

# SMALL BUSINESS EXCHANGE

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Photo Credit: <http://www.businessinsider.com>

## 6 ways states are creating small business hot spots and jobs

By Elaine Pofeldt,

- Low taxes is a lure for small business. Five states — Nevada, Texas, South Dakota, Wyoming and Washington — have no income or capital gains tax, either on individuals or corporations.
- With technology firms in places like San Francisco and Silicon Valley grappling with the problem of housing that is too expensive for their employees, states where housing is more affordable are gaining an edge.
- Many states are investing in technology infrastructure with the hope of luring more entrepreneurs.

For 18 years Julie Albertson has tempted customers with her grandmother's pie recipes as chef and owner of Texas Pie Company. Well known for its pecan pie, the business in Kyle, Texas, started out as a wholesaler to restaurants in nearby Austin and now runs an eatery that is open to the public.

Albertson, a former banker, says the environment in Texas has buoyed the growth of her business, which has 18 employees. "We've seen a rise of tourism and people moving to the state and the Central Texas region," says Albertson. "People from all over the world are moving here." Many tell her they are drawn by the promise of good jobs in the state, as well as reasonable housing costs.

It's no accident that Albertson and many other small-business owners love doing business in Texas — which finished No. 4 in CNBC's 2017 Top States for Business rankings. Texas officials work hard to keep it that way, offering many programs to support entrepreneurs, such as one that provides grants to communities for educational programs targeting small-business owners.

"Texas really focuses on having a business-friendly climate. A reasonable regulatory climate and a low tax burden make it attractive for entrepreneurs and small-business formation," says

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## Supporting Women in Business

By Linda McMahon, SBA Administrator

Seems hard to believe today, but thirty years ago, some state laws prevented women from getting a business loan without having a male relative co-sign for it.

That changed in 1988 with the passage of a federal bill known as HR 5050, which eliminated that requirement and empowered women to be entrepreneurs on their own terms. It also established the network of Women's Business Centers, or WBCs — the first women-focused program at the SBA.

That landmark legislation was spearheaded by the National Association of Women's Business Owners — a group of entrepreneurs who organized in the 1970s to make sure women had opportunities previously limited to men. Today, NAWBO reports that women-owned businesses are the fastest-growing sector of the economy.

I had the pleasure of speaking to more than 600 female entrepreneurs at NAWBO's annual conference in Minneapolis. The ballroom was packed, but the audience represented only a small fraction of the 9.9 million women who own businesses in the United States. It was a timely event, as October is recognized as National Women's Small Business Month. Each year the observance celebrates America's female entrepreneurs and recognizes the creation of the National Women's Business Council, founded on October 25, 1988.

A reportDownload Adobe Reader to read this link content issued this spring by the SBA's Office of Advocacy described female entrepreneurs as an "economic powerhouse." They not only own 9.9 million businesses in the U.S., they employ more than 8 million workers. Women-owned businesses provide more than \$264 billion in wages and salaries

■ Continued on page 9

## L.A. Mayor Says Infrastructure Needs to be Funded For Life

By Laura Bliss,

Los Angeles has become an unlikely leader in the world of public transportation. Thanks to a sales tax approved by an overwhelming majority in 2016, new rail and rapid bus lines are set to unspool through the Westside, South L.A., East Hollywood, and the Valley.

It's a transit build-out of a scale not seen in decades in any U.S. metropolis—and much of it is accelerated for completion by L.A.'s 2028 Olympic Games.

"People think they are free when they're sitting by themselves in traffic," said L.A. Mayor Eric Garcetti on a panel at CityLab Paris Tuesday morning. "We're trying to get people to realize that that's not what liberation looks like."

In Garcetti's eyes, freedom is sharing a ride, and not strictly on new Metro lines. It could be inside a ZipCar or an Uber, he suggests, hailing a shuttle or renting a bike, or eventually, inside a shared, self-driving car. That's a long way off, but L.A. was one of, if not the first metro in the U.S. to articulate specific policies related to autonomous vehicles inside its mobility strategy released in 2016.

In a town where some 70 percent of commuters drive to work, it will take time for citizens' behavior to match their leader's aspirations. But L.A.'s famed orientation towards the car is decidedly shifting—and Angelenos are aboard, said

Garcetti. He pointed to not only county voters' overwhelming support for Measure M, the 2016 ballot measure, but also the fact that it is a "forever tax." The \$120 billion it's estimated to generate over the next 40 years will help build out L.A.'s clutch of transit plans. But the tax won't turn off after that, as many ballot-driven increases do. That way, Garcetti said, L.A.'s future leaders will still have money to maintain it all.

"Thirty years from now, whoever is your successor as mayor needs dollars to maintain and innovate," he said.

Garcetti, who was recently reelected mayor in a landslide, is rumored to have presidential aspirations. Steve Clemons, the editor-at-large of Atlantic Live and the panel moderator, acknowledged these rumors and asked how Garcetti would translate his progressive transportation policies on a national stage, given the opportunity. The mayor did not miss a step.

First, he described an infrastructure bill that would fund transportation projects that "prize innovation." "[We don't want] to lock in modes, when everything is changing between autonomous vehicles, vertical take-offs, tunneling technology, even Hyperloop," he said. Second, he'd want to fund the full lifetime of transportation projects—not just

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# Success Stories

## Two Brothers from Ethiopia Become U.S. Citizens and Grow Multimillion-Dollar Small Business with EXIM Financing

In 1977 two brothers from Ethiopia, Kassa and Melesse Maru, immigrated to the United States and settled in Chicago, Illinois, where they ultimately became U.S. citizens. Kassa, based on his previous commercial aviation experience at Ethiopian Airlines, began working at Aviation Systems International (ASI) and quickly became Vice President of International Marketing.

After 5 years with ASI, during which time Melesse had joined his brother at the company, the brothers decided to launch their own firm in 1982, American General Supplies, Inc. (AGS).

AGS is a small family-owned aftermarket broker of commercial aircraft components and spare parts that concurrently provides materials and financing for exports to its global customer base, including customers in Africa. AGS also markets U.S. manufactured ground support equipment and U.S. based aircraft maintenance, repair and overhaul services for aircraft and components.

In early 2000, AGS learned about the Export-Import Bank of the U.S. (EXIM Bank) through its lender at Bank of America (BOA). The com-

pany needed a revolving line of credit to grow the business.

"Our customers needed AGS' financing and we needed EXIM's support to secure the financing capacity our customers so badly required," explained Kassa Maru, AGS' CEO and President.

EXIM currently guarantees most of the company's export-related assets pledged as collateral for a \$7 million line of credit through BOA.

With 97 percent of the company's sales being export-related, AGS was previously only selling to Europe and Latin America. Now with EXIM, AGS has expanded into new markets throughout Africa, Asia, Europe and South America. It's nearly doubled business since 2000 and staff has grown from 18 employees to almost 50 in their Maryland and California offices.

"Having the Bank's export support through its Working Capital Guarantee, has allowed us to grow our available line of credit with Bank of America and thereby expand our business," said Melesse Maru, AGS' Executive SVP of Finance.

Since 2009, EXIM Bank has authorized more loans to help grow minority- and women-owned businesses than it did over the previous sixteen years combined - making it the fastest growing sector in the Bank's small business portfolio.

The Bank has a business development team devoted to minority and women-owned businesses (MWOBs), called the MWOB group, which

works exclusively with these businesses to provide hands-on guidance on how to qualify for and access EXIM financing. To learn more about EXIM financing and MWOB visit the link below <http://grow.exim.gov/direct-support-to-minority-and-women-owned-businesses>

SOURCE: [www.mbda.gov](http://www.mbda.gov)

## Business Toolkit

### Your Small Business Turns a Profit. What Now?

By Leo Sun

Congratulations! Your small business has finally clawed itself out of the red and into the black, and is finally making a profit. Most businesses spend years in the red, and when they finally see positive numbers on their balance sheets, owners must stop to re-evaluate their future plans in order to stay profitable and grow. What are some things that small business owners should consider?

#### Adjust Future Projections and Increase Shareholder Value

Now that your company is finally earning a profit, your investors - whether private or public - will want to know the value of their stakes. Always report earnings on schedule, with comprehensive financial results preferably audited by a reliable auditor. Forward projections should not be grandiose

and far-fetched; rather, they should be realistic - understating expectations and exceeding them is far better than overstating expectations and missing them. If your company continues to be profitable, consider using the excess cash to buy back shares or offer dividends. This shows your investors that you are committed to increasing shareholder value.

