

SMALL BUSINESS

EXCHANGE

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Voice of Small, Emerging Diversity Owned Businesses Since 1984 • NEWS • INFO • BIDS

Edith Jett McCloud,
MBDA Acting National Director



Edith Jett McCloud

On January 21, 2017, Edith Jett McCloud was designated as Acting National Director of the U.S. Department of Commerce, Minority Business Development Agency (MBDA). In this capacity, Ms. McCloud directs the Department's minority business development initiatives and assists the Secretary of Commerce in implementing new strategies to better serve the minority business community.

Prior to this appointment, on September 27, 1999, Ms. McCloud became the first career Senior Executive Service manager to serve at MBDA in over 10 years. In her position as Associate Director for Management, Ms. McCloud serves as the principal advisor to the MBDA Director and Deputy Director on management policy and practices and as liaison and coordinator of the various administrative functions of the Agency. The programs and activities under her control have a major impact on the overall operations of the Agency and its mission of fostering the growth and development of the Nation's minority-owned businesses.

Ms. McCloud brings to her position an extensive background in management policy coordination, program planning and evaluation, management analysis and review, budget and fiscal management and information resources management. She is responsible for developing the requirements for MBDA and for compliance under the Government Performance and Results Act; the Chief Financial Officers Act; the Infor-

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3 takeaways from 3 decades leading a woman-owned construction business

By Lina Gottesman

In 2000, a journalist writing about women in construction asked me why women would choose to go into a traditionally male-dominated field. She noted that even though we were well past the era of the women's liberation movement and progress was evident in many areas, the glass ceiling of corporate America was only slightly cracked — and the concrete ceiling lagged even further behind.

I said: "It's a challenge, and women want challenges. Women want to compete with the boys. We're cut out from that competition at a young age, when we're told that the Little League is not for girls."

Seventeen years later, I still stand by those words. I believe I was speaking for the many women who dared defy the odds and launched their own construction companies — I know I was speaking for myself. I will always embrace, never shun, a meaningful challenge.

Growing up in a family-owned stone and masonry business, I longed to own and run my own construction firm. An opportunity presented itself in the late 1980s, and I took a deep breath and went for it. I decided to name the firm Altus after a Greek mythological bird, a symbol of excellence. I knew from the start that for a woman in a man's world, the bar was set high — you had to be better than your competitors. And, as I said to the interviewer, I was not daunted by the challenge. In fact, I was more motivated than ever.

I was also not intimidated when shortly after launching Altus Metal & Marble Maintenance, I approached a loan officer at a bank. I explained to him that my husband would be working at Altus, but I would be the president. He suggested that it would be best that I return with my husband to discuss the loan. I did not waste a moment to make my views on his hesitancy very clear. Shortly after, I was granted the loan — without any need for a meeting with my husband.

Today, 28 years since its founding, Altus is a highly successful and respected woman-owned business (WBE) much sought after by public agencies and private companies. We have played a role



Image Credit: <http://group.skanska.com>



Image Credit: <http://www.constructiondive.com>
Lina Gottesman

in restorations at such iconic New York City buildings as Grand Central Terminal, the Port Authority Bus Terminal, Columbia University, Carnegie Hall, the Empire State Building, the New York City Public Library and Macy's Herald Square.

Through the years, I have met lingering biases and have been encouraged by changing attitudes.

Knowledge is power

Have I encountered skepticism about my ability, my expertise and my authority due to my gender? Yes. Have I heard whistles and catcalls? Yes. Yet over the years, I have experienced over and over the truth of a statement that I live by: Knowledge is power.

It will always be up to the woman to prove herself. To achieve success, a woman in construction needs to be not only as knowledgeable as her male peers, but more so.

I have studied and trained in every aspect of the trades I work in, and not only do I know the technical procedures inside and out, I have applied my skills on the job time and again — sometimes much to the surprise of clients and workers. The more knowledge they see, the more power I gain and the more respect I earn.

The need for women role models

Each time I have achieved success, my response has been to extend a hand to other women seeking to make a career in the field. Though every inch of me is a competitor, my early upbringing taught me to value collaboration as well.

To further my business, early on I joined networking groups geared to construction and to general businesses that developed female leaders. I felt strengthened by the positive energy that surrounded me at the sessions and events. As the years went on, I saw myself transform from a student or mentee to a role model or mentor.

