid on District projects eligible for state funding must be on the final Qualified Bidder List. No bid will be accepted from contractors that are not on the Qualified Bidder List.

Statements of Contractor Qualifications are to be submitted to the Contracts Office, Room 208 at 135 Van Ness Avenue, San Francisco no later than 2:00 P.M., November 8, 2013.

Pursuant to AB 1565, starting January 1, 2014, it is mandatory that all General Contractors and Mechanical, Electrical and Plumbing Subcontractors who intend to submit a bid on state funded projects must provide all materials requested in this Prequalification Application and be approved by San Francisco Unified School District to be on the final Qualified Bidder List. **These potentially state funded projects include but are not limited to: Roosevelt MS, SOTA/Academy of Arts & Science HS, Burton HS, Daniel Webster ES, McCoppin ES, Garfield ES, James Lick MS, Jose Ortega ES, Lafayette ES, Longfellow ES, McKinley ES, Paul Revere ES and Sunnyside ES.**

Contractor Qualification packages are available online at <http://www.sfusd.edu/en/doing-business-with-sfusd/current-rfps-rfq-and-rfis.html>, or for pick-up at the Contract Office Room 208, 135 Van Ness Avenue, San Francisco from **October 1, 2013 to November 1, 2013** between 8:00 AM and 4:00 PM. The qualification package will provide a Pre-qualification Application and detailed related information. The District will conduct a series of pre-submittal conferences at Nourse Auditorium, 135 Van Ness Avenue, San Francisco, CA on the following dates:

October 9, 2013
October 16, 2013
October 23, 2013

All meetings will begin promptly at 10:00 a.m. and end at noon. Those planning to submit statements of qualification are encouraged to attend at least one meeting. The District will make a presentation on the qualification packages and answer questions on the package requirements. Driving, public transit options and available public parking for the meetings can be found on the District website at <http://www.sfusd.edu/en/doing-business-with-sfusd/current-rfps-rfq-and-rfis.html>.

For further information on the forms and the pre-submittal conference meetings, email: BongolanF@sfusd.edu. The Qualified Bidder List is valid for one calendar year from date of approval. This process will be conducted semi-annually until AB 1565 becomes inoperative.



SAN FRANCISCO UNIFIED SCHOOL DISTRICT

ANNOUNCEMENT
SAN FRANCISCO
UNIFIED SCHOOL DISTRICT'S
LOCAL HIRE REGISTRATION
DEADLINE: Continuous

The San Francisco Unified School District is creating an ongoing, continuous registry of contractors, subcontractors, suppliers and other construction related services for bidding and subcontracting current projects under its Proposition A Bond Program. This registry is part of the District's Local Hire Policy, implemented through its Project Labor Agreement with the Building Trades Council with the aim of:

- Working towards a minimum of 25% of total construction worker hours by local residents.
- Insuring that a minimum of 50% total apprentice hours are by local residents.
- Encouraging sponsorship of internships for every \$2.5 million dollars in construction contract value through a Construction Internship Program, defined by the Project Labor Agreement.

Both local (San Francisco-based) and non-local contractors, subcontractors and suppliers are eligible and encouraged to apply for inclusion in the District's Local Hire Registry. Contractors and subcontractors meeting the goals of the District's Local Hire Policy are also eligible to apply for non-PLA and other projects under the District.

Registration is ongoing. Applications for the District's Local Hire registry are available online at: <http://sfusd.edu/localhireregistration>. For further information on SFUSD's Local Hire Registration, call (415)241-6152, ext. 1528, OR email Fe Bongolan, Contracts Administrator at BongolanF@sfusd.edu.

GOLDEN GATE BRIDGE
HIGHWAY & TRANSPORTATION DISTRICT

NOTICE INVITING SEALED BIDS

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for **Contract No. 2014-FT-11, Propulsion Overhaul and Capital Improvements to the M.S. Marin Ferry**. Interested Bidders must submit sealed bids to the Office of the Secretary of the District on **Tuesday, October 29, 2013, by 2:00 p.m., PT**, at which time bids will be publicly opened and read.

Requests for approved equals, modifications or clarifications of any requirement must be submitted in writing on **Friday, October 11, 2013, by 4:30 p.m., PT**.

The Bid Documents are available for download on the District's web site. To download the Bid Documents, go to the District's web site home page at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Ferry Division and look for Contract No. 2014-FT-11.

To inspect and obtain the Bid Documents, please contact the Office of the Secretary of the District, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, by telephone at (415) 923-2223, by email at districtsecretary@goldengate.org, or by facsimile at (415) 923-2013.