#### Slow and Steady Wins the Race

Once many companies achieve profitability, they begin to charge ahead, attempting to grow far too quickly in an attempt to generate unrealistic returns. Expanding in an undisciplined manner can result in a loss of quality control, a collapse of the management flowchart, and liabilities far outweighing assets. In short, your company becomes top heavy and hard to manage. Increasing your company's

Continued on page 5

## Regional Business Diversity Program




Learn about Upcoming Procurement Projects from Public Agencies and Prime Contractors

**Procurement and Supplier Diversity Outreach Event**  
November 9, 2017  
9:30 a.m. – 3:00 p.m.

VTA River Oaks Campus  
3331 N. First Street  
San Jose, CA 95134

Register at  
[www.vta.org/osdb](http://www.vta.org/osdb)

**Event Schedule:**

- 9:30 – 11:00 a.m.  
• BART Measure RR
- 11:00 – 11:30 a.m.  
• Learn how to do business with government agencies
- 11:30 – 1:30 p.m.  
• Exhibits and Networking
- 1:30 – 3:00 p.m.  
• County of Santa Clara Measure A  
• San Jose Evergreen Community College District Measure X  
• Learn about upcoming contracting opportunities from public agencies and prime contractors

**Featured Presentations:**





san josé evergreen  
COMMUNITY COLLEGE DISTRICT

Measure RR • Measure A • Measure X

**Participating Partners:**

- Alameda CTC
- BART
- Builders Exchange of Santa Clara
- CALTRANS
- California High Speed Rail
- California Water Services
- California Public Utilities Commission
- Department of General Services
- East Side Union High School District
- GGBHTD
- Metropolitan Transportation Commission
- San Jose Evergreen Community College District
- SAMTRANS/Peninsula JPB
- Small Business Administration
- The Blue Book

**Participating Primes:**

- AECOM
- Bothman
- Graniterock
- Hill International
- HNTB
- Kimley-Horn
- Mott MacDonald
- Parsons
- PGH Wong Engineering
- Shimmick Construction
- Skanska
- STV Inc.
- WMH Corporation

**County of Santa Clara Agencies**

- Office of Supportive Housing
- Procurement Department
- Others

In accordance with the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act of 1964, VTA will make reasonable arrangements to ensure meaningful access to its meetings for persons who have disabilities and for persons with limited English proficiency who need translation and interpretation services. Individuals requiring ADA accommodations should notify the Office of Small and Disadvantaged Business (OSDB) at least 48-hours prior to the meeting. Individuals requiring language assistance should notify OSDB at least 72-hours prior to the meeting. OSDB may be contacted at (408) 321-5962 or e-mail: [osdb@vta.org](mailto:osdb@vta.org) or (408) 321-2330 (TTY only). VTA's home page is on the web at: [www.vta.org](http://www.vta.org) or visit us on Facebook at: [www.facebook.com/scvta](http://www.facebook.com/scvta), (408) 321-2300. 中文/Español/日本語/한국어/Tiếng Việt/ Tagalog.

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# Access to Capital

## Agency Financial Report - Fiscal Year 2016

### About this report

The U.S. Small Business Administration's Agency Financial Report (AFR) for FY 2016 provides an overview of the Agency's financial and performance data to help Congress, the President, and the public assess SBA's stewardship over the resources entrusted to it.

The AFR is the first of two annual reports for federal agencies. The FY 2016 Annual Performance Report (APR) is the other report and is part of the FY 2018 Congressional Budget Justification (CBJ).

### Executive Summary

America's 28 million small businesses play a critical role in job creation and retention. During the last two decades, small businesses have been responsible for creating two out of every three net new jobs. In turn, the U.S. Small Business Administration's assistance to those firms and entrepreneurs help drive a healthy economy.

The SBA employs a variety of methods to support America's small businesses. These methods include promoting access to capital; federal contracting; advising, mentoring, and training; and disaster assistance.

Throughout FY 2016, three goals from the SBA's FY 2014-2018 Strategic Plan guided the Agency's actions:

### FY 2016 HIGHLIGHTS

(Dollars in Thousands)

	FY 2013	FY 2014	FY 2015	FY 2016
Loan Portfolio <sup>(1)</sup>	\$ 109,757,990	\$ 114,450,173	\$ 118,767,451	\$ 124,118,505
Regular FTE Employees	2,148	2,137	1,966	1,940
Disaster FTE Employees	1,628	991	991	1,162
<b>Total Employees<sup>(2)</sup></b>	<b>3,776</b>	<b>3,128</b>	<b>2,957</b>	<b>3,102</b>
Total Assets	\$ 13,846,170	\$ 13,184,251	\$ 12,020,867	\$ 12,657,172
Total Liabilities	\$ 12,462,316	\$ 11,695,803	\$ 10,682,837	\$ 11,882,988
Total Net Position	\$ 1,383,854	\$ 1,488,448	\$ 1,338,030	\$ 774,184
Total Net Cost of Operations	\$ 524,086	\$ (466,394)	\$ (644,590)	\$ 339,477
Total Budgetary Resources	\$ 14,059,594	\$ 10,826,659	\$ 10,296,788	\$ 10,878,012

<sup>(1)</sup> The total portfolio consists of guaranteed business loans outstanding, guaranteed debentures, direct business loans, and direct disaster loans. The data include all performing loans and defaulted loans that have not been charged-off.

<sup>(2)</sup> The total excludes employees in the Offices of Advocacy or Inspector General.

## California Sub-Bid Request Ads

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

**CAHILL CONTRACTORS, LLC requests bids from Certified SBE Subcontractors and Suppliers for ALL TRADES**

**SAN RAFAEL PUBLIC SAFETY BUILDING**  
1375 5th Ave, San Rafael, CA 94901  
BID DATE: 11/28/17 @ 2pm

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

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

Requests proposals/quotes from all qualified and certified Small Business Enterprise (SBE) & Disadvantaged Business Enterprise (DBE) subcontractors, suppliers, and truckers for the following project:

**GRADE CROSSINGS IMPROVEMENT PROJECT (REBID)**  
**CALTRAIN CONTRACT #17-J-C-220**  
Bids: 11/09/2017 @ 2 PM  
SUBCONTRACTING GOAL - SBE/DBE - 35%

Demolition; Earthwork; Aggregate Base Courses; Underground Ductwork & Structures; Subdrainage Systems; Station Platforms, Sidewalks, Curbs & Gutters; AC Paving; Micro Surfacing; Pavement Stripes & Markings; Welded Wire Mesh Fence; Concrete Forming/Finishing; Rebar; CIP Concrete; Metal Fabrications; Pedestrian Exit Gates & Guardrails; Joint Sealants; Detectable Warning Tactiles; Signage; Traffic Signals; Ballast & Walkway Aggregate; Timber Crossties & Switch Ties; Rail; Track Removal/Salvage; Track Construction; Concrete Grade Crossings; Thermite Rail Welding.

Bonding, insurance, lines of credit and any technical assistance or information related to the plans & specifications & requirements for the work will be made available to interested SBE certified suppliers & subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or related assistance or services for this project will also be offered to interested SBE certified suppliers, subcontractors, truckers. PMI is signatory to the Operating Engineers, Carpenters, and Laborers Collective Bargaining Agreements.

100% Payment & Performance bonds will be required from a single, Treasury-listed surety company subject to PMI's approval. PMI will pay bond premium up to 1.5%. Subcontractors awarded on any project will be on PMI's standard form for subcontract without any modifications. For questions or assistance required on the above, please call.

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

Requests proposals/quotes from all qualified and certified Disadvantaged Business Enterprise (DBE) subcontractors, suppliers, and truckers for the following project:

**NEW CONTROL POINT AT BRITTAN AVENUE**  
**CALTRAIN CONTRACT #18-J-C-005**  
Bids: 11/07/17 @ 2 PM  
SUBCONTRACTING GOAL - DBE - 6%

SITE CLEARING; EARTHWORK; AGGREGATE BASE COURSES; AC PAVING; CABLE RAILING; WELDED WIRE MESH FENCE; CONCRETE FORMING; CONC FINISHING; REBAR; CIP CONCRETE; PRECAST CONC STRUCTURES; METAL FABRICATIONS; STEEL SOLDIER PILING; ELECTRICAL; PANELBOARDS; SITE LIGHTING; GROUNDING/BONDING; OUTLET, JUNCTION, PULL BOXES; PANELBOARDS; SIGNALS; SOLID-STATE CODED TRACK CIRCUITS; SIGNAL SHELTERS; RECTIFIERS, BATTERIES, BATTERY CHARGING EQUIP; TRAIN CONTROL COMMUNICATION; SERVICE METERS; TRACKWORK; RAIL TRACK REMOVAL & SALVAGE; TRACK CONSTRUCTION, THERMITE RAIL WELDING

Bonding, insurance, lines of credit and any technical assistance or information related to the plans & specifications & requirements for the work will be made available to interested SBE certified suppliers & subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or related assistance or services for this project will also be offered to interested SBE certified suppliers, subcontractors, truckers. PMI is signatory to the Operating Engineers, Carpenters, and Laborers Collective Bargaining Agreements.

