

# SMALL BUSINESS EXCHANGE

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Voice of Small, Emerging Diversity Owned Businesses Since 1984

• NEWS • INFO • BIDS

## Black Women Entrepreneurs: Past and Present Conditions of Black Women's Business Ownership

### EXECUTIVE SUMMARY

The number of women-owned businesses is rapidly growing. Amidst these increases, Black women have become one of the fastest growing segments of entrepreneurs in the country. This work explores the many challenges and opportunities faced by Black women entrepreneurs.

Historically, Black Americans have owned and operated their own businesses in the United States since the era of slavery. Black women have long made up a significant portion of the labor force and have done so alongside Black American men. As of 2012, Black women entrepreneurs owned approximately 1,525,494 businesses across the United States and composed almost 58.9 percent of all Black business owners. Motivations for women to start their own businesses include escape from labor and market disadvantages and discrimination, desire for career advancement beyond perceived glass ceilings, family commitments, personal interests, and the pursuit of financial stability. Black women have been shown to exhibit similar motivations as women business owners overall, but also explicitly express the desire to support and uplift their communities in the process.

Existing studies suggest numerous barriers that women face as they seek to start and maintain a successful business, including lack of start-up capital, resources, and loans; gender discrimination within male-dominated sectors; little access to strong networks; difficulty in obtaining government contracts; and children and family obligations. Similar barriers exist for Black women and are further compounded by the influence of race on social, human, and financial capital. In order to inform its analysis of Black women's entrepreneurship, Walker's Legacy hosted three events in Washington, DC; Houston, TX; and New York, NY. Each event

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# ABLE: Asian Black Latino Foot Soldiers - Together "In Action"

## Dorie Miller (1919-1943) Hero of World War II



Dorie Miller

- Serving in a noncombat role in the Navy, Dorie Miller responded heroically when the battleship West Virginia was attacked at Pearl Harbor
- Because the Navy was segregated, African-Americans were not given combat roles or weaponry training, so Miller's adept ability to shoot down enemy planes was all the more remarkable
- First African-American awarded the U.S. Navy Cross

Doris Miller, known as "Dorie," was born in Waco, Texas, in 1919. He was one of four sons. After high school, he worked on his father's farm until 1938 when he enlisted in the Navy as mess attendant (kitchen worker) to earn money for his family. At that time the Navy was segregated so combat positions were not open to African-Americans.

On December 7, 1941, Dorie had arisen at 6 a.m. to begin work. When the Japanese attack occurred, he immediately reported to his assigned battle station. Miller was a former football player

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## Aztec Eagles, Mexico's Fighter Pilots of WWII

Several days after Hurricane Katrina struck along the mid-eastern coast of the Gulf of Mexico, Americans watching the morning newscasts saw the first green tractor-trailers cross the international bridge at Laredo. Flying Mexican flags, the 18-wheelers were given a police escort from the border to San Antonio, where they set up water treatment plants and mobile kitchens that fed 7,000 people a day. Over 200 military engineers, doctors and nurses, mechanics, cooks and Mexican soldiers crossed onto American soil that bright September day; as part of an international response to the recent catastrophe wrought by the category four hurricane. "This is the first time the Mexican military has operated north of the Rio Grande River since 1846," the broadcasters said. They were wrong; by about 68 years.

May, 1942. German submarines sink two Mexican oil tankers, the Portero de Llano and Faja de Oro, in the Gulf of Mexico. With a small peacetime army and navy, Mexico did not have the resources to field a large battle group, but still wanted to help in the war against the Axis. It did not take long for Mexican President Manuel Avila Camacho to come up with a plan for his country to wage war on the enemy. A full year passed before the details were worked out, but the end result

was the formation of the U.S. & Mexico Defense Commission and the Bracero Program. From the American point of view, the Bracero Program was a success. <http://braceroarchive.org/> Thousands of impoverished Mexicans headed north, replacing young Americans in the fields and on the railroads. As a result, the ranks of Uncle Sam's military swelled with new recruits. The braceros labored tirelessly thinning sugar beets, picking cucumbers and tomatoes, and weeding and picking cotton. Their labors had a direct, positive effect on the American war effort. American soldiers were the best fed and clothed in the world. But there was a dark side, too. After the war, the program continued, but now the braceros suffered harassment and oppression from extremist groups and racist authorities. The contracts, controlled by independent farmers associations and the "Farm Bureau," were written in English, so most who signed them did not understand their full rights and the conditions of employment. When the contracts expired, the braceros were required to turn in their permits and return to México. Under the terms of the contract, the braceros could return to their native lands only in case of an emergency, but first they must have written permission from their boss. The Bracero Program was discontinued in the early 1960s.

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Members of the 201st Mexican Fighter Squadron walk the flight line during training. Left to right 2nd Lt. Migel Moreno Arrecola; 2nd Lt. Jaime Cenizo Rojas; 1st Lt. John Haley; 1st Lt. Fernando Hernandez Vega and 2nd Lt. Raul Garcia Mercado. From an AAF photo.

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# Community Outreach

## Why Diverse Teams Are Smarter



By David Rock and Heidi Grant

Striving to increase workplace diversity is not an empty slogan — it is a good business decision. A 2015 McKinsey report on 366 public companies found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean, and those in the top quartile for gender diversity were 15% more likely to have returns above the industry mean.

In a global analysis of 2,400 companies conducted by Credit Suisse, organizations with at least one female board member yielded higher return on equity and higher net income growth than those that did not have any women on the board.

In recent years a body of research has revealed another, more nuanced benefit of workplace diversity: nonhomogenous teams are simply smarter. Working with people who are different from you may challenge your brain to overcome its stale ways of thinking and sharpen its performance. Let's dig into why diverse teams are smarter.

### They Focus More on Facts

People from diverse backgrounds might actually alter the behavior of a group's social majority in ways that lead to improved and more accurate group thinking. In a study published in the *Journal of Personality and Social Psychology*, scientists assigned 200 people to six-person mock jury panels whose members were either all white or included four white and two black participants. The people were shown a video of a trial of a black defendant and white victims. They then had to decide whether the defendant was guilty.

It turned out that the diverse panels raised more facts related to the case than homogenous panels and made fewer factual errors while discussing available evidence. If errors did occur, they were more likely to be corrected during deliberation.

One possible reason for this difference was that white jurors on diverse panels recalled evidence more accurately.

Other studies have yielded similar results. In a series of experiments conducted in Texas and Singapore, scientists put financially literate people in simulated markets and asked them to price stocks. The participants were placed in either ethnically diverse or homogenous teams. The researchers found that individuals who were part of the diverse teams were 58% more likely to price stocks correctly, whereas those in homogenous groups were more prone to pricing errors, according to the study, published in the journal *PNAS*.

Diverse teams are more likely to constantly re-examine facts and remain objective. They may also encourage greater scrutiny of each member's actions, keeping their joint cognitive resources sharp and vigilant. By breaking up workplace homogeneity, you can allow your employees to become more aware of their own potential biases — entrenched ways of thinking that can otherwise blind them to key information and even lead them to make errors in decision-making processes.

### They Process Those Facts More Carefully

Greater diversity may also change the way that entire teams digest information needed to make the best decisions. In a study published in the *Personality and Social Psychology Bulletin*, Katherine Phillips of Northwestern University and her team divided sorority or fraternity members into four-member groups, each of which had to read interviews conducted by a detective investigating a murder. Three people in every group, referred to as "oldtimers" in the study, came from the same sorority or fraternity, whereas the fourth, the so-called "newcomer," was either a member of the same sorority or fraternity or a different one. The three oldtimers in each group gathered to decide who was the most likely murder suspect. Five minutes into their discussion, the newcomer joined the deliberation and expressed their opinion as to who the suspect was.

It turned out that although groups with out-group newcomers felt less confident about the accuracy of their joint decisions, they were more likely to guess who the correct suspect was than those with newcomers who belonged to the same group.

The scientists think that diverse teams may outperform homogenous ones in decision making because they process information more carefully. Remember: Considering the perspective of an outsider may seem counterintuitive, but the payoff can be huge.

### They're Also More Innovative

To stay competitive, businesses should always continue to innovate. One of the best ways to boost their capacity to transform themselves and their products may involve hiring more women and culturally diverse team members, research suggests. In a study published in *Innovation: Management, Policy & Practice*, the authors analyzed levels of gender diversity in research and development teams from 4,277 companies in Spain. Using statistical models, they found that companies with more women were more likely to introduce radical new innovations into the market over a two-year period.