/s/ Janet S. Tarantino,
District Secretary
Dated: October 3, 2013
10/3, 10/10/13
CNS-2540410#

SMALL BUSINESS EXCHANGE

STATE OF CALIFORNIA
DEPARTMENT OF CORRECTIONS
AND REHABILITATION

NOTICE TO CONTRACTORS
MULTIPLE STATE PRISONS
ELECTRIFIED FENCE PROJECT
STATEWIDE BIRD NETTING
REPLACEMENT - PHASE III

The California Department of Corrections and Rehabilitation (CDCR) intends to receive bids and award a contract for **removing and replacing approximately 20,515 Lineal Feet (LF) of existing Wildlife Mitigation Netting (WMN) and associated components/hardware covering the existing bottom nine stainless steel wires of the Lethal Electrified Fence (LEF), as well as removing the existing rodent wire and associated hardware for the following three (3) institutions:**

- California State Prison, Sacramento (SAC) Prison Road, Repesa, CA 95671
- California State Prison, Solano (SOL) 2100 Peabody Road, Vacaville, CA 95696
- California Institution for Men (CIM-West) Facility A, 14901 Central Avenue, Chino, CA 91710

The **INVITATION FOR BID** which includes the **Projected Timetable, Drawings and Specifications for the above referenced project** is available to view and download on the California State Contracts

Register (CSCR) eProcurement website at <http://www.bidsync.com>: Reference Bid Number 60000001327.

CDCR Contact: Ms. Toshi Cordova
Phone No.: (916) 255-3506
E-mail: Toshi.Cordova@cdcr.ca.gov

CONTRACTORS INTERESTED IN BIDDING **MUST ATTEND THE SCHEDULED MANDATORY WALK-THROUGH** as scheduled below:

- California State Prison, Sacramento (SAC), 1:00 p.m. on October 29, 2013
- California State Prison, Solano (SOL), 9:00 a.m. on October 30, 2013
- California Institution for Men, (CIM) No walk-through is scheduled

(information is included in the IFB document referenced above to confirm attendance and begin gate clearance process).

STATE'S DISABLED VETERAN BUSINESS ENTERPRISE (DVBE) 3% MINIMUM PARTICIPATION GOAL IS A REQUIREMENT OF THIS PROJECT.

In accordance with M&VC §999.5(a) and PCC §10115, an incentive will be given to bidders who provide DVBE participation. For evaluation purposes only, the State shall apply an incentive to bidders that propose California certified DVBE participation as identified on the Bidder Declaration form and confirmed by the State. The incentive amount for awards based on low price will vary in conjunction with the percentage of DVBE participation and applied to responsive bids from responsible bidders.

The State's Estimate for the project is approximately \$981,353.00.

When in the best interest of the State, all bids may be rejected.

10/3, 10/10/13
CNS-2541297#
SMALL BUSINESS EXCHANGE

SMALL BUSINESS EXCHANGE



NORTHERN CALIFORNIA

PUBLIC LEGAL NOTICES



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Contract No. 7436A-6
(ID No. FCA14032)
ESER 1 FIRE STATIONS 2,
18 & 31 EXTERIOR ENVELOPE

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until 2:30 p.m. on October 30, 2013, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at www.sfdpw.org/biddocs, or purchased on a CD format from 1155 Market St., 4th Fl, S.F., CA 94103, tel: 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to "Department of Public Works". Please visit the DPW's Contracts, Bid Opportunities and Payments webpage at www.sfdpw.org for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work is located at Firestation No 2, 1340 Powell St. at Broadway; Firestation No 18, 1933 32nd Avenue at Ortega St. and Firestation No 31, 441 12th Ave. at Geary Blvd. in San Francisco. The work includes but is not limited to exterior painting, inclusive of sealing cracks and preparation prior to paint, on building envelope, rooftop structures, site walls, fences, and gates; replacement interior ceiling tiles and associated interior wall prep and paint; replacement of windows and doors; and all appurtenant work in accordance with specifications and drawings. The time allowed for completion is 150 consecutive calendar days. The Architect's estimate is in excess of \$600,000. For more information, contact the Project Manager, Youcef Bouhamama at 415-557-4798.

This Project shall incorporate the required partnering elements for Partnering Level 1. Refer to Section 01 31 33 for more details.

Pursuant to San Francisco Administrative Code (SFAC) Section 6.25, "Clean Construction" is required for the performance of all work.

The Specifications include liquidated damages. Contract will be on a Lump Sum Bid Items basis. Progressive payments will be made.

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is 15% LBE.

Call James Soncuya at 415-558-4080 for details. In accordance with SFAC Chapter 14B requirements, all bidders, except those who meet the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to CMD Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

Mandatory Pre-Bid Meeting and a Mandatory Site Visit: The mandatory pre-bid conference will be held on October 16, 2013 at 9 a.m. in the Main Conference Room, 5th Fl., 30 Van Ness Ave., SF. The mandatory site visits for Firestations 2, 18 and 13 be held after the pre-bid conference on same day, October 16, 2013 and instructions will be given at the meeting.

Bidders are reminded that access to each Firestation requires an escort by SFFD/City Representative. Bidders are asked to meet on time in front of the Firestation Building.

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. SFAC Sec. 6.22(A) requires all construction contracts awarded by the City and County of San Francisco to include performance and payment bonds for 100% of the contract award.

Class "B" or "C-33" license is required to bid.

In accordance with SFAC Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Dept. of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC Chapter 12P, Minimum Compensation Ordinance.

Right reserved to reject any or all bids and waive any minor irregularities.