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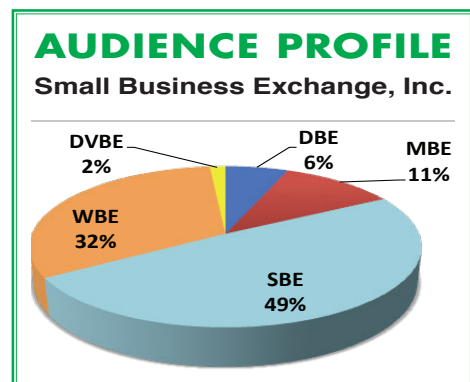
Requests proposals/quotes from all qualified and certified LBE/SLBE/ subcontractors, suppliers, and truckers for the following project:

**WARM SPRINGS BART WEST ACCESS BRIDGE & PLAZA PROJECT (REBID)**  
**CITY OF FREMONT**  
Bids: 11/14/2017 @ 2 PM  
SUBCONTRACTING GOALS:  
LBE-60%; SLBE-20%

DEMOLITION - SWPPP - CONCRETE - REBAR - CMU - STRUCTURAL STEEL - STAY CABLE ASSEMBLIES - METAL DECKING - COLD-FORMED METAL FRAMING - METAL FABRICATIONS - BRIDGE RAILING - DECORATIVE METAL - AMPHITHEATER ILLUMINATED HANDRAILS - DEMARCATION STUD - STAINLESS STEEL PLAZA BAND - SPECIALTIES - THERMAL & MOISTURE PROTECTION - FURNISHINGS - BENCHES - TRASH & RECYCLING RECEPTACLES - BIKE LOCKERS - BIKE RACKS - COBBLE - DRINKING FOUNTAIN - TREE GRATES - CONVEYING EQUIPMENT - FIRE SUPPRESSION - PLUMBING - HVAC - ELECTRICAL - COMMUNICATIONS - ELECTRONIC SAFETY & SECURITY - EARTHWORK - CLEARING & GRUBBING - PILES - INTERLOCKING PAVERS - LANDSCAPE & IRRIGATION - HYDROSEED - UTILITIES - SOLAR-POWERED PHONE CHARGING STATION - PLAZA KIOSK - PILE LOAD TESTING

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

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# California Sub-Bid Request Ads

## SKANSKA

WEST MISSION BAY DRIVE BRIDGE PROJECT  
CITY OF SAN DIEGO  
FEDERAL AID PROJECT NO. BHLS-5004(049)  
DBE Goal: 6.7%  
Bid Date: November 2, 2017 – 2:00 PM

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.

Plans and Specifications are available for view at our main office in Riverside or on the City of San Diego Planet Bids website: <https://www.planetbids.com/portal/portal.cfm?companyID=17950>

Quotes requested for contractors, suppliers and service providers include, but are not limited to:

Prepare Storm Water Pollution Prevention Plan, Lead Compliance Plan, Clearing and Grubbing, Cold Plane Asphalt Concrete Pavement, Place Hot Mix Asphalt (Type A), Place Hot Mix Asphalt Dike (Type E), Minor Concrete, Asphaltic Emulsion (Fog Seal Coat), Tack Coat, Rock Blanket, Remove Concrete, Construction Area Signs, Traffic Plastic Drums, Flashing Arrow Signs, Portable Changeable Message Signs (Type 1), Type III Barricade, Temporary Railing, Temporary Crash Cushion, Temporary Pavement Markings (Tape), Temporary Traffic Stripe (Tape), Temporary Pavement Markers (Retroreflective and Non Reflective), Temporary & Permanent Erosion Control, Roadway Excavation, Class II Base, Cement Treated Base, Curb Inlet, Drainage Inlet, Catch Basin, CIP Junction Structure, Cleanout, Curb Outlet Replace OCP Inlet/Riser, Remove & Install Sign Structure, 18" RCP, 24" RCP, 30" RCP, 48" RCP, 12" steel Pipe, 18" Flared End Section, Geotextiles for Drainage, Rip Rap, Salvage and Relocate Existing Rip Rap, Drainage Inlet Markers, Remove Pipe and Inlet, Chain Link Fence, Protective Railing, Remove Chain Link Fence, Install sign, Metal Post (Roadside Sign) Install Sign (Mast-arm Hanger Method), Install Roadside Sign (Wood Post), Remove Metal Post, Remove Roadside Sign (Wood Post), Guardrail (Midwest Guardrail System 6" Wood Post) Transition Railing (Type WB-31), End Anchor Assembly (Type SFT), In-line Terminal System, Flared Terminal System, Crash Cushion Module, Remove and Replace, Concrete Barrier, Pavement Markers, Paint Traffic Stripe (2-Coat), Painted Pavement Markings (2-Coat), Removal of Pavement Marker (P), Remove Thermoplastic Pavement Markings, Remove Painted Traffic Stripe, Signal and Lighting (P) Video Inspecting Pipelines and Culverts for Acceptance, Pedestrian Barricade, Landscaping & Irrigation, Bridge Removal, Structure Excavation (Bridge), Structure Backfill (Bridge) Cast-In-Drilled-Hole Concrete Piling, Prestressing CIP Concrete, Temp Trestle, Structural Concrete, Joint Seal Assembly, Bar Reinforcing Steel, Prepare and Stain Concrete, Miscellaneous Metal, Bridge Deck Drainage System, Cable Railing, Handrailing, Bridge Lighting, Slope Paving Removal, Ground Anchor Wall, Structure Excavation, Structure Backfill, Structure Backfill (Ground Anchor Wall) (F), Ground Anchor Wall (Subhorizontal) (P), Structural Concrete, Retaining Wall (F), Architectural Treatment (F), Bar Reinforcing Steel, (Retaining Wall) (P-F), Structural Shotcrete (F), Slope Paving (Concrete) Minor Concrete (Gutter), Cable Railing (P-F), Eastern & Western Mitigation Sites - Shrub Removal, Eastern & Western Mitigation Sites - Revegetation, Steel Casing (30-Inch), Sewer Isolation Gate Valve (14-Inch), Access Manhole (5' x 3'), Removal or Abandonment of Existing Water Facilities Handling and Disposal of Non-friable Asbestos Material, Water Main, Gate Valve, Sewer Force Main, and Cathodic Protection

Please submit scope sheets 3 days prior to bid to allow for proper evaluation.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. & general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., & a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance & payment bonds in the full amount of their subcontract by an admitted surety & 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. 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.

Skanska is an Equal Opportunity/Affirmative Action Employer

This contractor and subcontractor(s) shall abide by the requirements of 41 CFR 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals on the basis of protected veteran status or disability, and require affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans and individuals with disabilities.

Skanska Estimating Dept.: 1995 Agua Mansa Rd, Riverside, CA 92509 - Phone: (951) 684-5360, Fax: (951) 788-2449  
Estimator: Jerome DiPadova • Email: [bids.social@skanska.com](mailto:bids.social@skanska.com)

## AECOM

100 W San Fernando Street, Suite 200, San Jose, CA 95113

### REQUEST FOR DBE SUBCONSULTANT INTEREST

AECOM is bidding on the following project as Prime Contractor:

Owner: City of San Jose  
Request for Proposal No. 17-18-05  
Professional Services for Master Planning (Urban Design, Circulation, Public Art and Placemaking, and Community Engagement).  
Proposal due date: Tuesday, October 31, 2017

AECOM is seeking qualifications from Disadvantaged Business Enterprise (DBE) companies for the following work:

- Urban Design
- Community & On-line Engagement
- Circulation & Streetscape
- Public Art & Placemaking

Experience providing similar services on Urban Village Plans for the City of San Jose is preferred. This Statement of Qualifications is in alignment with the City of San Jose DBE Program requirements and certified DBEs are encouraged to respond.

Interested businesses should email a brief overview of City of San Jose or similar experience, along with DBE documentation by October 26, 2017, to TJ Koski at [tj.koski@aecom.com](mailto:tj.koski@aecom.com), or by Phone 916.266-4916 or Fax 916.414.5850.

Assistance is available in obtaining any necessary bonding; lines of credit or insurance; information related to the requirements for the work; and necessary equipment, supplies materials, or related services.

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1520 Fourth Street • Berkeley, CA 94710  
Phone: 510-526-3424 • FAX: 510-526-0990  
Contact: Jean Sicard  
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REQUEST FOR DBE  
SUBCONTRACTORS AND SUPPLIERS FOR:

Repair Pavement and  
ADA Improvement  
Hwy 29 Napa  
Caltrans #04-4H2004

BID DATE: November 8, 2017 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Signs, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Clearing & Grubbing, Remove MBGR & Treated Wood Waste, Imported Borrow, Rock Blanket, Erosion Control, Hydroseed, Compost, Rapid Strength Concrete Base, Base Bond Breaker, Crack Treatment, Preparing Inertial Profiler, Data Core, Tack Coat, Cold Plane AC, Structural Concrete, Bar Reinforcing Steel, Pedestrian Barricade, Underground, Detectable Warning Surface, Minor Concrete, Construction Survey, Misc. Iron & Steel, Delineator, Pavement Marker, Object Marker, Roadside Signs, Midwest Guardrail System, Crash Cushion, Striping & Marking, Electrical and Construction Materials

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



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Contact: Jean Sicard  
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REQUEST FOR DBE  
SUBCONTRACTORS AND SUPPLIERS FOR:

Roadway surfacing, concrete barrier,  
and signal and lighting  
Hwy 12 Santa Rosa  
Caltrans #04-4G2204

BID DATE: November 9, 2017 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Develop Water Supply, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, Erosion Control including Silt Fence, Check Dam, Inlet Protection, High-Visibility Fence, WPCP, Sweeping, Treated Wood Waste, Clearing & Grubbing, Roadway Excavation (Type Z-2 Aerially Deposited Lead), Shoulder Backing, Structure Excavation (Culvert), Imported Borrow, AC Dike, Tack Coat, Cold Plane AC, CIDH Concrete Piling, Structural Concrete, Architectural Surface, Underground, Rapid Strength Concrete, Minor Concrete, Misc. Iron & Steel, Roadside Signs, Remove MBGR, Crash Cushion, Highway & Bridge Concrete Barrier, Striping & Marking, Electrical, and Construction Materials

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

## Infrastructure Needs to be Funded For Life

Continued from page 1

their construction. "Everyone likes to build, but no one likes to maintain," he said, drawing claps from the audience, comprised mostly of city leaders.