In another study, published in *Economic Geography*, the authors concluded that increased cultural diversity is a boon to innovativeness. They pooled data on 7,615 firms that participated in the London Annual Business Survey, a questionnaire conducted with the UK capital's executives that asks a number of questions about their companies' performance. The results revealed that businesses run by culturally diverse leadership teams were more likely to develop new products than those with homogenous leadership.

Though you may feel more at ease working with people who share your background, don't be fooled by your comfort. Hiring individuals who do not look, talk, or think like you can allow you to dodge the costly pitfalls of conformity, which discourages

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# Access to Capital



## New Report: Top CA Banks Do Little Contracting with Firms Owned by Minorities, Women

### Banks Lag Far Behind Utilities in Diverse Contracting

The banks with the largest market share in California do little contracting with businesses owned by people of color and women, a new report from The Greenlining Institute finds. In Supplier Diversity Report: Banks Still Struggle to Contract with Diverse Businesses, Greenlining found that in 2014, these top banks did just 4.42 percent of their contracting with minority-owned businesses and just 2.83 percent with women-owned businesses.

In contrast, many of California's leading utilities and telecommunications companies routinely do over one quarter of their contracting with minority business enterprises, as Greenlining reported in September.

"While we applaud these banks for being willing to share their contracting data with us, it's clear they have a long way to go," said Greenlining Institute Director of Diversity and Inclusion Danielle Beavers. "We know from the experience of utility and telecom companies that qualified contractors are out there, but making use of them requires conscious effort by the companies and a push from regulators."

#### Other key findings include:

- Overall diverse contracting was low across all banks. East West Bank spent the most with minority and women business enterprises at 14.29 percent altogether, while Wells Fargo spent the least at just 5.71 percent.

- Compared to national figures, procurement with California's minority businesses better mirrored the state's demographics but was still low. African American business enterprises received 1.08 percent of California contract dollars; Asian American business enterprises got 1.92 percent; Latino business enterprises secured 2.16 percent, and Native American business enterprises 0.06 percent.

- Multi-year analysis revealed trends based on banks' size and the ethnicity and gender of the diverse business owner. Small banks tended to increase supplier diversity while larger banks struggled.

- Because of its size, Bank of America spent the most dollars with minority-owned businesses

and accounted for nearly 40 percent of bank procurement with these firms. Still, this accounted for just 4.46 percent of the bank's total procurement spending. This is similar to other large banks like Wells Fargo, JPMorgan Chase, and Citibank, whose national MBE spending ranged from 3.32 percent to 5.32 percent.

"Diverse businesses serve as the economic engines of their communities, and we know they can provide top-quality goods and services," Beavers said. "Banks should recognize the value they miss when they fail to seek out diverse contractors, and regulators should look to replicate California's success at promoting supplier diversity in the telecommunications and energy industries."

SOURCE: The Greenlining Institute

## 5 Tips For Small Business Owners Looking To Get A Bank Loan

By Mary Ellen Biery

The economy's continued expansion could have you, like many business owners, optimistic about your company's growth prospects for this year and going forward.

Eighty-three percent of businesses are somewhat or extremely confident that their business will grow in 2016, and on average, these businesses expect a nearly 9 percent increase in annual revenue over the next 12 months, according to a recent survey through the Pepperdine Private Capital Access Index report. Businesses with less than \$5 million in annual revenue were among the most confident.

That means you may need capital to add employees, buy more inventory or purchase office space in the coming months. Small businesses, however, historically report a tough time obtaining financing, with half of applicant firms (especially among microbusinesses and startups) reporting in 2015 they were approved for less than the amount requested. The head of the U.S. Small Business Administration has cited industry estimates that 80 percent of small business loan applications are rejected.

The good news is that while marketplace lenders (such as OnDeck and LendingClub) have gotten a lot of publicity, it's not just the upstarts trying to capture a slice of your small-business' business-financing pie these days. Small business owners are a powerful bunch. After all, 99.7 percent of all U.S. businesses (or 28 million) are small businesses, they create a lot of jobs, and nearly 98 percent of companies exporting goods from the U.S. are small firms, according to data from the SBA.

"This is an area we are definitely working on diligently and growing," said Benson Bolling, chief lending officer for Alabama Credit Union

in Tuscaloosa, Ala. "It's been a good performing book of business for us, we want to serve members, and the dollar value on a commercial loan is typically higher than a consumer loan, so it helps us grow our loan portfolio."

Redwood Credit Union in Santa Rosa, Calif., has grown its business loan portfolio by 20 percent through June as it promotes its knowledge of members and a variety of financing options. "When we're looking at a small business lending solution for members, we're coming at it from the view of what is in their best interests, and we have a broad product suite," said Ron Felder, executive vice president/chief lending officer for the credit union. Competitors might be more limited in their offerings or motivated by higher fee income attached to specific products, he said.

Only 27 percent of businesses in the 2Q Pepperdine Capital Access report said they plan to raise financing in the next six months, but among those businesses, the most popular likely source of funding was bank loans, followed by business credit cards, credit unions, asset lenders and business online marketplace lenders.

Here are five things for business owners to know about getting a bank loan or credit union loan in 2016:

1. The idea of an upstart online lender may appeal, but credit applicants have reported the most success and satisfaction with their borrowing experience at banks, particularly small banks. Nonbank online lenders had the lowest borrower satisfaction rates despite relatively high approval rates, mostly because of concerns with high interest rates and unfavorable repayment terms.
2. Thanks to competition and industry changes, you may find it less cumbersome to apply and a faster response to your application than you would have a few years ago. While some financial institutions have developed online

business-loan applications or partnered with third-party providers, others like Alabama Credit Union and Nutmeg Federal Credit Union in Connecticut have added staffing or implemented behind-the-scenes technology.

"We have invested in dedicated staff members for business lending over the last year, but we've also invested a lot into the process as well," said Shane Dugan, small business solutions consultant at Nutmeg. Rule changes will allow credit unions over the next year to expand involvement with business lending, and ahead of that, Nutmeg has automated much of the back end processes — credit analysis, loan administration and risk rating. "We have some major upgrades in the pipeline in regards to the ease of applying and the approval process — making sure it's a quicker process, specifically with CRE lending," Dugan said. Over the next year, Nutmeg will also incorporate additional technology that keeps the business owner better informed throughout the loan-approval process.

3. You need financial records and probably a down payment. Business owners seeking loans are often surprised that a cash down payment of around 20 percent is typically needed. If you are used to putting down 3 percent to purchase a house or nothing to purchase a car, you may not realize that lenders require some "skin in the game" for a business loan. Similarly, lenders will want to see up to three years of financial records and any projections you have (personal tax returns, business tax returns, income statement and balance sheets, purchase orders, K-1 statements). Don't forget to clarify any personal debt that is actually for business purposes. Otherwise, some banks might double-count a credit card used for the business if it shows up on a personal credit check and also is included in the business's tax return.

4. Cash flow — not revenue — is king. "A business owner is often looking at the overall picture of what they might be bringing in as revenue for how successful they are," Dugan said. This can result in a mismatch between what the business owner assumes the business is worth or making vs. what the business is truly generating in income. "In commercial lending, you're not going to focus on the revenue necessarily but the cash flow to service the debt. It's a very different mentality in regards to their financial strength," Dugan said. A business bringing in \$1 million in revenue but paying out \$990,000 in costs and expenses, isn't making that much money in the end.

5. Don't try to "hide" your business' success at tax time. Peter Brown, director of strategy and operations for the financial institutions division at Sageworks, said taxpayers often encourage tax preparers to include as many deductions as possible to reduce taxable income, but that can come back to haunt business owners seeking a bank loan if the lender sees insufficient income on returns to repay the loan. "Business owners need to be talking with their accountant about the implications of the way they file their taxes," Brown said. "For example, if they're going to be using deductions, see if there are some that could be tied to depreciation. Banks' loan decisions are typically based on EBITDA [earnings before interest, taxes, depreciation and amortization], so if you can write off something as a depreciable asset for tax purposes, that will help reduce taxable income but will also keep your cash flow at a good level."

*Sageworks, a financial information company, collects and analyzes data on the performance of privately held companies and provides accounting, financial analysis, and risk management solutions.*

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



# California Sub-Bid Request Ads

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Firms should be certified DBEs verifiable through the California Unified Certification Program (CUCP) database from the Department of Transportation, Office of Business and Economic Opportunity Web site at: <http://www.dot.ca.gov/hq/bep/>.

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

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## Black Women Entrepreneurs

■ Continued from page 1

was designed to illuminate the experiences of Black women entrepreneurs in the community. In addition to the Black women entrepreneurs, each event also included Black financial service representatives, government and policy officials, general and business community leaders, academics, and business service providers.