10/3/13
CNS-2541273#
SMALL BUSINESS EXCHANGE

State Answers will be posted to BidSync by 8:30 a.m. October 9, 2013

Public Bid Opening - October 9, 2013 2:30 p.m.

Project Completion: Within 60 days of Notice to Proceed

It is the expectation of the Department of Parks and Recreation that on premises, construct and deliver all materials and labor, tools, supplies, equipment, needed transportation, and all other items of expense necessary to complete the following:

Replace the existing original boiler and associated equipment and provide an energy management system (EMS). Additionally, a range hood and exhaust flue through roof to be installed in the District Office break room. Work will include but not be limited to: full air and water balancing of heating and ventilating system; clean and make various repairs to all existing supply volume dampers and covers at floor outlets; replace existing thermostats with new zone sensors; all affected finish surfaces to be patched and finished to match existing. Contractor responsible for any needed asbestos removal from boiler equipment or pipes being removed. Asbestos removal must meet State and Federal laws and regulations. See packet for full specifications and drawings on BidSync under contract number C1364005.

STATE OF CALIFORNIA

State of California - Natural Resources Agency DEPARTMENT OF PARKS AND RECREATION PUBLIC WORKS NOTICE TO CONTRACTORS

The Department of Parks and Recreation, Monterey District, is seeking bids for **CONTRACT C1364005 - HVAC System Upgrades - Monterey District Office (Boiler Project)**

Optional JOB SHOWING: Monday, October 7, 2013 TIME: 9:30 a.m.

Job Showing Location: 2211 Garden Road, Monterey, CA 93950

CONTRACT ADMINISTRATOR: Delane Hurley - delane.hurley@parks.ca.gov

PROJECT MANAGER: Mike Zuccaro - mike.zuccaro@parks.ca.gov

REQUIRED LICENCE(S): C4 - Boiler, Hot Water Heating and Steam Fitting Contractor

Budget/Engineer's Range Estimate: \$200,000. - \$260,000.

Contractor Questions Due on Bid Sync by October 8, 2013 before 3:30 p.m.

RUDOLPH AND SLETTEN CONSTRUCTION

ADVERTISEMENT FOR SUBCONTRACTOR PREQUALIFICATION FOR

UCSF HSIR PROGRAM
BP 1A - Demolition and Abatement (Lump Sum Award)
BP 1B - Fireproofing and Drywall (Lump Sum Award)
BP 1D - Mechanical, Plumbing and Controls (Design Build / Best Value Award)
BP 1E - Fire Protection (Design Build / Best Value Award)
BP 1F - Electrical/Low Voltage/Security/Tel Data/AV (Design Build / Best Value Award)

PROJECT NOTICE

Rudolph and Sletten Construction (R&S), intends to award design build subcontracts for mechanical/plumbing/controls, electrical/low voltage and fire protection by best value competitive bidding and lump sum subcontracts for demolition/abatement and drywall/fireproofing:

UCSF HEALTH SCIENCES INSTRUCTION AND RESEARCH (HSIR) PROGRAM

Project Nos.: M2628, M2629, M2630, M2631, M2632, M2637
R&S Project No.: 10201500

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

UCSF Health Sciences Instruction and Research Program Consists of:

HSIR 7&8/HSE 6 Demolition: M2628
HSE East 8th Floor Renovation: M2629
HSE 6th Floor Lab Renovation - Decant: M2630
HSE 8th Floor Renovation: M2631
HSW 7th Floor Renovation: M2632
HSW 8th Floor Renovation: M2637

PREQUALIFICATION OF PROSPECTIVE BIDDERS

The University and R&S have determined that the trade packages listed herein must be prequalified to participate in the bidding process. Prequalified contractors must have the following California State Contractor's License Board Classifications:

BP 1A - Demolition and Abatement A or B with ASB Certification and C21
BP 1B - Fireproofing and Drywall C9 and C33 or C9 and C35
BP 1D - Mechanical, Plumbing and Controls - C20 and C36
BP 1E - Fire Protection - C16
BP 1F - Electrical/Low Voltage/Security/Tel Data/AV - C10

GENERAL DESCRIPTION OF WORK

HSIR Program involves demolition and build-out of a new laboratory and office spaces at the UCSF Parnassus campus. The project site is located at Parnassus Ave, San Francisco, California.

Each bid package will consist of six projects that will be phased over an 18 month period. Costs shall be tracked separately by project

The estimated values for the following trade packages are:

Lump Sum Awards

BP 1A - Demolition and Abatement \$1,300,000
BP 1B - Fireproofing and Drywall \$325,000

Best Value Awards

BP 1D - Mechanical, Plumbing and Controls \$8,300,000
BP 1E - Fire Protection \$550,000
BP 1F - Electrical/Low Voltage/Security/Tel Data/AV \$4,050,000

PREQUALIFICATION SCHEDULE

Prequalification Documents will be available beginning **October 3, 2013 at 10AM** by requesting via e-mail to Rosie Khalasi at rosie_khalasi@rscn.com with the following information:

Company name, address, phone no, fax no, email address

Please reference Project 'HSIR Program' in the subject line.