Before Measure M went to vote in L.A., officials were surprised by polls that showed voters would be supportive if the tax lasted forever rather than a few decades, Garcetti said. "But people said that this was like education," he said. "This is something we need to support, permanently, over time."

SOURCE: [www.citylab.com](http://www.citylab.com)

## ADVERTISE YOUR AD HERE

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

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audience, cutting across ethnic and  
gender lines as well as traditional  
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# California Sub-Bid Request Ads



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

Requests sub-bids from qualified California Unified Certification Program (CUCP) certified Disadvantaged Business Enterprise (DBE), Subcontractors, Consultants, and/or Suppliers seeking to participate in the Construction on State Highway in Plumas County near Canyon Dam from 0.2 Mile South to 0.3 Mile North of Lake Almanor Spillway, Bridge Replacement Project in Plumas County, CA.

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

Subcontractors and Suppliers for the following project:

**Lake Almanor Bridge Replacement Project**  
Contract No. 02-0E1804  
Owner: Caltrans  
**Bid Date: November 15, 2017 at 2:00 P.M.**

Local Business Enterprises, Small/Micro (LBEs)  
Disadvantaged Business Enterprises (DBEs)

wanted for the following scopes, including, but not limited to: AC Milling, AC Paving, Aggregates, Asbestos Abatement, Bridge Bearings, Bird Control, Minor Concrete, CIDH, Concrete Supply, Concrete Reinforcement and Dowels, Structural Concrete, Precast Concrete, Concrete Pumping, Concrete Formwork, Concrete Barriers, Concrete Washouts, Clear & Grub, Core Drilling, Crash Cushion, Cable Railing, Demolition, Earthwork, Erosion Control, Fencing, Guardrail, Hydroseeding, Joint Sealant, K-rail, Metals, Pavement Markings, Pipe Supply, Polyester Concrete Overlay, Quality Control, Rock Slope Protection, Street Sweeping, SWPPP, Signage, Survey, Traffic Control, Temp Facilities, Temp Signal System, Trucking & Hauling, Water Truck.

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested certified, DBE suppliers and subcontractors.

Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due November 10, 2017 and Quotes NO LATER THAN November 14, 2017 at 5 P.M.**

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

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

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

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

An Equal Opportunity Employer  
CA Lic. 433176  
DIR # 1000001147

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

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

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

Subcontractors and Suppliers for the following project:

**Replacement/Upgrade Pier 2 - Military Ocean Terminal Concord (MOTCO)**  
Location: Concord, CA

Solicitation No. W9123817R0065  
Owner: U.S. Army Corps of Engineers (USACE)  
**Bid Date: November 7, 2017 at 12:00 P.M.**  
**Quotes Due: October 30, 2017 at 4:00 P.M.**

Small Business Concerns (SBCs)

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

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

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested certified, SBC suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due October 23, 2017 and Quotes NO LATER THAN October 30, 2017 by 4 P.M.**

Plans and specifications are available through SmartBidNet (SBN) or the Government's website at [www.fbo.gov](http://www.fbo.gov)

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

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

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

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**HAYWARD BAKER**  
A Keller Company



DBE SUBCONTRACTORS/SUPPLIER BIDS/  
PROPOSALS REQUESTED

CONTRACT NO. C1146  
METRO FACILITIES GROUING AND  
WATER REMEDIATION

**BID/PROPOSAL SUBMITTAL DATE:**  
**NOVEMBER 9, 2017 @ 2PM**

OWNER: LOS ANGELES COUNTY METROPOLITAN  
TRANSPORTATION AUTHORITY (LACMTA)

PERFORMANCE/PAYMENT/SUPPLY BOND  
MAY BE REQUIRED

THIS ADVERTISEMENT IS IN RESPONSE TO LACMTA'S DBE PROGRAM. HBI. INTENDS TO CONDUCT ITSELF IN "GOOD FAITH" WITH DBE FIRMS REGARDING PARTICIPATION ON THIS PROJECT.

DRAWINGS AND SPECS WILL BE REVIEWED IN OUR OFFICE (1780 E. LEMONWOOD DRIVE, SANTA PAULA, CA 93060) MONDAY THROUGH FRIDAY 8:00AM TO 5:00PM. QUOTES ARE REQUIRED BY COB, NOVEMBER 8, 2017, SO THAT ALL BIDS/PROPOSALS CAN BE FAIRLY EVALUATED. PLEASE SUBMIT BIDS/PROPOSALS FOR THE FOLLOWING WORK/SUPPLIES (BUT NOT LIMITED TO): TRUCKING, REBAR, PORTLAND CEMENT, ACRYLATE POLYURETHANE RESIN, WATER PROOFING, BENTONITE POWDER, HOURLY ELECTRICIAN, HOURLY PLUMBER, FLOORING AND BAGGED MICROFINE CEMENT.

**CONTACT: DANE TAYLOR, PROJECT MANAGER**  
1780 E. LEMONWOOD DRIVE  
SANTA PAULA, CA 93060  
**PHONE: (805) 933-1331 FAX: (805) 933-1338**  
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San Jose, CA 95138  
Phone (408) 574-1400 Fax (408) 365-9548  
Contact: Rob Snyder  
Email: [estimating@graniterock.com](mailto:estimating@graniterock.com)

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

**Grade Crossings Improvement Project**  
Contract No. 17-J-C-220

Owner: Peninsula Corridor  
Joint Powers Board

Engineers' Estimate: \$1,000,000.

**BID DATE: November 9, 2017 @ 2:00 PM**

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

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

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

SLBE (Alameda CTC) Subcontractor/Supplier Bids Requested For:

City of Fremont  
Warm Springs BART West Access Bridge and Plaza Project (Rebid)  
City Project No. PWC 8804

**Bid Date: November 14, 2017 at 2:00PM**  
**Fax all quotes to 510-777-5099**

Requesting certified SLBE (Alameda CTC) Subcontractor and Supplier Quotes on: **Ready-Mix Supplier, Aggregate Supplier, Misc. Metals Supplier, Structural Steel Supplier, Pipe Supplier, Station Plaza Furnishings, Bridge Bearing Pads, Electrical, Communications, Fencing, Railing, Rebar, Mechanical, Civil & Utilities, Elevator & Escalator, Masonry, Concrete Flatwork, Structural Steel Erection, Structural Concrete, Landscaping, Signs, Striping, Driven Pile, Demolition, Water Pollution Prevention, Construction Testing, Trucking**

Plans and specifications are available through BidSync, may be purchased through ARC (408) 262-3000, or are available for viewing by appointment only at Shimmick Construction's Office: 8201 Edgewater Drive, Suite 202, Oakland, CA 94621. Please contact Jamie Helmick at [jhelmick@shimmick.com](mailto:jhelmick@shimmick.com).

Subcontractors and Suppliers interested in this project may contact Aron Oshio by email at [aoshio@shimmick.com](mailto:aoshio@shimmick.com).

100% Performance and Payment bonds with a surety company subject to approval of Shimmick Construction Company, Inc. are required of subcontractors for this project. Shimmick Construction will pay bond premium up to 1.5%. Subcontractors will be required to abide by terms and conditions of the AGC Master Labor Agreements and to execute an agreement utilizing the latest SCCI Long Form Standard Subcontract incorporating prime contract terms and conditions, including payment provisions. Shimmick Construction's listing of a Subcontractor is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with the Subcontractor's price quote. Shimmick Construction requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation. For assistance with bonding, insurance or lines of credit contact Scott Fairgrieve at (510) 777-5000.

## Your Small Business Turns a Profit. What Now?

Continued from page 2

weight is no guarantee of profitability. While you may generate more gross revenue, margins may actually decrease due to increased real estate, equipment and labor costs. This results in less profits being earned for an exponential increase in work. Expand into new locations only when you are sure your headquarters can support the added weight and can maintain operational oversight.

In addition, undisciplined acquisitions - Silicon Valley's most popular pastime - can drain your cash reserves and decimate your margins if the acquired company's products fit poorly with your own. Disciplined acquisitions are accomplished by carefully researching vertical and horizontal integration possibilities, and the true market value of the company and its assets.

### Reward Yourself... in Moderation

We've already discussed rewarding shareholders, but you should also reward your employees and yourself to increase company loyalty. Issuing employee stock options will keep them dedicated to increasing the company's profitability, while performance-based

bonuses will encourage them to increase product quality. Refrain from giving yourself or your top executives massive bonuses, especially in times of poor performance. We all remember the poor PR that Wall Street's biggest banks attracted with their shameful executive "golden parachutes" - a grimy example of corporate irresponsibility and irrationality. Your company should reward itself when it performs well, but cut back on bonuses when it fails to meet your expectations.