**The Black women entrepreneurs present at the breakout sessions:**

1. Expressed a desire to start their own businesses so that they can follow their passions, have freedom and flexibility, create generational wealth and a legacy for their children, and give back to their respective communities;
2. Described efforts to access financial capital as lengthy, exacerbated by lack of information, and largely impacted by “having a seat at the right table,” which many women felt that they did not have;
3. Described the role that fear plays in the choice to seek financial support;
4. Identified the lack of available and quality mentors and sponsors who can not only support Black women-owned business but also champion their needs and experiences;
5. Cited discrimination and stereotyping as key challenges to successful business start-up and maintenance;
6. Maintained that work-life balance and personal fulfillment were key motivators for starting a business;
7. Acknowledged fear of rejection and failure as key challenges; and
8. Conveyed a number of challenges to growing their business, including funding and hiring-like-minded and trustworthy staff.

**KEY RECOMMENDATIONS:**

Given the literature and the results of the breakout sessions with Black women entrepre-

neurs, this report makes the following recommendations specifically geared toward Black women business owners:

- **Diversify:** Continue to seek opportunities to engage with business groups, agencies, and associations that broaden your circles and that challenge and push past boundaries and levels of comfort.
- **Build:** Proactively cultivate new relationships and pursue mechanisms to self-mentor by examining existing examples of successful Black businesswomen.
- **Alternate:** Seek non-traditional funding sources, such as crowdfunding, that may provide more equitable access to debt and equity capital.

**Additional Recommendations:**

- Increase the number of Black women investors An article in Puget Sound Business Journal asserted that “male angel investors tend to choose entrepreneurs who look like a startup CEO – someone who is typically male.” The article continues on to say that nearly three-fourths of angel investors are also male. In addition, research conducted by the Diana Project also found that venture capital firms with women partners were more likely to invest in companies with women in leadership. This has been shown to work against burgeoning women entrepreneurs. Given the lack of angel investors who are both women and of color, qualified Black women should seek to become accredited angel investors for Black women-owned businesses.

Visit link below for the full article:

<http://www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1823&pageID=25>

**SOURCE: Walker's Legacy**



# Ben Carson will accept HUD secretary role

The speculation is now over as sources close to the appointment confirm to HousingWire that Ben Carson will officially accept the role of United States Secretary of Housing and Urban Development.

Rumors swirled this week over whether Carson, a former GOP presidential candidate and retired neurosurgeon, would accept the role. Now, the speculation is over – Carson announced he will accept and those sources say a formal acceptance will come as soon as today or tomorrow.

President-elect Donald Trump announced Tuesday on Twitter that he was “seriously considering” Carson as the next HUD Secretary.

Later Tuesday, a report from Reuters stated that Trump did offer the top HUD job to Carson.

While Carson previously stated that he was not interested in serving on Trump’s cabinet, he told Fox News that he was reconsidering the possibility.

In fact, the former GOP presidential candidate even announced on his Facebook Wednesday that “after serious discussions with the Trump transition team,” he believed he could make a difference. He also stated that an announcement would come soon about his role in “helping to make America great again,” according to an article by Damian Paletta and Nick Timiraos for The Wall Street Journal.

The new HUD secretary also took to Twitter to announce his upcoming decision.



Before Carson accepted the position, rumors swirled about the possibility of Pam Patenaude, who currently serves as the president of the J. Ronald Terwilliger Foundation for Housing America’s Families, and Robert Woodson, who runs the Center for Neighborhood Enterprise in Washington, D.C., taking the position of potential HUD secretaries under Trump.

*Kelsey Ramirez is a Reporter at HousingWire. Ramirez is a recent journalism graduate of University of Texas at Arlington. Ramirez previously covered hard issues such as homelessness and domestic violence and began at HousingWire as an Editorial Assistant.*

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

## About HousingWire

HousingWire is by far the nation’s most influential source of news and information for U.S. mortgage markets, boasting a readership that spans lending, servicing, investments and real estate market participants as well as financial market professionals.

Named “Best in Business” by the Society of Business Editors and Writers and a winner of a prestigious FOLIO:Eddie Award for national editorial excellence in the B-to-B Banking/Business/Finance, HousingWire has been recognized for excellence in journalism by, the American Society of Business Press Editors, the National Association of Real Estate Editors, and Trade Association Business Publications International as well.

HousingWire was named to the 2013 Inc. 5000 list of the nation’s fastest-growing privately-held businesses.

## HousingWire.com

HousingWire.com is the leading independent source for news, commentary and analysis covering the entire mortgage banking and financial markets. Staffed by a core team of experienced journalists and editors, HousingWire.com delivers breaking news and opinions on U.S. housing and mortgage finance. -

# Trump Picks Washington Insider Elaine Chao For Transportation Secretary

By Scott Detrow

President-elect Donald Trump ran an insurgent, anti-establishment campaign, but the latest addition to his prospective Cabinet is about as establishment as it gets.

Elaine Chao, whom Trump picked Tuesday to head the Department of Transportation, worked in both Bush administrations, has ties to the conservative Heritage Foundation, has sat on numerous corporate boards and spent several years running the United Way of America. She also happens to be married to Senate Majority Leader Mitch McConnell.

“Secretary Chao’s extensive record of strong leadership and her expertise are invaluable assets in our mission to rebuild our infrastructure in a fiscally responsible manner,” Trump said in a statement. “She has an amazing life story and has helped countless Americans in her public service career. I am pleased to nominate Elaine as Secretary of the Department of Transportation.”

Chao is the latest Trump pick who would very likely have shown up in any Republican administration-in-waiting, along with South Carolina Gov. Nikki Haley, longtime GOP fundraiser and school choice advocate Betsy DeVos, and Georgia Rep. Tom Price. (Trump’s picks for U.N. ambassador, education secretary and health and human services secretary, respectively.)

The growing number of establishment Republicans in the Cabinet — who could be joined by 2012 presidential nominee Mitt Romney, a candidate for secretary of state — are a sharp contrast to Trump’s initial wave of appointments. Those were headlined by White House chief strategist Steve Bannon, who previously ran the controversial



Elaine Chao arrived at Trump Tower last week to meet with President-elect Donald Trump. On Tuesday, he announced she was his pick to lead the Department of Transportation. Eduardo Munoz Alvarez/AFP/Getty Images

right-wing news site Breitbart, which has ties to the white nationalist “alt-right” movement.

Chao was President George W. Bush’s labor secretary, an appointment that made her the first Asian-American woman ever appointed to a Cabinet position. (Chao was also the only member

of Bush’s Cabinet to serve throughout his entire eight-year term.) She worked as a deputy transportation secretary during President George H.W. Bush’s administration.

Other candidates Trump was considering to head the Department of Transportation included

Pennsylvania Rep. Lou Barletta, one of the handful of congressmen to enthusiastically endorse his campaign in its early stages.

SOURCE: <http://www.npr.org>



# ABLE: Asian Black Latino Enterprises

## Pearl Harbor Day



The USS Arizona Memorial at Pearl Harbor. Photo Credit: Everett Historical/Shutterstock.com

### In Memoriam:

At dawn on Sunday, December 7, 1941, naval aviation forces of the Empire of Japan attacked the United States Pacific Fleet center at Pearl Harbor, Hawaii and other military targets. The goal of this attack was to sufficiently cripple the US Fleet so that Japan could then attack and capture the Philippines and Indo-China and so secure access to the raw materials needed to maintain its position as a global military and economic power. This would enable Japan to further extend the empire to include Australia, New Zealand, and India (the ultimate boundaries planned for the so-called "Greater East Asia Co-prosperity Sphere"). The prevailing belief within the Japanese military and political establishment was that eventually, with the then expected German defeat of Great Britain and Soviet Russia, the United States' non-involvement in the European war, and Japan's control of the Pacific, that the world power structure would stabilize into three major spheres of influence:

- 1.) The Empire of Japan controlling East, Southeast, and South Asia and the entire Pacific Ocean.
- 2.) The combined powers of Germany and Italy controlling Great Britain, all of Europe, Western and central Asia, the Middle East, and Africa.
- 3.) The United States, controlling North and South America.

### Admiral Yamamoto

Imperial Admiral Yamamoto, who conceived, designed and promoted the Pearl harbor attack, cautioned against a war with the United States. Having twice held naval attaché positions within the Japanese embassy in the U. S. Capitol, he knew well the industrial strength, material wealth and temperament of the United States. Overruled by his superiors, he dedicated his efforts as Commander in Chief of the Imperial Combined Fleet to a successful attack. Upon completion of the attack he is quoted as saying "We have awakened a sleeping giant and have instilled in him a terrible resolve".