Any questions or requests for clarifications or interpretation of the Prequalification Documents must be submitted in writing to Mark Kobey, Senior Estimator with Rudolph and Sletten, Inc. by EMAIL to mark_kobey@rscn.com 5 PM, **October 8, 2013**. Questions received after the above-noted deadline may be answered at the discretion of Rudolph and Sletten, Inc. and the University.

Prequalification Questionnaires will be processed electronically through the University's web based procurement platform and must be submitted on or before **October 10, 2013 at 3 PM**.

Any person or entity not satisfied with the outcome of the prequalification must file a writ challenging the outcome within 10 calendar days from the date of the R&S or University's written notice regarding prequalification determination. Any assertion that the outcome of the prequalification process was improper will not be a ground for a bid protest. However, R&S and the University reserve the right to accept late submissions and to request, receive, and evaluate supplemental information after the above time and date at its sole determination.

The dates, times, and location set for receiving and opening of bids will be set forth in an Announcement to Prequalified Bidders and Advertisement for Bids.

This project will be insured under a University Controlled Insurance Program ("UCIP") providing workers' compensation and employer's liability insurance coverage, commercial general liability insurance coverage, and excess liability insurance coverage for Work performed on or at the Project site ("UCIP Coverages"). All insurance policies required to be obtained by design build and lump sum Subcontractor shall be subject to approval by R&S and University for form and substance. All such policies shall be issued by a company rated by Best as A- or better with a financial classification of VIII or better, or have equivalent rating by Standard and Poor's or Moody's.

The University and R&S reserves the right to reject any or all responses to Prequalification Questionnaires and to waive non-material irregularities in any response received.

For Design Build trades, the lowest responsible bidder will be selected on the basis of the Best Value to the University. The Best Value to the University and R&S will be determined using objective criteria described in the Bidding Documents with the resulting selection representing the best combination of price and qualifications.

For Lump Sum trades, bids will be evaluated based on the lowest responsible bid.

Information submitted by the bidder shall not be open to public inspection to the extent that information is exempt from disclosure under the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title of the Government Code).

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

University of California, San Francisco
October 2013

SOUTHERN CALIFORNIA

PUBLIC LEGAL NOTICES

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ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a lump-sum contract are invited for the following work:

DRAKE STADIUM TRACK REPLACEMENT
 Project Number 4048248

DESCRIPTION OF WORK: The University California Los Angeles Drake Stadium track surface, initially installed in 1999, needs replacement as it has exceeded its life span. Provide all labor, material and equipment as necessary to prepare existing sub-surface to receive University-furnished track product. The scope of this project includes but is not limited to the demolition and disposal of the existing track surface, inspection of existing sub-surface, infill and repair of existing sub-surface to receive owner furnished track material. Contractor to receive, off load and install University-furnished track material. All work to be in accordance with current IAAF, NCAA and University requirements.

The estimated construction cost is \$480,000.00.

BIDDING DOCUMENTS:

1. Bidding Documents will be available beginning on October 2, 2013 and will be issued at:

ARC
 2435 Military Ave.
 Los Angeles, CA 90064
 Telephone (310) 477-6501
 Website: <http://socal.fordgraphics.com/>

2. Bidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

BID DEADLINE: Bids will be received only at the following location:

Contracts Administration
 University of California, Los Angeles
 1060 Veteran Avenue, Suite 125
 Box 951365
 Los Angeles, California 90095-1365
 310-825-7015

and must be received at or before:

2:00 p.m., October 30, 2013

MANDATORY PRE-BID CONFERENCE & JOB WALK: A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on October 9, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in both the Conference and the Job Walk, in their entirety, will be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at www.ucla.edu/map). For further information, contact Sean O'Melia at 310-206-0038.

(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference/Job Walk will last at least 2 hours.)

LICENSE REQUIREMENTS: The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid:

A License (General Engineering)

PREQUALIFICATION: To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website listed below. Bidder's completed Prequalification Questionnaire must be received at the above-listed University Contracts Administration office in a sealed envelope no later than:

3:00 p.m., October 16, 2013

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
 (Visit our website at:
<http://www.capitalprograms.ucla.edu>)

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- City of Ontario
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Gordon Choy,
 San Francisco Department of Public Works

Guide To Starting And Operating A Small Business

■ Continued from page 2

12. HOW LONG DOES IT TAKE TO RAISE CAPITAL? In a great business, up to 6 months. In a less than great business, much longer.

13. IF YOU TAKE MONEY FROM AN INVESTOR, IN EXCHANGE FOR CERTAIN NON-FINANCIAL EXPECTATIONS, SHOULD YOU LIVE UP TO THE EXPECTATIONS IF YOU DECIDE THAT AN ALTERNATIVE APPROACH WOULD BE BETTER? First, if you do not live up to the investor's expectations, do not expect to receive additional investment from that investor, unless your alternative approach yields extraordinary results. Your word is your integrity. As Mama says, "Without integrity, you have nothing." Talk to the investor and explain your thoughts before you embark on the alternative approach.