If your company is publicly traded, be careful when selling shares. Top executives repeatedly unloading shares can easily be seen as a sign of weakness and sink your company. Issuing new shares and diluting existing ones to raise capital can also anger shareholders and be seen as a mark of desperation.

### Keep Your Head Above the Water

While you should consider all of these possibilities, the number one priority is to keep your company in the black. Once your company becomes profitable, keep it there while focusing on future avenues of growth as well as ways to keep your investors and employees happy.

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# 6 ways states are creating small business hot spots and jobs



Source: Havelock Wool

Andrew Legge, founder and managing partner of Havelock Wool



Photo Credit: Allen G. Breed | AP

Cindy Whitehead, Pink Ceiling founder and former Sprout Pharmaceuticals CEO

## Continued from page 1

Adriana Cruz, president of the Greater San Marcos Partnership, a public-private partnership that serves as the regional economic development organization for the City of San Marcos and two counties.

But there's some debate about what makes states friendly to small business. Some states are trying to do what Texas does: keep taxes and regulations down. But in reality, it's a complex mix of factors that persuade entrepreneurs that a state is a good place to call home. High-tax, highly regulated states like California, home to Silicon Valley, and New York, with its Silicon Alley, offer other lures, like active venture investing communities, that keep entrepreneurs flocking.

Here is a look at six key factors that make states attractive to small business, according to experts and entrepreneurs.

### 1. Low taxes

It's no surprise that President Donald Trump's proposal to cut individual and corporate taxes won many fans among small-business owners. "Taxes obviously are a big issue for small businesses in terms of the bottom line, profitability and having resources to invest and grow," says Raymond Keating, chief economist for the Small Business & Entrepreneurship Council, a national nonpartisan, nonprofit small-business advocacy group.

Many states are paying attention and actively trying to lessen the sting of taxes for small-business owners to lure them from higher-tax environments. In the SBE Council's new Small Business Tax Index, which ranks state tax systems based on how they benefit entrepreneurship and small business, the top five states — Nevada, Texas, South Dakota, Wyoming and Washington — have no income or capital gains tax, either on individuals or corporations, notes Keating. "That gives them a huge competitive advantage," he says.

Many states are accelerating their tax-reform efforts to keep pace with states that are more competitive. North Carolina, No. 5 on CNBC's 2017 Top States for Business ranking, moved into the top 10 on the SBE Council's list this year after reducing taxes on both the individual and corporate side, notes Keating. Some states, such as

Arizona, New Mexico and Nevada, are actively promoting their strengths to lure business from California, says Jared Walczak, a senior policy analyst at the Center for State Policy at the Tax Foundation in Washington, D.C.

Andrew Legge, founder and managing partner of Havelock Wool, which makes home insulation out of sheep's wool, produces it in a 50,000-square-foot factory in Sparks, Nevada. He found that the Economic Development Authority of Western Nevada "rolled out the red carpet" as he was starting up and helped connect him to resources in the community. "My experience here has been it is extremely pro-business," says Legge, who formerly worked in private equity before starting the business in 2013.

### 2. A supportive regulatory environment

A high regulatory compliance burden can be a big deterrent for small business. "Regulatory costs fall much more heavily on the little guy," says Keating. In contrast, states that keep regulatory burdens low can have an edge in attracting entrepreneurs.

Ask Garrett Burchett. He started Mississippi River Distilling in LeClaire, Iowa, with his brother in 2010 after the state changed laws that allow distillers to offer tours to the public — something he thought would help such a business take off quickly. Originally from Iowa — No. 15 on CNBC's Top States for Business — Burchett had been working as a transportation planner in Dallas, while his brother worked as a TV meteorologist. They traveled to Germany to learn their new craft.

"Iowa was extremely proactive with its laws," Burchett says. "They have continued that process to make sure there are avenues for entrepreneurs to be successful. That is what brought us here." Today the business employs 16 people and has revenue in the low seven figures.

### 3. A rich talent pool

States with a strong network of colleges and universities often have an edge in attracting small business — especially technology start-ups. "The single biggest challenge to growing a technology company is talent," says Adam Enbar, CEO and co-founder of the Flatiron School in New York City, which offers coding boot camps and other technology education.

Serial entrepreneur and venture capitalist Cindy Whitehead chose to locate in North Carolina because of an ecosystem that includes easy access to talent from schools such as North Carolina State, University of North Carolina and Duke. She sold her company Sprout Pharmaceuticals, which made the drug Addyi — called the first female Viagra — to Valeant Pharmaceuticals for \$1 billion in 2015.

"I'm not from Raleigh, but I picked locating here," she says. "There was a bioscience community already built. It would be easy to attract talent."

To add to their talent pool, some states, such as New York, have heavily prioritized technology education. That extends to efforts outside of traditional university settings and filters down to local programs. The NYC Web Development Fellowship, for instance, offers free training in web development at coding schools such as General Assembly, Fullstack Design Academy and The New York Code + Design Academy to New Yorkers who are at least 18 years old and earn less than \$50,000.

### 4. Overall livability

With technology firms in places like San Francisco and Silicon Valley grappling with the problem of housing that is too expensive for their employees, states where housing is more affordable are gaining an edge. Google recently bought land for a future data center near Reno, Nevada, for instance, and Apple is doubling its workforce at the Reno Technology Center.

A lower cost of living helps smaller businesses, too. Iowa, for instance, has a low cost of doing business that many employers like, notes John Paul Engel, a lecturer on entrepreneurship at University of Iowa. "Commercial rents are inexpensive relative to other places in the county," says Engel.

Amenities like a good public school system are also important to attracting and keeping employees, helping some higher-cost states lure small business.

### 5. Abundant financing

The first place many small businesses turn for credit is their local bank. States like California, New York and Texas, which have a high density of branches, have an edge in business-friendli-

ness on this front, because most banks still do branch-based lending, according to Rohit Arora, CEO and co-founder of Biz2Credit, an online matchmaker between borrowers and lenders based in New York City.

Having a vibrant ecosystem of angel investors and venture capitalists is important, too, and has made areas such as Silicon Valley, Boston and New York City and the states where they are located attractive to start-ups.

But with crowdfunding leveling the playing field for many entrepreneurs when it comes to raising capital, states also need to offer opportunities for mentoring by former start-up founders and retired executives, says Richard Swart, chief strategy officer for NextGen Crowdfunding in the Los Angeles area.

"That's the secret sauce of Silicon Valley," says Swart. "You have thousands of people actively involved in building companies."

### 6. Infrastructure investment

With the need to repair the country's aging infrastructure an issue in the last presidential election, many states are paying attention to the need to fix theirs. Iowa, for instance, has been investing heavily in upgrading its road and bridges, notes Debi Durham, director of the Iowa Economic Development Authority.

With the internet making it possible to launch tech start-ups far from Silicon Valley, many states are investing in technology infrastructure with the hope of luring more entrepreneurs and encouraging their existing business owners to stay put. "Today you can start a company where you want to live," says Enbar. "That's a fairly new thing."

In one of the larger-scale state initiatives, Iowa, which is heavily rural, has been working to connect every acre of the state to broadband in its Connect Iowa initiative. "The farmer needs it in the cab of his combine," Durham says. "Having a robust broadband system means you can work from anywhere."

SOURCE: [www.cnbc.com](http://www.cnbc.com)

# Fictitious Business Name Statements

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0377908-00

Fictitious Business Name(s):

**Bun Mee**  
Address  
**650 Market Street, San Francisco, CA 94104**  
Full Name of Registrant #1  
**Bun Mee Market LLC (CA)**  
Address of Registrant # 1  
**2167 Turk Street, San Francisco, CA 94115**

This business is conducted by a **A limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **2/1/2014**

Signed: **Phuong D. Tran**

This statement was filed with the County Clerk of San Francisco County on **10/4/2017**.

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**10/4/2017**

**10/12/17 + 10/19/17 + 10/26/17 + 11/2/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378100-00

Fictitious Business Name(s):

**Computing-Cat Company**  
Address  
**1607 40th Avenue, San Francisco, CA 94122**  
Full Name of Registrant #1  
**Computing-Cat Company (CA)**  
Address of Registrant # 1  
**1607 40th Avenue, San Francisco, CA 94122**

This business is conducted by a **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/17**

Signed: **Gary Wu, CEO**

This statement was filed with the County Clerk of San Francisco County on **10/20/2017**.

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**10/20/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378097-00

Fictitious Business Name(s):

**Express Careworks Inc.**  
Address  
**729 Sacramento Street #6, San Francisco, CA 94108**  
Full Name of Registrant #1  
**Express Careworks Inc. (CA)**  
Address of Registrant # 1  
**729 Sacramento Street #6, San Francisco, CA 94108**

This business is conducted by a **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/2017**

Signed: **Gary Wu, CEO**

This statement was filed with the County Clerk of San Francisco County on **10/20/2017**.