### Pacific Fleet Crippled

Airfields, port facilities, and warships were attacked and severely damaged. Of the nine Pacific Fleet battleships at Pearl that day, Utah and Arizona were completely destroyed and the Oklahoma was salvaged but considered obsolete and designated for scrap. All other battleships were returned to service.\*

### Battleship Arizona Destroyed

The Arizona was struck by a converted sixteen inch armor penetrating naval shell that was dropped from a high level horizontal bomber. The bomb penetrated between the number one and two turrets, proceeded aft and downward through several decks, and exploded in one of the Arizona's aircraft catapult gunpowder magazines. The resulting fire ignited the main gun magazines where great quantities of gunpowder were stored. The explosion blew out all forward transverse bulkheads and caused the ship to sink to the harbor bottom in a few minutes. The explosion and sinking resulted in the death of over 1100 crew members.\*

### A Tomb and Memorial

The Arizona has been preserved as a tomb for most of the crew and as a memorial to the events of this day. The observation structure in the picture spans the ship's hulk, with Ford island in the background. The memorial is accessed by boats from the naval base at Pearl Harbor. Within the memorial, the first object seen is the ship's bell. In the middle, viewing ports overlook the Arizona. At the far end, a marble wall is inset with bronze letters naming the deceased crew members.

### Japanese Goals

The expected result of the attack was to cripple the U. S. Pacific Fleet for a period of up to eighteen months, preventing aggressive action against imperial forces, with the fleet to later be drawn out into a final battle and destroyed. This goal eluded the Japanese as U. S. forces were acting aggressively in the South Pacific within 60 days and the fleet was fully effective within a year. There was never the kind of massive fleet battle that the Japanese hoped for.

### A Matter of Chance

The attack was almost a complete tactical success. By a matter of chance, of the three of the Pacific Fleet carriers that would normally be at Pearl that morning, two were at sea on exercises and one was on the U. S. west coast undergoing maintenance. Not knowing the location of these ships that could attack his strike force would cause the tactical commander (Admiral Nagumo) to withdraw before a planned third strike, sparing the Pacific Fleet submarine force, important maintenance facilities and critical fuel supplies. The survival of the repair shops would enable rapid restoration of the fighting capability of the fleet. The carriers would enable the first blow to be struck against the Japanese homeland in the Doolittle raid, would prove to be decisive in the Battle of the Coral Sea, where the Japanese forces were turned back in

their thrust toward Australia, and would prove essential to U. S. success in the Battle of Midway Island, where naval aviation forces from U.S. carriers sank four Imperial carriers.

### The Turning Point

Midway proved to be the critical turning point in the course of the war in the Pacific. Its loss would have put Hawaii at great risk of invasion and occupation. In Japan's defeat at Midway it was the loss of her experienced pilots, more than the ships and aircraft, which would prove to be a fatal blow to Japan's ability to defend and extend the territory that it had gained.

### U. S. Asleep

The Japanese success at Pearl Harbor with trivial losses to themselves can be blamed on the inability of the U. S. political, diplomatic, and military establishments to recognize the capabilities of Japan and the weaknesses in U. S. defense planning as well as a long string of small coincidences and failures that would in any analysis appear to be extremely unlikely to occur in concert. These are well documented in the texts available on this subject.

### America Reacts

This sneak attack against Hawaii brought an immediate reaction of unprecedented unity from the

American people. Families from every class sent their sons and daughters to war, women joined the industrial work force, and no one was untouched by the effort to bring all of U. S. resources to bear upon the war effort. The U. S. war plans strategy had been "Europe first", but the Japanese attack caused a far greater effort to be directed early on to the Pacific than would otherwise have been expected and fueled the will of the U. S. to completely defeat Japan regardless of the cost.

### A Catastrophic Error

The attack against Hawaii was in fact the worst possible thing that Japan could have done, given its goal of hegemony in the western Pacific. The war plans of the U. S. had written off the defensibility of the Philippines and had projected, barring any direct attack against the Philippines or U. S. possessions, a strictly defensive posture against Japan, with the principle effort being directed to the protection of the western hemisphere (particularly the Caribbean and South America) against Germany and a strictly defensive posture in the Pacific to protect Alaska, Hawaii, and the Panama Canal.

### Visit link for the full article:

[http://www.sbeinc.com/resources/cms.cfm?fuseaction=news\\_detail&articleID=1829&pageID=25](http://www.sbeinc.com/resources/cms.cfm?fuseaction=news_detail&articleID=1829&pageID=25)

## From the Editor



It was early evening, in New Orleans on December 7, 1941 when 16 year old Gerald Johnson heard the news flash while listening with pride to his father's newly purchased Stromberg-Carlson shortwave radio – the Japanese had bombed Pearl Harbor! His immediate reaction was that he must enter the military and "fight for my country", even though, as an African American, he attended a segregated

school and rode in the segregated section of the bus in New Orleans.

Gerald Johnson, founder and President of the Small Business Exchange, Inc. continued to "fight for his country" in the battlefields of civil rights and economic justice for the next 75 years. In 2016, he, with Asian and Latino "soldiers" formed ABLE (Asian Black Latino Enterprise) to further these goals – together.



# ABLE: Asian Black Latino Enterprises

## Dorie Miller (1919-1943) Hero of World War II

■ Continued from page 1

and a Navy boxing champ so his job was to carry any of the injured to safer quarters; this included the mortally wounded ship's captain.

Miller then returned to deck and saw that the Japanese planes were still dive-bombing the U.S. Naval Fleet. He picked up a 50-caliber Browning anti-aircraft machine gun on which he had never been trained and managed to shoot down three to four enemy aircraft. (In the chaos of the attack, reports varied, and not even Miller was sure how many he hit.) He fired until he ran out of ammunition; by then the men were being ordered to abandon ship. The West Virginia had been severely

damaged and was slowly sinking to the harbor bottom. Of the 1541 men on board during the attack, 130 were killed and 52 wounded.

### Early Reports: Heroic "Negro Messman"

The original newspaper reports noted that a "Negro messman" had behaved heroically. The editors at the Pittsburgh Courier, one of the country's most widely circulated black newspapers, pounced on that and sent a reporter out to identify the hero. Had this newspaper not been on the case, Dorie Miller probably would never have been identified.

On April 1, 1942 Miller was commended by the Secretary of the Navy, Frank Knox, and on May 27, 1942 he received the Navy Cross for his extraordi-

nary courage in battle. His rank was raised to Mess Attendant First Class on June 1, 1942.

As happened with other war heroes, Dorie Miller was then sent on a tour in the States to raise money for war bonds, but Miller he was soon called back (spring '43) to serve on the new escort carrier the USS Liscome Bay. The ship was operating in the Pacific near the Gilbert Islands. At 5:10 a.m. on November 24, the ship was hit by a single torpedo fired from a Japanese submarine. The torpedo detonated the bomb magazine on the carrier; the bombs exploded, and the ship sank within minutes. Miller was initially listed as missing; by November 1944 he status was changed to "presumed dead." Only 272 men survived the attack.

Today there is a Dorie Miller park in Hawaii and a good number of schools and buildings throughout the U.S. are named in his honor. He was also one of four Naval heroes featured on U.S. postal stamps in 2010.

However, many officers and men in the Navy felt that for his actions on the West Virginia at Pearl Harbor, Miller deserved more—that he should have been awarded the Medal of Honor.

For another story of an African-American hero during World War II, read about Charles David, Jr., who served in the Coast Guard.

SOURCE: <http://americacomesalive.com>

## Aztec Eagles, Mexico's Fighter Pilots of WWII

■ Continued from page 1

Laredo, July 25, 1944. Thirty eight pilots and 260 support personnel, all members of an elite group of airmen known as the Mexican Expeditionary Air Force were reporting for duty. From Laredo, they were transported to Randolph Field in San Antonio, where they were given medical exams and tested for flight and weapons experience. Next, the squadron was sent to the army base at Pocatello, Idaho, where they received extensive training in each man's area of specialty, such as armament, communication, or engineering. Next, was the Gunnery School at Harlingen. Training included combat air tactics, formation flying and gunnery practice over Padre Island. The pilots received further aviation instructions and training at Majors Field in Greenville, where they were presented with their battle flag. Under the command of Col. Antonio Cardenas Rodriquez, Squadron 201, now dubbed the Aztec Eagles, were attached to the United States Army, Air Force 58th Fighter Group.