The gratification I have received from sharing my experiences as an entrepreneur has been immense. I have participated in the Trendsetters Network conference for inner city girls at Pace University, in New York, the golf program with the Girl Scouts and the Bella Abzug Leadership Institute at Hunter College of The City University of New York.

In 2015, when I received an achievers award from the Long Island Center for Business and Professional Women, my daughter, herself a mother of three daughters and a licensed social worker at a healthcare institution, shared some heartfelt thoughts with me. She called me a "leader," a "trendsetter," a "true humanitarian" and a "mentor." She wrote: "My mother leads by example and I hope that I have made her as proud as she makes me...I would not be who I am today without her. The highest compliment someone can give me is that I am like my mother." Surely, her words are the greatest compliment anyone has ever given me.

Time for a paradigm shift

I firmly believe that women in business are far more intelligent, capable and resilient than they get

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Community Outreach

Greenlining Institute Asks Uber to Immediately Clarify Oakland Plans

Reports of Scaled-Down Development Raise Crucial Questions

In response to new reports that Uber is dramatically scaling back previously-announced plans for a new headquarters in downtown Oakland, The Greenlining Institute is asking the company to quickly clarify its plans and its commitments to Oakland.

"For months, Oakland community leaders have been concerned about Uber's impact in terms of

gentrification and displacement, and have worried that this company does not respect Oakland's values," said Greenlining Institute President Orson Aguilar. "With today's report, we're even less clear about what Uber's plans mean for our city. Adony Beniares, Uber's head of global workplace operations, should meet with community leaders right away and bring the community into the company's planning process."

Aguilar noted that if Uber only plans to use a small portion of the space in the former Sears

building, the space the company doesn't use could provide great benefit if made available at low cost to community nonprofits and arts organizations.

"Whatever Uber does with this building will have a huge impact on Oakland. We call upon the company to meet with community representatives right away, and work with us to make the impact positive."

SOURCE: The Greenlining Institute

Insurance

New Report: Major CA Insurers Do Almost No Business with Minority-Owned Firms

In the most diverse state in America, the 10 largest insurers do shockingly little business with suppliers owned by people of color according to a new report to be released March 13 by The Greenlining Institute. Insurers buy huge amounts of goods and services in California – over \$23 billion in 2014 alone – but the largest firms did barely over three percent of their contracting with businesses owned by people of color.

"Insurance is a huge economic force in California, one that all of us have to deal with," said Greenlining Institute Diversity and Inclusion Director Danielle Beavers. "That these companies do just three percent of their contracting with minority-owned businesses – in a state where people of color own nearly half of all businesses – is just pathetic."

For , Greenlining reviewed reports filed with the state Department of Insurance for 2014 by the 10

largest insurers, including household names such as State Farm and GEICO. Key findings include:

Under a law known as AB 53, insurers that collect over \$100 million in premiums in California must report their spending with businesses owned by minorities, women, disabled veterans, and LG-BTQ individuals. In 2014, 226 companies filed such reports.

These 226 companies spent a total of \$23.44 billion in California, of which minority businesses received \$729 million in contracts, just 3.11 percent.

The 10 largest insurers showed huge variations in their contracting with minority business enterprises, ranging from just \$302,326 at Prudential to MetLife's \$38.58 million. State Farm, which bought over \$618 million in goods and services in California, purchased less than two percent of that total from minority business enterprises.

Spending with different racial/ethnic groups also showed massive variations. Of the \$105 million the top 10 insurers spent with minority business enterprises, just half of one percent (\$604,020) went to African American businesses, while nearly 60 percent (\$62.55 million) was spent with Asian American firms.

Current data collection has large gaps. For example, half of the top 10 insurers do not track their total procurement within California, leaving it impossible to know what share of contracts went to minority business enterprises.

Because AB 53 sunsets in 2019, the legislature must act to make this data collection permanent, and to close gaps in the data being collected.

SOURCE: The Greenlining Institute

Edith Jett McCloud, MBDA Acting National Director

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mation Technology Management Reform Act; the Federal Managers' Financial Integrity Act and the Freedom of Information Act.