14. HOW MUCH MONEY DO YOU NEED TO START-UP? What does the 3-year financial analyses and budget in your business plan indicate (e.g., fixed assets to purchase; other start-up expenses; sales forecast; estimated accounts receivable and timing of payment; and estimated accounts payable and timing of payment; and working capital needed for payroll)? Pay close attention to your break-even analyses. And, always accumulate more money than you think you need. Plan for contingencies and unexpected expenses. There are costs unexpected expenses driving up your costs perhaps 20% higher.

LAUNCH

15. SHOULD YOU OBTAIN A PATENT OR COPYRIGHT? It depends. Do you have money to obtain a patent? Is your idea developed enough to meet the requirements for obtaining a patent? A copyright registration is not absolutely required to protect an artistic or literary idea. Study copyrights, seek expert input, and decide upon the appropriate timing to obtain a copyright.

16. SHOULD YOU REGISTER A TRADEMARK OR TRADE NAME? This is

also a matter of timing. Most importantly, are you making money yet?

17. SHOULD YOU GET AN OFFICE (OR STORE FRONT) FOR THE BUSINESS? Do you need an office (or store front) to operate successfully as a start-up? Do you have the money?

18. WHAT PROFESSIONAL SERVICES DO YOU NEED? It depends upon the nature of your business. But, common core services, when you can afford it, are a lawyer, an accountant, a banker, and an insurance agent. Next on the list are an IT professional and a human resources professional. Business is becoming increasingly high-tech; unless you are an IT expert, you need professional guidance to leverage available technology to help optimize the efficiency and effectiveness of your business processes. A human resources professional can help ensure that you establish the right organizational structure, talent, culture, policies, systems, and programs to drive productivity through employee job performance.

19. HOW MUCH SHOULD YOU PAY ADVISORS? If possible, nothing at the outset. Pay them some portion of the profits they help to generate through business development. It is a good idea to have an advisory board to help you scrub ideas about operating and growing the business. However, choose people to sit on the advisory board who have significant business knowledge, experience, and contacts.

20. SHOULD YOU QUIT YOUR JOB? It possible, no. Quit your job only when you are confident that your business will yield at least 9 months salary for you beyond the point that you would have to close the business for poor performance. Give yourself enough run-way to either start another business or find a job.

21. WHAT ARE THE STANDARD REGULATORY MATTERS THAT YOU NEED TO BE AWARE OF AS YOU LAUNCH? Make sure you comply with the local (city and county/parish) and state government permit and license requirements (e.g., certificate of occu-

pancy, operational license, sales tax license).

22. WHAT INSURANCE MUST YOU OBTAIN? Commercial insurance (i.e., general liability, property, equipment breakdown, business interruption, errors and omissions, key-man, flood, etc.). Worker's compensation insurance. Vehicle insurance. You may need to obtain employee health insurance benefits (i.e., medical, vision, dental) for some portion of your workforce; see Q&A #32.

23. ONCE YOU LAUNCH, SHOULD YOU CONSIDER AMENDING YOUR BUSINESS PLAN? Yes. Be prepared to amend your business plan, as necessary, to adapt to the realities of the marketplace. Listen to your customers and adjust accordingly.

24. AFTER YOU LAUNCH, WHEN SHOULD YOU SELL YOUR BUSINESS? As fast as you can, but only at a price that yields a rate of return that meets or exceeds what you would get in the investment market, and/or that meets or exceeds the valuation multiple for your type of business.

STAFFING

25. WHEN SHOULD YOU HIRE STAFF? When you have enough revenue to do so. And, keep in mind the different staffing alternatives: full-time, part-time, temporary, independent contractor, shared staff, etc. Also, hire staff when you are ready, willing and able to create value for them.

26. SHOULD YOU HIRE PEOPLE LIKE YOU? Hire people who will embrace the business vision, mission and core values. Beyond that, hire people who possess the knowledge and skills you need to successfully operate the business. Those attributes, along with the needed characteristics, will likely be different than yours. Cover your weaknesses. If you can, hire people who are smarter than you. Leverage the value of diversity through inclusion; numerous studies have proven that diversity can drive innovation, creativity, and productivity. Finally, conduct reference and background checks.

27. WHAT SHOULD THE CEO SALARY BE? It depends. If the gross profit is negative, the CEO's salary should be zero. A good rule of thumb is to make the CEO salary the last expense paid amongst the operating expenses.

28. WHEN SHOULD YOU GIVE RAISES TO EMPLOYEES? When you can afford to do so. But, try to do it at least every other year. If your business is growing, even slightly, recognize the contributions of employees and recognize the importance of raises in fostering employee engagement. Happy employees create great businesses. As for the amount of the raise, between 1.3% and 4.6%, depending upon the performance rating, is reasonable. But research your industry and geography, as well as what is standard for the type of jobs in your business.

29. SHOULD YOU PAY EMPLOYEES A BONUS FOR A JOB WELL-DONE? You should reward and recognize employees for a job well-done. If you can afford to do that in the form of a bonus payment, do it. Most people prefer money over some other form of gift.