Flying the P-47-D Thunderbolt single seat fighter during the liberation of the main Island of Luzon, the Aztec Eagles carried out tactical air support and bombing missions in support of American troops operating in the South Pacific.

Flying 60 missions, the Aztec Eagles dropped 1,038 bombs and fired over a million rounds of live ammo. In all, the 201st Squadron accumulated 1,290 hours of combat missions during the last six months of the war. Five pilots lost their lives during the unit's tour of duty. Three crashed during bad weather, one was shot down by the enemy, while the first was killed during gunnery training when he crashed into a tow-plane that was pulling the target over Padre Island.

The men of the Mexican Expeditionary Air Force were highly decorated, earning a Presidential Unit Citation from the Philippine Secretary of Defense and many other honors. Twenty of them received the U.S. Air Medal. The pilots became national heroes of Mexico. On November 18, 1945, they were personally congratulated by President Avila Camacho during a ceremony broadcast live by radio throughout Mexico. The pilots were decorated by the President with the Medalla Por Servicio en el Lejano Oriente – a special medal that was the only decoration ever awarded for foreign combat by Mexican military personnel. Email your questions to [Steve@southpadretv.tv](mailto:Steve@southpadretv.tv) or visit <http://southpadretv.tv/>

SOURCE: <http://southpadretv.tv>



Mexican P-47D Thunderbolt over the Philippines (1945)

## Chinese-Americans in World World 2



This is a photo portrait of Second Lieutenant Arthur Wong Jr. a Chinese-American aviator from Oakland, California. Wong was a member of the 359th Fighter Group of the United States Army Air Forces (USAAF). The USAAF were the military aviation arm of the Us Army during and immediately after World War II. Roughly 25 % of all Chinese-American soldiers during World War II served with the Army Air Forces.

When the United States entered World War II, about 29,000 persons of Chinese ancestry were living in Hawaii and another 78,000 on the mainland. By war's end, over 13,000 were serving in all branches of the Army Ground Forces and Army Air Forces.

About one quarter of all Chinese-American soldiers served with the Army Air Forces. In 1943 the Army Air Forces organized some support units for the China-Burma-India theater, including the 14th Air Service Group, composed predominantly of Chinese-American personnel. Other Chinese-Americans trained as pilots and aircrew and fought in Europe and the Pacific. However, most were assigned to regular ground units.

An estimated 40 percent of Chinese-American soldiers were not native-born citizens. After Congress repealed the Chinese Exclusion Act in 1943, many took advantage of their military service to become naturalized.

One Chinese-American received the Distinguished Service Cross, Capt. Francis B. Wai\*. He was born in Hawaii, where his father was Chinese and his mother Native Hawaiian. After graduating from the Punahou School in Honolulu and the University of California at Los Angeles, Wai enlisted in the Hawaii National Guard and was called



Sgt. Thomas Fong Receives Air Medal from Col. Frederick R. Dent, Jr., 1944. Photographer unknown. Gelatin silver print. Collection of Oakland Museum of California. The Oakland Tribune Collection. Gift of ANG Newspapers

to active duty in 1940. He earned his commission through officers candidate school in 1941 and was assigned to the 34th Infantry, part of the 24th Infantry Division. On October 20, 1944, his unit landed at Leyte in the Philippines. He was killed in action while leading soldiers off the beach against accurate and concentrated enemy fire.

For further information, see the following:

- Lim, Christina M., and Sheldon H. Lim. In the Shadow of the Tiger: The 407th Air Service Squadron, Fourteenth Air Force, World War II. Privately published, 1993.
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- Wong, Scott K. "War Comes to Chinatown: Social Transformation and the Chinese of California." The Way We Really Were: The Golden State in the Second Great War. Ed. by Roger W. Lotchin. Urbana, Ill., 2000. Pp. 164-86.

Prepared 16 May 2000  
by James C. McNaughton  
Command Historian  
Defense Language Institute

Foreign Language Center, Presidio of Monterey





# CONSTRUCTION update

## NOV. 2016

### WORK BEGINS ON CONSTRUCTION PACKAGE 2-3

Work continues to advance on Construction Package 2-3 (CP 2-3), the 65-mile segment between Fresno County and one-mile north of the Tulare-Kern County line. Recently, Dragados Flatiron Joint Venture (DFJV), the CP 2-3 design-build contractor, started major construction activities near Manning and Cedar Avenue in Fresno County. They have begun hauling fill dirt alongside the BNSF railroad tracks for the construction of a berm for the high-speed rail track foundation. Continual testing of the soil will occur as it is placed and compacted to ensure proper support needed for the high-speed rail line. As much as 50,000 cubic yards of fill dirt will be placed during this phase of the project.



### TUOLUMNE BRIDGE | DOWNTOWN FRESNO

Concrete forms have been set around reinforcing steel to create a barrier wall along the north side of the Tuolumne Street Bridge. Construction crews continue utility relocation on the east side of the structure in preparation for work on the approach to the bridge, which includes placement of retaining walls, fill dirt and repaving for future traffic.



### ROAD 27 GRADE CROSSING

MADERA

The project's newest construction site is progressing on Road 27 near the Madera Acres neighborhood in Madera County. The roadway is closed between Avenue 17 and Club Drive until late 2017 for the construction of a grade-separated overpass. A drill rig is being used to bore into the ground while ironworkers construct the rebar cage that will be lowered into the hole, and then filled with concrete for the overpass support piers. The overpass will allow Avenue 27 traffic to safely cross both the existing railroad tracks and the future high-speed rail lines.



### FRESNO RIVER VIADUCT | NEAR MADERA

The Fresno River Viaduct now connects over State Route 145 (SR 145) in Madera County, bringing the 1,600-foot long structure closer to completion. Construction crews are now installing reinforcing steel in preparation for the next concrete pour of the deck over SR 145.



### FRESNO TRENCH & SR-180 PASSAGEWAY | FRESNO

Crews continue drilling shafts and installing rebar for protective barrier walls between the high-speed rail and Union Pacific lines in what will become the Fresno Trench. One lane of westbound SR 180 traffic was recently shifted across the median onto the eastbound side of the highway for the first stage of construction of the passageway. This first stage will be in place for approximately five months.



### SAN JOAQUIN RIVER VIADUCT

NORTH FRESNO

A construction platform has been built over the San Joaquin River allowing a drill rig to bore into the north bank to create the foundation for a support pier. At 4,700 feet in length, the San Joaquin River Viaduct will be the largest structure built in the first phase of high-speed rail construction.



### COTTONWOOD CREEK | MADERA COUNTY

Crews tie reinforcing steel for a barrier wall along the sides of the bridge over Cottonwood Creek, which is located a little northeast of the intersection of Avenue 13 and Road 30½. The bridge deck concrete was recently placed and once it has cured sufficiently, the barrier walls will then be completed.



### CEDAR VIADUCT | SOUTH FRESNO

Steel support falsework for the Cedar Viaduct on the south side of Fresno is being assembled near the intersection of North and Cedar Avenues. At the other end of the work zone, crews have completed forming the flared pier caps for the viaduct's columns along State Route 99 (SR 99). Once the structure is complete, the Cedar Viaduct will carry high-speed rail trains over SR 99.







# 通过高速铁路创造就业机会

加利福尼亚高速铁路项目不仅能够提供高效、经济、环保及安全的州内出行方式。建造和运营高速铁路系统能够直接雇用数以千计的加利福尼亚居民，同时在更大的经济领域内间接提供更多就业机会。

## 目前的建造业就业机会

高速铁路初始运营段 (IOS) 施工于 2014 年启动，为加利福尼亚居民（特别是中央山谷的居民）创造就业机会。州内的这一地区最近面临经济复苏的挑战，其中一项就是建造行业的失业率高达 30% 以上。高速铁路施工在接下来的五年中每年将能创造 20,000 个建造业就业机会。这些就业机会可使最需要的人群受益，也能大幅度带动加利福尼亚的整体经济。

阶段	就业总人数
初始运营段第一阶段	每年 20,000 个就业机会，持续 5 年
初始运营段	每年 57,000 个就业机会，持续 9 年
湾区至盆地	每年 62,000 个就业机会，持续 13 年
第 1 阶段接合	每年 67,000 个就业机会，持续 15 年

来源：2014 年商业计划，证据 2.3

## 系统发展带来巨大商机

随时高速铁路继续沿旧金山湾区扩展至洛杉矶地区，这一服务扩张预计每年能够新增 65,000 个就业机会，并将持续 15 年。铁路扩张能够持续为建造行业创造更多就业机会，同时也能促进几个其他经济领域的发展。