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**10/20/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378098-00

Fictitious Business Name(s):

**Gobi Treehouse Inc.**  
Address  
**730 Commercial Street, San Francisco, CA 94108**  
Full Name of Registrant #1  
**Gobi Treehouse Inc. (CA)**  
Address of Registrant # 1  
**730 Commercial Street, San Francisco, CA 94108**

This business is conducted by a **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/2017**

Signed: **Chi Chun Chan, CEO**

This statement was filed with the County Clerk of San Francisco County on **10/20/2017**.

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**10/20/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378099-00

Fictitious Business Name(s):

**Henry Hu and Associates**  
Address  
**2558 32nd Avenue, San Francisco, CA 94116**  
Full Name of Registrant #1  
**Henry Hu and Associates Inc. (CA)**  
Address of Registrant # 1  
**2558 32nd Avenue, San Francisco, CA 94116**

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

Signed: **Henry Hu, CEO**

This statement was filed with the County Clerk of San Francisco County on **10/20/2017**.

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**10/20/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378107-00

Fictitious Business Name(s):

**Grand Pacifica Consulting**  
Address  
**729 Sacramento Street #6, San Francisco, CA 94108**  
Full Name of Registrant #1  
**Henry Hu and Associates Inc. (CA)**  
Address of Registrant # 1  
**2558 32nd Avenue, San Francisco, CA 94116**

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

Signed: **Henry Hu, CEO**

This statement was filed with the County Clerk of San Francisco County on **10/20/2017**.

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**10/20/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-037792-00

Fictitious Business Name(s):

**RWS Life Sciences Inc.**  
Address  
**555 Montgomery Street, Suite 720, San Francisco, CA 94111**  
Full Name of Registrant #1  
**LUZ, Inc (CA)**  
Address of Registrant # 1  
**555 Montgomery Street, Suite 720, San Francisco, CA 94111**

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

Signed: **Joseph A. Lugo, COO**

This statement was filed with the County Clerk of San Francisco County on **9/29/2017**.

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**9/29/2017**

**10/12/17 + 10/19/17 + 10/26/17 + 11/2/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0377994-00

Fictitious Business Name(s):

**Verde Garden Service**  
Address  
**301 Congdon Street, San Francisco, CA 94112**  
Full Name of Registrant #1  
**Silvio Robleto**  
Address of Registrant # 1  
**301 Congdon Street, San Francisco, CA 94112**

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/13/17**

Signed: **Silvio Robleto**

This statement was filed with the County Clerk of San Francisco County on **10/13/17**.

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**10/13/2017**

**10/19/17 + 10/26/17 + 11/2/17 + 11/9/17**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0378169-00

Fictitious Business Name(s):

**Tax Office SF**  
Address  
**513 Valencia Street Suite #4, San Francisco, CA 94110**  
Full Name of Registrant #1  
**Steven J. Axelrod Inc. (CA)**  
Address of Registrant # 1  
**513 Valencia Street Suite #4, San Francisco, CA 94110**

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

Signed: **Richard Snow**

This statement was filed with the County Clerk of San Francisco County on **10/25/2017**.

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

Filed: **Marielyne L. Argente**  
**Deputy County Clerk**  
**10/25/2017**

**10/26/17 + 11/2/17 + 11/9/17 + 11/16/17**

## CHANGE OF NAME

### CHANGE OF NAME

ORDER TO SHOW CAUSE FOR  
CHANGE OF NAME  
CASE NO. CNC 17-553385

PETITIONER OR ATTORNEY

**Hui Lan Liang Tchen**  
**1515 Thomas Avenue**  
**San Francisco, CA 94124**

TO ALL INTERESTED PERSONS:

1. Petitioner **Hui Lan Liang Tchen** for a decree changing names as follows:

**Hui Lan Liang Tchen**  
changed to  
**Hui Lan Tchen**

2. THE COURT ORDERS that all persons interested in this matter shall appear before this court at the hearing indicated below to show cause, if any, why the petition for change of name should not be granted.

### NOTICE OF HEARING

Date: **December 5, 2017** Time: **9:00 AM**  
Dept: **514** Room: **514**

3. A copy of this Order to Show Cause shall be published in **Small Business Exchange**, at least once each week for four successive weeks prior to the date set for hearing on the petition in the **Small Business Exchange** newspaper of general circulation, printed in this county.

**SUPERIOR COURT OF CALIFORNIA,**  
**COUNTY OF SAN FRANCISCO**  
**400 MCALLISTER STREET**  
**SAN FRANCISCO, CA 94102**

NEYL WEBB, Clerk  
DATED - October 12, 2017

**10/19/17 + 10/26/17 + 11/2/17 + 11/9/17**

## ABANDONMENT OF FICTITIOUS BUSINESS NAME

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

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

1.) **April Nine Thai Kitchen**  
Located at **701 Randolph Street, San Francisco, CA 94132**

This fictitious business name was filed in the County of San Francisco on **3/19/2013** under file **349991**

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

Full Name of Registrant #1  
**Karuna Jaramonburapong**  
**4071 19th Avenue #1, San Francisco, CA 94132**

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

Signed: **Karuna Jaramonburapong**

This statement was filed with the County Clerk of San Francisco County on

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**9/18/2017**

**10/12/17 + 10/19/17 + 10/26/17 + 11/2/17**

SMALL  
**BUSINESS**  
EXCHANGE



# Agency Financial Report - Fiscal Year 2016

## Continued from page 3

1. **1. Growing businesses and creating jobs**
2. **2. Serving as the voice for small business**
3. **3. Building an SBA that meets the needs of today's and tomorrow's small businesses**

The following sections highlight financial and performance results for the Agency, including the three Agency Priority Goals and federal Cross-Agency Priority Goals.

An in-depth analysis can be found in the Analysis of Financial Results and Analysis of Performance Results sections.

### Financial Results

For FY 2016, SBA's total budgetary resources used for staffing, operations, and subsidy costs were \$1.7 billion, and SBA's total nonbudgetary resources for loan financing used to purchase guaranteed loans in default and to make direct loans were \$4.2 billion. SBA's guaranteed portion of the outstanding loan principal rose 6.1 percent in FY 2016, to \$93.8 billion. New guaranties disbursed by SBA participating banks during FY 2016 were \$21.3 billion, a 7.7 percent increase this year that resulted in the net 6.1 percent increase in outstanding guaranties. Purchases of defaulted guaranteed loans dropped again, falling from \$1.1 billion last year to \$0.8 billion this year. This encouraging trend is expected to continue in upcoming years as the nation moves further into economic recovery. The loan receivables portion of the SBA credit program portfolio continued to decline from \$6.5 billion to \$6.2 billion in FY 2016. The drop in loan receivables was caused by the decrease in purchases of defaulted guaranties, the liquidation and charge-off of existing defaulted guaranties, a decrease in new disaster direct loan disbursements, and a decrease in collections on existing disaster loans.

### Performance Results

**Capital:** In FY 2016, the dollar amount of SBA's 7(a) loan program increased by 2 percent, leading to a record year of approvals. Additionally, the 504 loan program exceeded its FY 2016 target with 4.7 billion in loan approvals.

In all, through the 7(a) loan, 504 loan, and microloan programs, the SBA approved more than 74,000 loans and provided nearly \$29 billion in lending to small businesses.

More than \$5.5 billion in debenture capital was invested in small businesses through the Small Business Investment Companies program. SBIC is a zero subsidy guaranty debenture program

underpinned by a portfolio of public-private partnerships investing in small and typically high-growth businesses. Capital deployments have increased 70 percent since FY 2013.

**Contracts:** The SBA continues to work with agencies across the federal government to expand small business contracting opportunities. From the beginning of FY 2011 through FY 2015, small businesses accessed nearly \$447 billion in federal contracts (FY 2016 contracting numbers continue to be collected and certified).

**Counseling:** The SBA provides mentoring, business advice, and training assistance to more than 1.1 million entrepreneurs and small businesses each year. In FY 2016, these efforts helped entrepreneurs start businesses and create or retain jobs.

**Disaster Assistance:** Disaster loan applications and approvals rose to the highest level of the past ten years with the exception of FY 2013, which included the third largest disaster, Hurricane Sandy. In FY 2016, the Agency worked on 289 active disaster declarations and approved more than 25,000 disaster loans totaling more than \$1.4 billion.

### Agency Priority Goals and Outcomes

The Government Performance and Results Modernization Act of 2010 requires federal agencies to establish a set of two-year APGs that reflect the highest priorities of agency leadership. The SBA has established three APGs. The goals and outcomes from this fiscal year are as follows:

#### Increase active lender participation.

- **Goal:** By September 30, 2017, expand access to capital for small businesses by increasing the number of active lenders in SBA's 7(a) loan program from 2,244 (FY 2014) to 2,500.
- **Outcome:** The SBA increased small business access to capital by adding new and returning lenders to the 7(a) loan program. While the Agency missed its FY 2016 target by 18 percent, lenders provided more than \$24 billion in loans to small businesses.

#### Maximize small business participation in government contracting.

- **Goal:** Through September 30, 2017, maximize small business participation in federal government contracting to meet the statutory goal of 23 percent, ensure subgoals are met, and reduce participation by ineligible firms.

- **Outcome:** The SBA will continue to collect and certify FY 2016 contracting numbers through the third quarter of FY 2017. The Agency exceeded its FY 2015 target with the federal government, making 25.75 percent of contracting dollars available to small businesses.