Ms. McCloud directs the daily operations of three offices at MBDA, including (1) The Office of Administration and Financial Management, which performs activities relating to improving organization structure, productivity and all personnel matters and correspondence management; (2) The Office of Information Technology Services, which develops policies and directs the design,

procurement and implementation of information technology-related resources and (3) The Office of Program Support, which conducts both contract procurement for goods, services and supplies, as well as programmatic awards through grants and cooperative agreements for MBDA's nationwide network of funded organizations.

Prior to her MBDA appointment, Ms. McCloud served for nearly two years as Executive Director, Howard University Small Business Development Center in Washington, D.C., and as Interim General Manager at the Washington, D.C. Convention Center, where, for over 15 years,

she held several senior management positions.

Ms. McCloud is a member of several professional boards, including the International Association of Assembly Managers, the American Society of Association Executives, the National Forum for Black Public Administrators and the National Black MBA Association. She has been published in The Black Convention, Dollars and Sense, and Facility Manager. Ms. McCloud is a BA and MBA graduate of Howard University and currently resides in Bowie, Maryland.

SOURCE: www.commerce.gov



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Access to Capital



Citi and Mastercard partner with nonprofit to help low-income minority women entrepreneurs

A partnership between nonprofit Grameen America, Citi and Mastercard will create financial technology solutions for more than 86,000 low-income minority women entrepreneurs across the country.

Grameen America provides access to capital and credit-building services, as well as savings accounts provided by Citi, to women entrepreneurs who live at or below the federal poverty line. Most members did not have bank accounts before joining Grameen and had either negative or no credit history.

This new initiative will help Grameen integrate low-income women entrepreneurs into the cashless economy, enabling them to make online purchases for their businesses, view financial transaction history in real-time and experience the benefits of digital banking.

Among the new solutions supported by Citi and Mastercard is a cloud-based Management Information System infrastructure to modernize and bolster Grameen America's operational capacity. They will enable Grameen to standardize and streamline their back-office processes and allow national field staff to enter real-time data remotely about member women entrepreneurs.

"Solving the need for digital banking services among low-income communities in the United States is a pressing priority," Andrea Jung, president and CEO of Grameen America, said. "This collaboration represents a perfect marriage of the key players in technology and financial services

coming together to empower women entrepreneurs through access to capital, credit- and asset-building services."

The upgrades also include the reloadable disbursement Mastercard cards issued by Citi Prepaid Services that Grameen America will use to deliver microloans to its members instead of using bank checks, which can be costly and need to be cashed. The cards will provide Grameen America's clients — many of whom were previously unbanked — with an easier way to access their funds instead of carrying large sums of cash.

"According to new data from the FDIC, more than 33 million households are either unbanked or underbanked, living without the ability to safely save and build financial security," Bob Annibale, global director of Citi Community Development and Inclusive Finance, said. "These important technology upgrades will strengthen Grameen America's infrastructure and expand their ability to bring more low-income women entrepreneurs into the financial mainstream."

Shamina Singh, president of the Mastercard Center for Inclusive Growth, said the initiative will help unlock the economic potential of these entrepreneurs and reduce poverty.

"Working with Grameen America, we are glad to join a partnership that will advance economic mobility through entrepreneurship in the United States," Singh said.

SOURCE: financialregnews.com



Image credit: <http://www.davidrkiger.com>

In Younger Hispanics, Financial Institutions See a Future



Image credit: wallethub.com

Hispanics in the U.S. have long been known as "the sleeping giant" for their potential as a substantial and still-growing voting bloc. Now, some in the financial services industry are getting serious about targeting Hispanics — and Hispanic millennials in particular — as a prime source for market growth.

Hispanics — or Latinos, a term some prefer — are an attractive market because the population is young and growing at an extraordinarily fast rate. Along with that, spending by Hispanics is growing at a faster clip than for non-Hispanic consumers.

"All of these combine to make a pretty potent formula for growth among Latino consumers," says Robert Brown, an analyst with Packaged Facts, which released a report in June titled, "Hispanics: Demographics and Consumer Spending Trends." The report calls Hispanic millennials a key to growth for the financial services industry.

A population defined by its youthfulness

Marketers looking to reach the Hispanic market get a better return on their investment by reaching out to millennials (ages 18 to 36) because they make up an outsize portion of the Hispanic population overall, Brown says.

More than any other group, the nation's Hispanic population is defined by its youthfulness. One-quarter of all Hispanics in the U.S. are millennials, and nearly 6 in 10 of all Hispanics are under 34, according to the Pew Research Center.