永久性公共和私人领域员工将负责运营和维护高速铁路系统。从火车司机到站场维护工人，再到车站经理，高速铁路能够在加利福尼亚州内创造永久性的就业机会。



### Martinez Steel

Martinez Steel 是一间由西班牙人持有的认证微型企业 (MB) 和认证弱势商业企业 (DBE)，公司位于丰塔纳，由 Joe 和 Debbie Martinez 夫妇共同持有。他们的公司已经签署合同，为 1 号施工项目供应钢筋。他们目前雇用了 40 至 50 名员工，且会随着项目的进一步推进聘用更多员工。



[www.hsr.ca.gov](http://www.hsr.ca.gov) | (916) 324-1541 | [info@hsr.ca.gov](mailto:info@hsr.ca.gov)

这段 IOS 一旦全面运转，预计将能直接创造 1,450 个就业机会。大部分员工会在火车上和车站工作，其他员工的工作地点则位于目前正在规划的中央山谷重大维护设施中。第 1 阶段的整个系统将能直接雇用约 3,400 位员工。

## 间接创造就业机会

高速铁路系统将能大幅度提升加利福尼亚各主要经济区域的互通性，同时降低港口、航线和高速公路系统沿途的拥挤程度。因此，随着货物流动速度加快、汽车和机场耗资时间降低，黄金之州的经济效率将能进一步提升。与高速铁路系统开发和运营相关的经济活动增长能够在州内创造多达 400,000 个额外的长期、永久性就业机会。

## 为弱势工人创造就业机会

管理局已采取措施，确保实施社区福利协议后高速铁路项目创造的工作机会可使弱势群体受益。此项协议（以及确保 30% 的小型商业企业能够参与项目建造的目标）也包含了目标工人计划。此项计划可确保国家目标工人占据 30% 的项目总工作时间，其中至少 10% 的工作时间由弱势工人担任。

目标工人指主要居住地位于美国经济欠发达地区或极不发达地区的个人，或指弱势工人。

弱势工人指在开始高速铁路项目工作之前符合目标工人收入要求且面临下列至少一项就业障碍的个人：

- 退伍军人；
- 单亲家长监护人；
- 接受公共援助；
- 没有 GED 或高中文凭；
- 带有犯罪记录或其他涉及刑事司法体系的记录；
- 长期失业；
- 离开寄养系统；
- 无家可归；或
- 属于学徒，但参加课程的学徒时间少于规定毕业时间的 15%。

您是否在寻找建造行业的工作？佛雷斯诺劳动力投资委员会可帮助居民参加学徒预备课程，学习与多个建造行业相关的知识和技能，同时帮助居民参加中央山谷和州内其他地区的劳工和行业组织。请访问其网站 [www.hsrjobs.com](http://www.hsrjobs.com)。

若您有意加入加利福尼亚高速铁路管理局，请访问我们的人力资源网页 <http://www.hsr.ca.gov/About/Careers/Index.html>。



### Valverde Construction, Inc

Valverde Construction 是一间由西班牙人持有的认证小型企业，公司位于洛杉矶的圣菲斯普林斯，公司已经获得在 1 号施工项目地区进行公用设施迁移和岩土工程施工的合同。作为一家家族企业，Mr. Valverde 的两个儿子主管佛雷斯诺的高速铁路运营事项。



# Plan de Modernización del Ferrocarril Estatal

La Autoridad Ferroviaria de Alta Velocidad de California (Autoridad) es responsable de planificar, diseñar, construir y operar el primer sistema ferroviario de alta velocidad de la nación. El ferrocarril de alta velocidad de California conectará las mega-regiones del estado, contribuirá al desarrollo económico y producirá un medioambiente más limpio, creará puestos de trabajo y preservará las tierras agrícolas y protegidas. Para el año 2029, el sistema recorrerá desde San Francisco hasta la cuenca de Los Ángeles en menos de tres horas a velocidades capaces de superar las 200 millas por hora. El sistema eventualmente se extenderá hasta Sacramento y San Diego, alcanzando un total de 800 millas con hasta 24 estaciones. Asimismo, la Autoridad está trabajando con los socios regionales para implementar un plan de modernización de la red ferroviaria en todo el estado que invertirá miles de millones de dólares en líneas ferroviarias locales y regionales para satisfacer las necesidades de transporte del estado del siglo 21.

El Estado de California, el Departamento de Transporte de los EE.UU., la Administración Ferroviaria Federal y la Autoridad están comprometidos con el Sistema Combinado para el ferrocarril de alta velocidad concebido en el Plan Comercial de 2012. El Sistema Combinado permitirá que la Autoridad comience el trabajo subterráneo para el sistema ferroviario de alta velocidad para integrarlo con los sistemas locales y regionales existentes al invertir más de \$8 mil millones de dólares a través del Proyecto de Ley del Senado 1029, sancionado en julio de 2012, en proyectos de conectividad y "bookend" en todo California.

Aunque los proyectos de conectividad y "bookend" se encuentran en curso, la Autoridad comenzará a trabajar en la Sección Operativa Inicial (IOS, por sus siglas en inglés) del ferrocarril de alta velocidad en el Valle Central en el año 2013. El inicio del ferrocarril de alta velocidad en el Valle Central generará más de 20,000 puestos de trabajo por año durante cinco años en un área que tiene una de las tasas de desempleo más altas de la nación. Más allá de estos beneficios inmediatos, la Autoridad y los



[www.hsr.ca.gov](http://www.hsr.ca.gov) | (916) 324-1541 | [info@hsr.ca.gov](mailto:info@hsr.ca.gov)

gobiernos locales también ven al ferrocarril de alta velocidad como una estrategia integrada para ayudar a las ciudades en todo el estado a revitalizar sus centros comerciales, y eventualmente creará más de un millón de puestos de trabajo directos e indirectos en todo el estado. A medida que el proyecto avanza en todos los frentes, la Autoridad continúa trabajando con las partes interesadas en la planificación de actividades y en el fortalecimiento de las relaciones con los socios regionales.

## CINCO PASOS PARA LA MODERNIZACIÓN A NIVEL ESTATAL

### Paso 1 - Inversiones tempranas para obtener beneficios inmediatos a nivel estatal

A partir del año 2013, el trabajo en la infraestructura del ferrocarril de alta velocidad comenzará en el Valle Central entre Madera y Fresno, continuando con Bakersfield hasta completar el primer segmento de la IOS. Una vez que esté completo, el servicio ferroviario de San Joaquín -la quinta línea más ocupada de Amtrak con un millón de pasajeros por año- comenzará a utilizar los nuevos rieles a partir del año 2018 para reducir el tiempo de viaje entre el Norte de California y el Sur de California.

Las mejoras tempranas adicionales al ferrocarril incluyen:

- Electrificación del Corredor de Caltrain del Área de la Bahía y mejoras en los corredores ferroviarios clave del Sur de California.
- Unión de los sistemas San Joaquín, Altamont Commuter Express, Capitol Corridor y Caltrain.
- Cierre del claro de riel para los pasajeros entre Bakersfield y la Cuenca de Los Ángeles.

### Paso 2 - Operaciones Iniciales del Ferrocarril de Alta Velocidad

El siguiente paso completa la sección de 300 millas desde Merced hasta el Valle de San Fernando y brinda un servicio de alta velocidad para los pasajeros. Este servicio funcionará sin un subsidio operativo, y se espera que atraiga inversiones privadas para la expansión del sistema ferroviario de alta velocidad. El servicio para los pasajeros se lanzará en el año 2022.

### Paso 3 - Sistema electrificado de la Bahía a la Cuenca

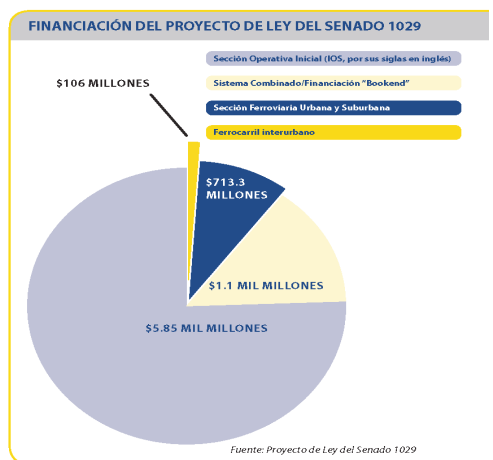
El tercer paso conecta al Valle Central con San José, creando una conexión ferroviaria de alta velocidad desde el Área de la Bahía hasta la Cuenca de Los Ángeles. El sistema mejorado de Metrolink conectará al Valle de San Fernando con la estación Union Station de Los Ángeles. El servicio de la Bahía hasta la Cuenca se lanzará en el año 2027.