30. HOW DO YOU KEEP EMPLOYEES FOCUSED ON THEIR JOB RESPONSIBILITIES? Collaborate with employees to create a written description of their job responsibilities, performance expectations, and measures of success. Provide consistent feedback on job performance. Provide education and training, as needed and as you can afford to do so. Share updates on the performance of the business to ensure that employees understand how their roles contribute to the success of the business and to foster a sense of ownership amongst employees.

VISIT THIS LINK TO READ THE FULL ARTICLE

<http://www.streetarticles.com/management/entrepreneurship-question-and-answer-qa-guide-to-starting-and-operating-a-small-business>

Source: Street Articles

Minority Business Development Agency Awards \$7.3 Million in Grants to Boost Job Creation Small Business

The U.S. Department of Commerce's Minority Business Development Agency (MBDA) today announced \$7.3 million in funding to winners of a grant competition designed to boost job creation and the global competitiveness of minority-owned businesses nationwide. The grant recipients will establish MBDA Business Centers in Baltimore, Bridgeport, Conn., Houston, New York, San Francisco, St. Louis, and Washington, DC, joining a network of 40 MBDA Business Centers across the United States and Puerto Rico.

"MBDA is committed to the continued success of all minority-owned firms, who strengthen the economy and create American jobs," said David A. Hinson, MBDA National Director. "These new centers will expand the number of front-line business experts we have providing resources to minority-owned businesses to help grow economies in more cities across the U.S."

The recipients of the \$7.3 million in grants include the following organizations:

- The City of Baltimore (\$900,000) to operate the MBDA Business Center in Baltimore
- Houston Community College (\$900,000) to operate the MBDA Business Center in Houston

- South Bronx Overall Economic Development Corporation (\$1.5 million) to operate the MBDA Business Center in New York City
- ASIAN Inc. (\$1.2 million) to operate the MBDA Business Center in San Francisco
- Chicago Minority Supplier Development Council (\$900,000) to operate the MBDA Business Center in St. Louis
- Performance-Based Solutions (\$900,000) to operate the MBDA Business Center in Washington, D.C.
- Greater New England Minority Supplier Development Council (\$1,020,000) to operate the MBDA Business Center in Bridgeport, Conn., which will focus on the American Indian and Alaskan Native business community

The organizations will receive federal funds over a three-year period, except for the Greater New England Minority Supplier Development Council, which will receive funds over a four-year period. The funds became effective September 1, 2013. MBDA will make additional announcements regarding site selections and when the new centers will open once details are available.

About the Minority Business Development Agency (MBDA)

MBDA, www.mbda.gov, is the only Federal agency dedicated to the growth and global competitiveness of U.S. minority-owned businesses. Our programs and services better equip minority-owned firms to create jobs, build scale and capacity, increase revenues and expand regionally, nationally and internationally. Services are provided through a network of MBDA Business Centers.

Grow your business. Build the Nation.

MBDA an agency in the US Department of Commerce helps create and maintain U.S. jobs by promoting the growth and global competitiveness of large, medium and small businesses owned and operated by members of the minority and Diaspora communities.

Through a national network of more than 40 business centers and a wide range of domestic and international strategic partners, MBDA provides Agency clients with the technical assistance and access to capital, contract opportunities and new markets that they need to create new jobs.

Source: The Minority Business Development Agency (MBDA)

Amtrak team up

■ Continued from page 9

- **AnsaldoBreda (Italy):** Italy, Belgium, Netherlands
- **Bombardier Transportation (Germany):** Germany, Italy, Spain
- **CNR (China):** China
- **CSR (China):** China
- **Hitachi (Japan):** China, Taiwan, Japan
- **Hyundai Rotem (South Korea):** South Korea
- **Kawasaki Heavy Industries (Japan):** China, Taiwan, Japan
- **Kinki Sharyo (Japan):** Japan
- **Nippon Sharyo (Japan):** China, Taiwan, Japan
- **Siemens AG (Germany):** Germany, China, Netherlands, Spain
- **Talgo (Spain):** Spain, Saudi Arabia.

Source: UIC — International Union of Railways; The Fresno Bee

BANKING \$ FINANCE

Clearer Skies Ahead for Small Business Lending

GTE Financial Sees Lending Easing in a Variety of Industries

Having closed 36 percent of all recent business loans made by the five major local credit unions, GTE Financial sees a definite uptick in small business lending.

"Credit unions have always been more people-oriented, working with small business owners who thought they couldn't get much attention from banks," says Shamus McConomy, vice president of member business services at GTE Financial. "We're willing to roll up our sleeves and go onsite to see what the business owner needs."

A recent Federal Reserve survey of senior banking lenders indicated that most of their banks had eased standards and loan terms for businesses of all sizes, based on increased competition. In addition, they cited a more positive favorable economic climate and increased tolerance for risk, moving past what McConomy refers to the "walk on water" category of loans to reflect a more reasonable level of risk tolerance. GTE itself has experienced a year over year increase in loan funding of 148

percent in 2011 and 220 percent in 2012, with a "sweet spot" for loan sizes of \$250,000 to \$750,000.