#### Support more disadvantaged small businesses.

- **Goal:** By September 30, 2017, support more disadvantaged small businesses by increasing the number of approved 8(a) certification applications by 5 percent each fiscal year.
- **Outcome:** Through streamlining the application process, the SBA exceeded its target by 152 percent and has successfully recruited new 8(a) small businesses to the program. More economically and social disadvantaged small businesses qualify for federal contract set asides.

### Primer of SBA's Principal Programs

#### CAPITAL ([www.sba.gov/financialassistance](http://www.sba.gov/financialassistance))

*The SBA has a total business loan portfolio of \$106.9 billion.*

**7(a) Loan Guaranties** — The SBA offers government guaranties on loans (up to \$5.0 million) made by commercial lenders to help expand access to capital for business owners who face challenges in getting approved for financing. The SBA guarantees a portion of 7(a) loans made and administered by commercial lending institutions. Loans can be guaranteed for a variety of general business purposes.

**504 CDC Loan Guaranties** — These long-term, fixed-rate loans (up to \$5.5 million) support investment in major assets such as real estate and heavy equipment. Loans are delivered by certified development companies, which are private, non-profit corporations. CDCs work with the SBA and private lenders to provide the financing. The SBA guarantees the CDC's portion of these loans.

**Microloans** — The SBA provides loans to non-profit intermediary lenders, which are community-based organizations with experience in lending and technical assistance, that in turn make these loans (up to \$50,000) to small businesses needing small-scale financing and technical assistance for start-up or expansion.

**Surety Bond Guarantees** — A surety bond guarantee is a type of contract that guarantees the performance of a contractor.

If one party does not fulfill its end of the bargain, then the SBG provides financial compensation

to the other party. The SBA guarantees bonds issued by a surety company in order to encourage the surety company to provide bonds to small businesses.

#### CONTRACTING ([www.sba.gov/contracting](http://www.sba.gov/contracting))

*The SBA leads federal efforts to deliver 23 percent of contracts to small businesses, which is inclusive of 5 percent set-asides for women-owned and small, disadvantaged/8(a) businesses and 3 percent set-asides for HUBZone and service-disabled veteran small businesses.*

**Procurement Assistance to Small Businesses** — Small business contracts represent the largest form of direct monetary support for small business in the federal government. Within this goal are four sub-goals:

**Small Disadvantaged Businesses** — This program provides assistance through 8(a) Business Development and set-aside contracting for businesses owned and controlled by socially and economically disadvantaged individuals. Over the course of nine years, a firm is assisted in gaining resources to compete for federal contracts and for contracts in the private sector.

**HUBZone Small Businesses** — This program provides sole-source and set-aside contracting for firms located in economically disadvantaged geographical areas.

**Service-Disabled Veteran-Owned Small Businesses** — This program allows federal agencies to set-aside contracts for competition only among service-disabled veteran-owned small businesses.

**Women-Owned Small Businesses** — This program allows federal agencies to set-aside certain contracts for competition only among small businesses owned by women.

#### ADVISING, MENTORING, AND TRAINING ([www.sba.gov/local-assistance](http://www.sba.gov/local-assistance))

*The SBA and its partners serve over 1 million small business clients a year through the following programs.*

**Small Business Development Centers** — SBDCs deliver an array of services to small businesses and prospective business owners using an extensive network of 63 lead centers managing more than 900 service delivery points throughout the U.S. and the insular territories.

#### Visit link below for the full report:

[www.sbeinc.com/cms.cfm?fuseaction=news\\_detail&articleID=2171&pageId=25](http://www.sbeinc.com/cms.cfm?fuseaction=news_detail&articleID=2171&pageId=25)

SOURCE: U.S. SBA

## Supporting Women in Business

### Continued from page 1

to employees and contribute \$1.4 trillion in sales to our national economy.

The fact that so many women are now owning businesses and taking control of their own financial futures is an achievement worth celebrating. But like all things, there's room for growth. And the SBA is working to help more women become entrepreneurs through its "three Cs" — capital, contracts and counseling:

**Capitol:** The SBA's lending partners provide loans to small businesses, especially those that may not be able to get loans elsewhere. Research from the SBA's Office of Advocacy shows women tend to finance new businesses with personal savings

and credit cards, while men tend to get financing through loans. That means women tend to start with less capital. And having enough capital at the start is a leading indicator of a business's long-term success. Businesses that start with more capital tend to have higher sales and employ more people.

**Contracts:** The federal government is the world's largest purchaser of goods and services. It has a goal that 5 percent of federal contracts will be filled by women-owned small businesses. The SBA trains entrepreneurs on how to compete for these contracts.

**Counseling:** The SBA has 68 district offices and resource partners in communities across the country. Among them are the Women's Business Centers. According to the latest survey of WBC clients, the

assistance they received enabled them to move forward on their path to success:

- 16% hired new staff;
- 21% got financing;
- 32% increased their profit margins;
- 40% increased their sales;
- 47% started their businesses.

Most of these clients also said their experiences with WBCs helped them increase their self-sufficiency and their confidence — qualities that are harder to quantify but no less important among successful entrepreneurs.

As a woman and an entrepreneur myself, I am thrilled to see more women investing in them-

selves and taking a risk on a small business. I wish them tremendous success and I'm proud that so many of them have made the SBA a partner on their journey. Owning a business is one of the most effective ways to secure a financial future for ourselves, provide for our families, exercise our commitments to our communities, and drive our country's economic growth.

The SBA (@SBAgov) will be hosting a Twitter chat on women-owned small businesses on Thursday, October 26, at 3:00 p.m. ET/12:00 p.m. PT. We'll be sharing tips and resources to help women start, grow and succeed in business. Follow along with the hashtag #SBAchat.

SOURCE: [www.sba.gov](http://www.sba.gov)



# California Sub-Bid Request Ads

**PROJECT: RTE 46/5 Separation in Kern County Near Lost Hills  
CALTRANS - CONTRACT # 06-442544**

**KERN COUNTY, CA**

**\*\*THIS PROJECT HAS A 12 %DBE GOAL\*\***

**BID DATE: November 1, 2017 • BID TIME: 2:00 P.M.**

**Please respond by 5:00 p.m., October 31, 2017**

We are seeking quotes from all small business concerns Subcontractors and Suppliers including CERTIFIED DBE firms, but not limited to, the following work items Lead Compliance Plan, Construction Area Signs, Traffic Control System, Type III Barricade, Temporary Pavement Marking (Tape), Channelizer (Surface Mounted), Temporary Pavement Marker, Portable Changeable Message Sign, Temporary Railing (Type K), Temporary Crash Cushion Module, SWPPP, Storm Water Annual Report, Move-In/Move-Out (Temporary Erosion Control), Temporary Soil Binder, Temporary Drainage Inlet Protection, Street Sweeping, Temporary Concrete Washout, Remove Yellow Thermoplastic Traffic Stripe, Treated Wood Waste, Temporary High Visibility Fence, Dust Palliative, Roadway Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill (Bridge), Structure Backfill (Retaining Wall), Imported Borrow, Subgrade Enhancement Geotextile Class B, Move-In/Move-Out (Erosion Control), Hydromulch, Hydroseed, Class 2 Agg Subbase, Class 2 Agg Base, HMA, Data Core, Place HMA Dike, Tack Coat, Furnish Piling, Drive Pile, Furnish 16" Cast In Steel Shell Concrete Piling, Drive 16" Cast In Steel Shell Concrete Piling, Furnish 24" Cast In Steel Shell Concrete Piling, Drive 24" Cast In Steel Shell Concrete Piling, 48" Cast In Drilled Hole Concrete Pile (Sign Foundation), Structural Concrete (Bridge), Structural Concrete (Bridge) (Polymer Fiber), Structural Concrete (Retaining Wall), Structural Concrete (Box Culvert), Structural Concrete (Drainage Inlet), Drill and Bond Dowel, Pressure Grout Anchor Rod, Clean Expansion Joint, Joint Seal (Bridge), Bar Reinforcing Steel, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Headed Bar Reinforcement, Furnish Structural Steel (Bridge), Erect Structural Steel (Bridge), Furnish Structural Steel (Lightweight), Remove Sign Structure, Clean and Paint Structural Steel, Core 1-1/4" and Pressure Grout Threaded Rod, Bridge Removal, Alternative Pipe Culvert, Concrete Backfill (Pipe Trench), Reinforced Concrete Pipe, Alternative Flared End Section, Precast Concrete Pipe Manhole, Remove Drainage Facility, Remove Culvert, Remove Inlet, Remove Flared End Section, Adjust Utility Cover to Grade, Adjust Sewer Manhole, Cap Manhole, Rock Slope Protection (Facing Method B), Rock Slope Protection Fabric (Class 8), Detectable Warning Surface, Minor Concrete (Misc. Construction, Stamped Concrete), Remove Concrete Curb, Remove Concrete Sidewalk, Remove Concrete (Curb and Gutter), Misc. Iron and Steel, Manhole Frame and Cover, Fence (Type BW, Metal Post), Chain Link Fence (Type CL-6), IChain Link Gate, Remove Fence, Remove Pavement Marker, Delineator (Class 1), Pavement Marker (Retroreflective), Object Marker (Type K), Remove Roadside Sign, Relocate Roadside Sign, Furnish Laminated Panel Sign Roadside Signs, Install Sign, Midwest Guardrail System (Steel Post), Double Thrie Beam Barrier (Steel Post), Cable Railing, Transition Railing (Type WB-31), End Anchor Assembly, Terminal Systems, Alternative Flared Terminal System, Alternative Crash Cushion System, Concrete Barrier (Type 60, Type 60R, Type 736, Type 736A, Type 736 Modified, Type 736SV), Remove Guardrail, Salvage Metal Bridge Railing, Salvage Guardrail, Reconstruct Double Thrie Beam Barrier, Remove Concrete Barrier, Salvage Crash Cushion, Thermoplastic Traffic Stripe, Thermoplastic Pavement Marking, Lighting System, Sign Illumination System, Traffic Monitoring Station System, Highway Advisory Radio System, Modify Existing Electrical System, Removing Existing Electrical System, Hauling.