### Paso 4 - Fase 1 del Sistema Combinado

En el año 2029, la infraestructura dedicada de alta velocidad se extenderá desde el Valle de San Fernando hasta la estación Union Station de Los Ángeles, uniendo el corredor mejorado de Metrolink con Anaheim y conectando con los sistemas ferroviarios suburbanos y urbanos en toda la región de Los Ángeles. Estas mejoras permiten que los trenes de alta velocidad recorran las 520 millas entre San Francisco, Los Ángeles y Anaheim.

### Paso 5 - Fase 2

La Fase 2 extiende el ferrocarril de alta velocidad hasta Sacramento y San Diego, completando el sistema estatal de 800 millas.





# Fictitious Business Name Statement

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373536-00

Fictitious Business Name(s):

**37mott**  
Address  
**1 Hawthorne Street, Unit 22C, San Francisco, CA 94105**  
Full Name of Registrant #1  
**Wendy Chin**  
Address of Registrant #1  
**1 Hawthorne Street, Unit 22C, San Francisco, CA 94105**

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

Signed: **Wendy Chin**

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

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

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

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373365-00

Fictitious Business Name(s):

**Ana Maria House Cleaning**  
Address  
**2087 46th Avenue, San Francisco, CA 94116**  
Full Name of Registrant #1  
**Ana Maria Beltran**  
Address of Registrant #1  
**2087 46th Avenue, San Francisco, CA 94116**

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

Signed: **Ana Maria Beltran**

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

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

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

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373342-00

Fictitious Business Name(s):

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

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

Signed: **Jose J. Cardenas Gomez**

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

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

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

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0372831-00

Fictitious Business Name(s):

**DMB Registration Service**  
Address  
**5191 3rd Unit 3, San Francisco, CA 94124**  
Full Name of Registrant #1  
**Martha Patricia Benitez Castrejon**  
Address of Registrant #1  
**230 Aspen Ave #4, South San Francisco, CA 94080**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **9/27/2016**

Signed: **Martha Patricia Benitez Castrejon**

This statement was filed with the County Clerk of San Francisco County on **9/27/2016**

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

Filed: **Morgan Jaldon**  
**Deputy County Clerk**  
**9/27/2016**

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373364-00

Fictitious Business Name(s):

**Hansan Flooring**  
Address  
**41 Leland Avenue, San Francisco, CA 94134**  
Full Name of Registrant #1  
**Mendoza Aguilas**  
Address of Registrant #1  
**935 Visitacion Avenue, San Francisco, CA 94140**  
Full Name of Registrant #2  
**Chau, Kien**  
Address of Registrant #2  
**1315 S "B" Street, San Mateo, CA 94402**

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

Signed: **Kien Chau**

This statement was filed with the County Clerk of San Francisco County on **11/7/2016**

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**11/7/2016**

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373504-00

Fictitious Business Name(s):

**Judy Kim Fashion Design**  
Address  
**833 Cole Street Apt. 4, San Francisco, CA 94117**  
Full Name of Registrant #1  
**Yong Jeong Kim-Harrison**  
Address of Registrant #1  
**833 Cole Street Apt. 4, San Francisco, CA 94117**

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

Signed: **Yong Jeong Kim-Harrison**

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

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**11/16/16**

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373618-00

Fictitious Business Name(s):

**Ninety9**  
Address  
**500 Los Palms Drive, San Francisco, CA 94127**  
Full Name of Registrant #1  
**Ninety9 (California)**  
Address of Registrant #1  
**500 Los Palms Drive, San Francisco, CA 94127**

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

Signed: **S. Scott**

This statement was filed with the County Clerk of San Francisco County on **11/29/16**

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

Filed: **Maribel Jaldon**  
**Deputy County Clerk**  
**11/29/2016**

**12/01/16 + 12/8/16 + 12/15/16 + 12/22/16**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373509-00

Fictitious Business Name(s):

**Nob Hill Associates**  
Address  
**930 Sutter Street, San Francisco, CA 94109**  
Full Name of Registrant #1  
**The Pharoah/Nob Hill Associates, A California Limited Partnership**  
Address of Registrant #1  
**1201 Fulton Street, San Francisco, CA 94117**

This business is conducted by **A Limited Partnership**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/17/2016**

Signed: **Albert T. Johnson**

This statement was filed with the County Clerk of San Francisco County on **11/17/16**

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

Filed: **Maribel Jaldon**  
**Deputy County Clerk**  
**11/17/16**

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373315-00

Fictitious Business Name(s):

**SPARC**  
Address  
**473 Haight Street, San Francisco, CA 94117**  
Full Name of Registrant #1  
**MIPARC, Inc. (CA)**  
Address of Registrant #1  
**473 Haight Street, San Francisco, CA 94117**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/21/2016**

Signed: **Erich Pearson, President**

This statement was filed with the County Clerk of San Francisco County on **11/2/2016**

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

Filed: **Melvin Galvez**  
**Deputy County Clerk**  
**11/2/2016**

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

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373664-00

Fictitious Business Name(s):

**1.) Skillshot**  
**2.) Skillshot Pinball**  
**3.) Skillshot Pinball & Bar**  
**4.) Skillshot Pinball**  
Address  
**1000 Cortland Avenue, San Francisco, CA 94110**  
Full Name of Registrant #1  
**Skillshot LLC (CA)**  
Address of Registrant #1  
**316 Bocana Street, San Francisco, CA 94110**

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

Signed: **Christian Gainsley**

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

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

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

**12/01/16 + 12/8/16 + 12/15/16 + 12/22/16**

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0373142-00

Fictitious Business Name(s):

**Fossilium**  
Address  
**3109 Sacramento Street, San Francisco, CA 94115**  
Full Name of Registrant #1  
**Roy C. Leggett III**  
Address of Registrant #1  
**3109 Sacramento Street, San Francisco, CA 94115**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **12/7/2015**

Signed: **Roy C. Leggett III**

This statement was filed with the County Clerk of San Francisco County on **10/19/2016**

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

## 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.) 2B Private Transportation**  
Located at **1554 Jones Street, San Francisco, CA 94109**

This fictitious business name was filed in the County of San Francisco on **10/7/2014** under file **2014-0360801**

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

Full Name of Registrant #1  
**Cuaresma & Rossi LLC (CA)**  
**1554 Jones Street, San Francisco, CA 94109**

This business was conducted by a  
**A LIMITED LIABILITY COMPANY**

Signed: **Marianito Cuaresma Jr.**

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

Filed: **Fallon Lim**  
**Deputy County Clerk**  
**11/16/16**

**11/23/16 + 12/1/16 + 12/8/16 + 12/15/16**



# Public Legal Notices

Public notice

## Request for Proposal on Rinconada Reliability Improvement Project



The Santa Clara Valley Water District (District), located in San Jose, California, is seeking a qualified consultant (Consultant) to perform project startup, integration and transition support services for the District during construction of the Rinconada Water Treatment Plant (RWTP) Reliability Improvement Project (Project). The Consultant will advise and assist the District in management and control the Project risks as well as assist the District in transitioning from construction to plant operation.

Detailed pertinent information and attachments associated with this RFP are available for download on the District's Contract Administration System (CAS) web portal at <http://cas.valleywater.org>.

All reference materials listed in the Preliminary Scope of Services are posted on the File Transfer Protocol (FTP) cloud provider site; contact **Patrick Carter** at [PCarter@valleywater.org](mailto:PCarter@valleywater.org) to obtain access to these materials. Consultants shall review and familiarize themselves with all pertinent information prior to submission of a Proposal. All proposals must be submitted electronically to CAS by the date and time specified in the RFP Schedule tab.

Prior to submitting a Proposal, all firms must be registered in CAS. This can be achieved by going to the web address noted above and following the instructions to create an account. In the account setup process, please select the expertise code "CM10" and add contact information as necessary. Only registered firms will be notified by email generated by CAS if there are any changes to the RFP schedule, attachments, and/or pertinent information subsequent to the issuance of this RFP.

A pre-proposal meeting will be held on the date, time, and place specified in the RFP Schedule in CAS. The pre-proposal meeting will entail a presentation on project requirements, information on the CAS uploading process, and an overview of contractual requirements. Attendance at the pre-proposal meeting is not mandatory for the submission of a Proposal but strongly encouraged.