McConomy says the level of local competition is certainly rising, in particular among community banks and banks that are new to the area, with some offering teaser rates to attract borrowers. At the same time, credit unions are working harder to establish themselves as business lenders -- a role many business owners didn't know they filled.

A former bank lender himself, McConomy understands the way banks approach small business lending, noting that banks often use an impersonal style of underwriting, making it difficult for small businesses to receive the growth financing they need. Credit unions like GTE are more likely to sit down to discuss borrowers' needs, their experience and their business plan to advise them on the best approach, which may well be using U.S. Small Business Administration (SBA) loans.

"Small business owners, and particularly startup entrepreneurs, need someone to listen to them and advise them. That's an important part of our business," he says.

Another interesting aspect of recent small business lending is the standard approach many lenders have taken toward particular industries.

"Conventional wisdom was that restaurants were too risky because of a perceived high failure rate, with the same thinking applied to companies in the trades. My mentor always said 'never say never' and I believe we need to look at each prospective borrower individually." In fact, GTE Financial has focused on trades such as electricians and plumbers, small manufacturers, distributors and small investment properties.

About GTE Financial:

GTE Financial is a not-for-profit financial cooperative with more than \$1.6 billion in assets and 21 Community Financial Centers located throughout West Central Florida. Chartered in 1935, GTE Financial is locally owned and operated in the Tampa Bay area, serving more than 200,000 individuals and businesses. More information on GTE Financial can be found at www.gtefinancial.org.

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

Treasury Department Selects Bank of America as First Financial Partner in New Program to Help Underserved Communities

Program Addresses Critical Gap in Financing Affordable Housing, Small Business, Health and Education Projects in Low- and Moderate-income Communities

Bank of America has been selected as the first Qualified Issuer of loans to Community Development Financial Institutions (CDFIs) through the U.S. Department of the Treasury CDFI Bond Guarantee Program. The selection was announced on September 30.

Treasury created the CDFI Bond Guarantee Program to address a gap: limited access to 30-year capital for community projects in underserved areas. Without access to long-term financing, community-based organizations are often required to line up multiple short-term loans from various sources, redirecting time and attention away from creating positive impact in communities.

"The Bond Guarantee Program will raise visibility of the incredibly important work CDFIs do, which often goes unnoticed or underappreciated," said Bank of America Corporate Social Responsibility and Consumer Policy executive Andrew Plepler. "Our designation as a Qualified Issuer will allow us to have an even greater impact when it comes to improving local economies and the communities we serve."

Bank of America's first transaction under the program will be a \$100 million loan to two long-term clients -- Enterprise Community Loan Fund (Enterprise) and the Local Initiatives Support Corporation (LISC). Enterprise and LISC will use the funds to make 30-year permanent loans to multi-family housing developments, charter schools, and health care clinics.

"This kind of secure, long-term financing will help us create economic opportunity for more people in more places," said Michael Rubinger, president and CEO of the Local Initiatives Support Corporation (LISC). "Bank of America continues to be an invaluable partner in our efforts to make even severely distressed neighborhoods better places to live, work, do business and raise families."

"Our award under the CDFI Bond Guarantee Program strengthens Enterprise's ability to provide long-term, fixed rate financing that is otherwise unavailable for local community serving developments where the permanent loan is too small for an efficient and economical agency execution,"

said Lori Chatman, president, Enterprise Community Loan Fund, Inc. "We look forward to continuing our relationship with Bank of America."

As the nation's largest lender to CDFIs, Bank of America administers a \$1.2 billion loan portfolio to more than 240 CDFIs in all 50 states, plus Washington, D.C. and Puerto Rico. The impact of this creates affordable housing development, increased access to quality education and health care, funding for small businesses, and economic development in communities.

The U.S. Department of Treasury Bond Guarantee Program provides a full government guarantee on bonds to fund community development activities financed through CDFIs. Up to \$500 million is available this year with the potential of up to \$1 billion available next year.

Bank of America Corporate Social Responsibility

Bank of America's commitment to corporate social responsibility (CSR) is a strategic part of doing business globally. Our CSR efforts guide how we operate in a socially, economically, financially and environmentally responsible way around the world, to deliver for shareholders, customers, clients and employees. Our goal is to help create economically vibrant regions and communities through lending, investing and giving. By partnering with our stakeholders, we create value that empowers individuals and communities to thrive and contributes to the long-term success of our business. We have several core areas of focus for our CSR, including responsible business practices; environmental sustainability; strengthening local communities with a focus on housing, hunger and jobs; investing in global leadership development; and engaging through arts and culture. As part of these efforts, employee volunteers across the company contribute their time, passion and expertise to address issues in communities where they live and work. Learn more at www.bankofamerica.com/about [2] and follow us on Twitter at @BofA_Community.

Website: newsroom.bankofamerica.com/pressreleases

Source: Bank of America,

Hear From Our CEO

Our purpose is clear. We are here to make the financial lives of those who do business with us better. Better by listening to our customers and clients, and connecting them to the financial solutions they need. And, better by connecting across our company to deliver those solutions.