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the CALTRANS WEBSITE using the Project ID # 06-442544 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

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

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



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

**SHIMMICK  
CONSTRUCTION**

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

LBE (including MBE/WBE/OBE) Subcontractor/Supplier Bids Requested For:

**San Francisco Public Utilities Commission  
Drumm & Jackson Streets Sewer Improvements  
Contract No. WW-657R**

**BID DATE: November 2, 2017 at 2:00PM  
Fax all quotes to 510-777-5099**

Requesting certified LBE (including MBE/WBE/OBE) Subcontractor and Supplier Quotes on: **Reinforcing Steel Contractors, Earthwork & Paving, Painting/Waterproofing Contractors, Concrete/Related Services, Construction Traffic Control Services, Trucking & Hauling, Mechanical Engineering**

Hard copy versions of plans, specifications and bidding documents are available at 525 Golden Gate Avenue, 1st Floor, Customer Service Desk, San Francisco, CA 94102. Documents may also be provided by Shimmick Construction. Please contact Jamie Helmick at [jhelmick@shimmick.com](mailto:jhelmick@shimmick.com).

Subcontractors and Suppliers interested in this project may contact Bill Johnson by email at [bjohnson@shimmick.com](mailto:bjohnson@shimmick.com) for questions on specifications.

100% Performance and Payment bonds with a surety company subject to approval of Shimmick Construction Company, Inc. are required of subcontractors for this project. Shimmick Construction will pay bond premium up to 1.5%. Subcontractors will be required to abide by terms and conditions of the AGC Master Labor Agreements and to execute an agreement utilizing the latest SCCI Long Form Standard Subcontract incorporating prime contract terms and conditions, including payment provisions. Shimmick Construction's listing of a Subcontractor is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with the Subcontractor's price quote. Shimmick Construction requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation. For assistance with bonding, insurance or lines of credit contact Scott Fairgrieve at (510) 777-5000.

**SHIMMICK  
CONSTRUCTION**

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

LBE Subcontractor/Supplier Bids Requested For:  
**City and County of San Francisco • Municipal Transportation Agency  
22 Fillmore Transit Priority Project • Contract No. 1303**

**REVISED BID DATE: November 16, 2017 at 3:00PM  
Fax all quotes to 510-777-5099 or email to [northwest.estimated@shimmick.com](mailto:northwest.estimated@shimmick.com)**

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

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

Subcontractors and Suppliers interested in this project may contact Clay Cochran by email at [ccochran@shimmick.com](mailto:ccochran@shimmick.com).

100% Performance and Payment bonds with a surety company subject to approval of Shimmick Construction Company, Inc. are required of subcontractors for this project. Shimmick Construction will pay bond premium up to 1.5%. Subcontractors will be required to abide by terms and conditions of the AGC Master Labor Agreements and to execute an agreement utilizing the latest SCCI Long Form Standard Subcontract incorporating prime contract terms and conditions, including payment provisions. Shimmick Construction's listing of a Subcontractor is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with the Subcontractor's price quote. Shimmick Construction requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation. For assistance with bonding, insurance or lines of credit contact Scott Fairgrieve at (510) 777-5000.

## Looking for Subcontractors, Vendors, and Suppliers?

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

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

Call 1-800-800-8534  
or visit us at [www.sbeinc.com](http://www.sbeinc.com)



# How I learned to love the California high speed rail

An economically transformative project that will alter the state's future for the better



Construction of the Muscat Avenue Viaduct seen west of State Route 99 in Fresno, California.

Photo by California High-Speed Rail Authority via Getty Images

**By Matt Tinoco**

Not long ago, I thought the California bullet train shouldn't be built.

San Francisco to Los Angeles in less than three hours? Who cares? I can fly it in 55 minutes. Sixty-four billion dollars for a train that could be litigated out of existence before the first foot of track was ever laid? Give me a break. That money would be better spent improving transportation inside our cities instead of between them.

Not that it wouldn't be great to have a train like the one voters asked for in 2008. It's the sort of thing, I thought, that would have been great to have thrown together in the 1970s—back when land was cheap, NIMBYs didn't masquerade behind environmental lawsuits, and our state was a little less crowded.

But building it today? Ha! Laughable.

Yet I changed my mind. Where I once viewed the bullet train as a boondoggle of epic proportions, I now see the California High Speed Rail (HSR) as the single project with the most potential to transform our state for the better.

The switch came when a job brought me north, to the Bay Area, from my native Los Angeles, and I began the exercise of splitting my life between north and south.

Flying, of course, was out of the question. Aside from the higher monetary cost, boarding a short flight between the Bay and LA is environmentally destructive. At a moment when our species must significantly curtail our emission of green-

house gas, the carbon footprint of a 55-minute flight is too large. From an emissions perspective, the obvious choice is to hop on any one of the numerous buses that make the trip. But, given I needed to move possessions and furniture, I opted, like any good Californian, to drive.

On those lonely morning drives, I found myself with only California's great works of infrastructure to keep me company: the Golden State Freeway, the California Aqueduct, the Tehachapi (water) Lift—all examples of infrastructure our state (and country) has neither built, nor aspired to build in a long time. I thought about those works, and how fundamental they are to our state identity; without aqueducts and freeways, California as we know it wouldn't exist.

I thought about the state that built those works, and how that state grew into one where many thousands of its residents routinely commute from home to work and back for more than four hours daily. I thought about the nine gallons of gasoline my car burns over the five-hour freeway trip, how those nine gallons of gasoline turn into 176 pounds of carbon dioxide, and how those 176 pounds belched from my Honda's tailpipe add to the weight of my own complicity in the warming of our Earth's atmosphere.

Inevitably, and as boredom set in, I thought about how preferable—for both me and the biosphere—dozing aboard an electric bullet train flying across the Valley floor at 220 mph would be to piloting my Honda down the freeway at 80.

At present, the California High Speed Rail Authority is building bridges and trenches, and

realigning utilities and roads to clear the way for the train's tracks. The Authority's articulated goal is to have a segment of track between Fresno and San Jose operational by 2025—a trip anticipated to take only about an hour. State officials aim to begin passenger service between San Francisco and Orange County in 2029.

Whether or not those dates are attainable remains to be seen. Though the High Speed Rail Authority is likely here to stay, litigation can easily stall construction progress and drive up costs ad infinitum. And elected California Republicans have adopted a rigid stance against the train, going so far as to place a proposition on the June 2018 ballot that could keep crucial revenue from the state's cap-and-trade program from flowing to the rail project.

On the flip side, California's population will continue to grow and demand more from our aging and over-capacity infrastructure. The train would thread together almost every large city in the state, and for the first time easily link the state's affluent coastal regions to its hardscrabble interior. Cities like Fresno, which has rezoned its downtown area to accommodate thousands of new homes built close to the city's future HSR station, and others in the Central Valley are already preparing for the train's arrival.

In a report released earlier this month, researchers from the San Francisco Bay Area Planning and Urban Research Association (SPUR) argue that the HSR is an economically transformative project that will dramatically alter the course of California's future growth.

The HSR will compress travel time between, for example, Fresno and San Jose to slightly less than an hour—down from about three by car—about the same length of time it takes BART to snake its way from Pittsburgh to the Embarcadero station. On one hand this opens up the possibility for, say, tech workers to commute relatively painlessly from the Central Valley. But it also means companies that would otherwise set up shop in Silicon Valley could put down roots in the San Joaquin and still have easy access to the Bay Area.

Aside from dramatically altering where Californians can potentially live and work in the state, SPUR also argues the HSR will be a critical catalyst in weaning the state off its dependence on personal cars. As California cities, particularly those in the Central Valley, build more dense housing in their HSR-station-sporting downtowns, the need to build sprawling, land- and resource-dependent suburbs disappears.

And then there's the all-important question of how California will reach its goal to reduce statewide emissions of greenhouse gases to 40 percent below 1990 levels by 2030. Eliminating the lion's share of car and air travel between—and spurring dense development within—the state's major cities, as the bullet train's boosters hope to do, gets the state that much closer to its ambitious goal.

To let the California high speed rail fail due to a lack of ambition and forethought would be a disservice to ourselves and our children, period.

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