The tentative schedule for the consultant selection and contract award process including the notice of selection for the oral interviews, oral interview, notice of selection and beginning of contract negotiation, District Board of Directors' approval of contract, and the notice to proceed is specified in the RFP Schedule tab in CAS.

General questions regarding this solicitation will be accepted by email to **Patrick Carter** at [PCarter@valleywater.org](mailto:PCarter@valleywater.org) by the dates specified in the RFP Package Schedule tab. RFP responses to questions or additional information, interpretations, and supplemental instructions not included in the RFP, deemed by the District as necessary and relevant to responding to the RFP, will be available to all respondents in the form of an addendum uploaded to CAS in the RFP Details tab.

### SAN JOSE STATE UNIVERSITY

#### NOTICE TO CONTRACTORS SAN JOSE STATE UNIVERSITY ELEVATOR MODERNIZATION PROJECT, PROJECT NUMBER (SJSU-339) SAN JOSE STATE UNIVERSITY One Washington Square, San Jose, CA 95192-0010

The Trustees of the California State University will receive sealed bid proposals in the 1st Floor Conference Room, Facilities Development and Operations Building, located in 404 East San Fernando Street, San Jose, CA 95112, for furnishing all labor and materials for construction of the **SAN JOSE STATE UNIVERSITY ELEVATOR MODERNIZATION PROJECT**, Project Number (SJSU-339), for the **SAN JOSE STATE CAMPUS**.

Proposals will be received in the above-mentioned room until **2:00 p.m. on December 20, 2016** in accordance with the contract documents, at which time the proposals will be publicly opened and read.

In general, the project includes modernization of the following: Engineering Building – 3 Hydraulic Elevators, Duncan Hall – 3 Geared Traction, 3 Gearless Elevators, Clark Hall – 3 Traction Elevators, Dining Commons – 1 Hydraulic Elevator, and Hammer Theater – 1 Hydraulic Elevator. Construction Cost Estimate: \$2,200,000.

**SPECIFICATIONS** are available in PlanNet Bids. Interested parties should register at the San Jose University Vendor Portal website at: <http://www.planetbids.com/portal/portal.cfm?CompanyID=15275#>. Once registration is completed, login into planetbids.com at: <http://www.planetbids.com/hub/hub.cfm> and search for "San Jose State University Modernization Project."

Each bidder offering a proposal must comply with bidding provisions of Article 2.00 et seq. in the Contract General Conditions, and should be familiar with all the provisions of the Contract General Conditions and Supplementary General Conditions, especially Article 2.02, regarding the necessity to prequalify with the Trustees ten (10) business days prior to the bid date. The Contract General Conditions can be downloaded from the internet at [http://www.calstate.edu/cpdc/CM/cgcs\\_majors/2016\\_cgcs\\_dbb\\_major.pdf](http://www.calstate.edu/cpdc/CM/cgcs_majors/2016_cgcs_dbb_major.pdf).

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

This project is a public works project and is subject to prevailing wage rate laws (see Contract General Conditions, Article 4.02-c). All contractors and all tiers of subcontractors bidding on this project shall register to bid public works projects with the Department of In-

dustrial Relations (DIR), and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/Public-Works/Public-Works.html> for more information and to register.

A pre-bid walkthrough has been scheduled for **December 1, 2016 at 10:00AM**. Interested bidders should assemble at the above address, 2nd Floor Conference Room on the campus. It is strongly recommended that contractors attend this walkthrough, as it may be the only time bidders can walk through the project area with the Engineer.

#### SMALL BUSINESS PREFERENCE (SB):

Preference will be granted to bidders properly approved as Small Business' in accordance with Section 1896 et seq. of Title 2 of the California Code of Regulations, See Section 2.11 of the Contract General Conditions or for bidders who commits to subcontracting at least 25% of its net bid amount with one or more certified small business. Bidders must include their Small Business Certificate or Reference numbers with their proposal. The SB Preference is 5% (up to \$50,000).

#### DVBE PARTICIPATION GOAL/DVBE INCENTIVE

The Trustees require Disabled Veteran Business Enterprise (3%) participation. Failure to comply with this requirement would make your bid deemed non-responsive. Bidders may contact the Trustees' DVBE Advocate: Luis Garcia, at (408) 924-1559, email: [luis.garcia@sjsu.edu](mailto:luis.garcia@sjsu.edu) or Sylvia Sosa, at 408-924-2246, email: [sylvia.sosa@sjsu.edu](mailto:sylvia.sosa@sjsu.edu), for information and guidance. To find a list of DVBE's and/or SB subcontractors, go to the following web link:

<https://caleprocure.ca.gov/pages/PublicSearch/supplier-search.aspx>, under "Certification Type" check the DVBE (or SB) box, under "Keywords" type the trade (Example: electrical) then "Search". The Trustees are granting a DVBE participation bid incentive for this project for bid evaluation purposes only. The DVBE Incentive is up to 5% and may be claimed in combination with SB incentive. When used in combination with the Small Business Preference, the cumulative adjustment amount shall not exceed \$100,000.

It will be the responsibility of each bidder to obtain a bid proposal package in sufficient time to fulfill requirements therein. Bid proposal packages are obtainable only by prequalified contractors, licensed in the State of California with a C11 – Elevator Contractor license, and registered with the DIR to bid public works projects. The bid packages must be requested from the Trustees via Email: [sylvia.sosa@sjsu.edu](mailto:sylvia.sosa@sjsu.edu), Phone No. 408-924-2246.

### Treasure Island in San Francisco

#### Opportunity to Construct Treasure Island Street Improvements

Fivepoint is requesting qualified, interested construction firms to respond to a public request to perform Street Improvements on Treasure Island.

For more information, please visit:

<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=11425>

Treasure Island Development Authority (TIDA) has established the 41% Small Business Enterprise (SBE) Participation goal for construction firms.

Respondents are encouraged to check this website regularly for updates.

Pre-Bid Conference:

**November 29, 2016 @ 10:00 AM**  
**One Avenue of the Palms, Suite #216**  
**San Francisco, CA 94130**

Proposals must be submitted by  
**December 20, 2016 @ 2:00 PM (PST).**

### Yerba Buena Island – Opportunity to Provide Architectural Consultant Services

Treasure Island Community Development, (TICD), master developer of the Treasure Island Redevelopment Project is requesting qualified, interested architecture firms to respond to a request for proposals. Information is available through the City and County of San Francisco's Treasure Island Development Authority (TIDA) website (see Bid Number TICD-16-05): <http://sftreasureisland.org/contracting-treasure-island-community-development-ticd>

Respondents are encouraged to check this website regularly for updates.

Pre-Bid Meeting (non-mandatory):

**Date & Time:**

Thursday, December 8, 2016 @ 10:00 a.m.

**Location:**

The San Francisco Public Library  
100 Larkin Street. (At Grove)  
Koret Auditorium, located on the  
Library's lower level  
Enter 30 Grove Street. Proceed down stairs  
Proposals must be submitted by  
**4:00 p.m. January 6, 2017.**

## Why Diverse Teams Are Smarter

Continued from page 2

innovative thinking.

In a nutshell, enriching your employee pool with representatives of different genders, races, and nationalities is key for boosting your company's joint intellectual potential. Creating a more diverse workplace will help to keep your team members' biases in

check and make them question their assumptions. At the same time, we need to make sure the organization has inclusive practices so that everyone feels they can be heard. All of this can make your teams smarter and, ultimately, make your organization more successful, whatever your goals.

SOURCE: [hbr.org](http://hbr.org)



1984

32

2016

Years





# SBE PROJECT PARTNERS IN BUSINESS & COMMUNITY OUTREACH

- 32 years of history in connecting Primes, Corporations and Agencies with Small, Minority-Owned, Women-Owned, Disabled Veteran-Owned and DBE firms.
- “Vetted” Database including businesses certified by federal, state or local jurisdictions
- National trade / focus publications to community businesses and stakeholders
- Expertise in Diversity Outreach to identify firms, promote outreach events, and handle registration details.
- Archived search results

**LINK TO OUTREACH ORDER FORM:**

[http://e8.octadyne.net/clientFiles/8023/SBE\\_Diversity-Outreach-Form.pdf](http://e8.octadyne.net/clientFiles/8023/SBE_Diversity-Outreach-Form.pdf)

**For more information contact:**

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Phone: 415-778-6250 • Toll Free: 800-800-8534  
Fax: 415-778-6255 • Email: [sbe@sbeinc.com](mailto:sbe@sbeinc.com) • Website: [www.sbeinc.com](http://www.sbeinc.com)