Over the past three years, we've strengthened our foundation and now have record level capital and liquidity. We've put behind us many of the issues that arose as a result of the economic downturn and were obscuring the promise and potential of our company. And, we've narrowed our focus to concentrate on the businesses and services that matter most to the three customer groups we serve -- people, companies and institutional investors.

With the capabilities we have in place, we can do more than any other company to help our customers and clients realize their financial goals. For people, we deliver products and services in a targeted way that takes into account each customer's relationship and preferences -- whether you are a checking account holder, small business owner or new home buyer. For companies, we support the financing and advisory needs of commercial and investment clients across the world. For institutional investors, we provide sales and trading capabilities and research expertise to clients in more than 100 countries. And, through our philanthropy and volunteerism, Bank of America is donating resources, time and energy to support the communities where we live and work.

These are just a few examples of how our common values and operating principles are guiding employees to deliver on our purpose every day. I encourage you to learn more by reviewing our Annual Report to Shareholders and Global Corporate Social Responsibility Report.

Thank you for your interest in Bank of America.

Brian T. Moynihan, Chief Executive Officer

Latina Hurdles Obstacles, Climbs to top of Business World

By: **Alberto Betancourt, Press Secretary**

Sharlene Ramos-Chesnes has faced many challenges in her life. She is the youngest of six siblings and was born in the west-side of Cleveland, a place she said back then was known as "little Puerto Rico." Her parents migrated to the U.S. in the early 1950's from Yauco, Puerto Rico and was raised by her mother Elba, who became a single-mom when Ramos-Chesnes was two-years-old.

In her home they spoke Spanish. In fact, her entire community spoke Spanish. She said she only ate Hispanic food; spoke Spanish at church and the stores she bought from were all Hispanic-owned. It wasn't until she left for college that she actually ate something other than Hispanic food.

Starting from humble beginnings did not deter Ramos-Chesnes and now, as CEO for all of the InterChez family of companies, she leads a large and fast growing organization that offers direct and integrated supply chain and logistics solutions both nationally and internationally.

"It was great to live within my culture here in the U.S.," she said. "But it was also inspiring to see what my mom and grandparents endured when learning English by watching television in order to find work."

She especially attributes her passion and driving spirit to her mother.

"I grew up with a strong matriarch role-model," she said. "I watched her work full time while also raising six children by herself. She truly is my inspiration who makes me continue to do better."

Today, she's channeled the strength of her past and guides the InterChez companies with her husband Mark. InterChez is comprised of several specialized operating units: InterChez Logistics Systems that provides mid-market consumers an affordable logistics alternative; InterChez Global Services, a premium freight-forwarding company that provides complete supply-chain solutions to mid-market clients and is distinguished by its international emphasis. Under Global Services, InterChez also offers translation and interpretation services in over 150 languages and dialects. InterChez Technologies is a diverse and integrated company consisting of five complementary services: advanced audio/visual for commercial and residential applications, telecommunications, data networking, application development, and web design. Entering its thirteenth year in business, the companies employ over 40 full-time employees in Ohio and Michigan.

InterChez is a client of the Cleveland MBDA Business Center. Earlier this year her InterChez team visited the Center to discuss a strategy to grow their company by 50 percent, but needed financial assistance to do so. The Cleveland MBDA Center conducted a financial assessment and identified potential investors from their pool of financial partners. As a result, InterChez was connected with KeyBank and was able to secure a \$1 million line of credit with KeyBank in March, 2013.

The MBDA Business Center continued to support Ramos-Chesnes and her business after the initial deal was done. She called them to ask information about Dartmouth College's Amos Tuck School of Business Minority Executive Program. After a conversation with the Center's director about why she was interested in the program and the value it would bring to her business and community, the MBDA Business Center decided to sponsor her attendance. She graduated from the program in May, 2013.

Grateful for what the center has done for her company, Ramos-Chesnes is exploring



Sharlene Ramos-Chesnes

ways to partner with them to give back to the local business community.

"MBDA has done so much for us that we wanted to find a way to see what we could do for them," she said. "So, now we're looking at developing an international program with them where we can come in and speak with other groups who plan on conducting international business. We want to mentor on what the best practices are, like the importance of having a language part to the plan and the requirements needed for the different countries they may be interested in conducting business in."

Still, with all the success of her business, Ramos-Chesnes never forgets her Hispanic cultural roots and is constantly finding ways to mentor others.

"We as business owners must give back—we must teach the younger generation what it takes to get to where we are," she said. "I had great community role models. I learned then that we must work together. And that it's 'not a color issue—but a business issue.'"

She recognizes that although she's managed many a "first" in a business world tailored for men, there are times she still endures the stereotypes given to a woman—a Hispanic woman.

But those grains of salt won't stop her. This "Orgullo Hispano" hopes one day, when people talk about her legacy, they'll say: "Sharlene wasn't afraid to take on a challenge. And she always remembered to give back to her community."

Source: The Minority Business Development Agency (MBDA)



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1990

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RESOLUTION 242-12

On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13:

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