Meanwhile, the surging Hispanic population overall, 57 million in 2015, is the nation's largest minority group, and Hispanics accounted for 54% of all population growth from 2000 to 2014, according to Pew.

Connecting on a cultural level

Financial services marketers are paying attention, says Miriam De Dios, CEO of Coopera, a Des Moines, Iowa-based firm that advises credit unions on how to connect with Latino consumers.

The successful ones have long-term strategies that include having bilingual, bicultural staff and understanding cultural nuances of the market, which is anything but one-size-fits-all, De Dios says.

Hispanic millennials want to see employees who "look like them," she says, adding, "It's not enough to say, 'We want to service this market.'"

Financial institutions need to earn Hispanic millennials' respect, says Luis Lobo, an executive vice president with BB&T Bank who heads its multicultural markets division. "You enable respect by showing up where the people are," Lobo says.

BB&T is based in Winston-Salem, North Carolina, where Latino population growth has changed the demographic landscape dramatically. The bank has a Spanish-language website and provides Spanish-language services at its Vecino — Spanish

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

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Contract No. WD-2818**

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Fax all quotes to 510-777-5099**

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Contract Documents are available by owner after signing a non-disclosure agreement.

Please visit www.sfwater.org/bids/bidlist.aspx for more information.

Subcontractors and Suppliers interested in this project may contact Jim Pelletier by email at jpelletier@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.



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Project No. 26244001
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Please join us for our 5th Annual Golf Fundraising Tournament! The CMTC golf tournament provides an avenue of fundraising to enable us to provide ongoing, free pre-apprenticeship construction training and employment assistance to the underprivileged, underemployed, and unemployed. CMTC is community based and your support not only directly assists in sustaining the center, but it directly affects the lives of those we train year round! For more information please see below and/or call our office at, (510)208-7350. Thank you for your support!

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Date and Time: Wed, March 29, 2017 5:00 PM – 9:00 PM PDT

Location: Galvanize

44 Tehama Street, San Francisco, California 94105

Register Here:

<https://www.eventbrite.com/e/womens-economic-empowerment-goes-global-live-tickets-32516013271?aff=es2>

Breakfast Social & Immigration Speaker by La Raza Historical Society of Santa Clara Valley

Date and Time

Sat, April 1, 2017

10:00 AM – 12:00 PM PDT

Location

The Foundation for Hispanic Education

14271 Story Road

San Jose, CA 95127

Description

The purpose of this event is twofold: 1) we want to gather people who are interested in preserving and sharing the rich history of La Raza who contributed immensely to the social, cultural, political, and economic development of San Jose and the Santa Clara County regions; 2) Host guest speakers to discuss how the most recent immigration laws are impacting our communities and what we can do to help. As a historical society we find it just and necessary to not only collect and preserve our history, but to keep in mind how past events influence and impact our present. We hope to see you on Saturday, April 1. Continental breakfast will be served.

Register Here:

<https://www.eventbrite.com/e/breakfast-social-immigration-speaker-tickets-32732561974?aff=es2>

California Sub-Bid Request Ads

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Colby Smith at estimating@cahill-sf.com
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San Francisco, CA 94134

This is a CMD project with construction workforce and prevailing wage requirements.

BID DATE: 3/28/17 @ 2 PM

Voluntary Pre-bid Meeting:
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425 California St., Suite 2200
San Francisco, CA 94104

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

Silver Creek Industries, Inc.

We are requesting bid quotations from all Subcontractors and Suppliers and DVBE Subcontractor/Supplier for the following:

San Francisco Unified School District S.F. Community School Library and Office Building

Prefabricated Modular Building SFUSD Project No. 11836

Bid Date: March 29, 2017 at 2:00pm

PLEASE EMAIL US YOUR BID PROPOSAL AT LEAST 1 DAY

PRIOR TO BID OPENING, THANK YOU.

Silver Creek Industries, Inc.
2830 Barrett Avenue, Perris, CA 92571
Estimator: Joshua Dean
email: jdean@silver-creek.net
Phone: (951) 943-5393 • Fax: (951) 943-2211

DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: Victor Le
Website: www.desilvagates.com
An Equal Opportunity Employer

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

PAVEMENT REHABILITATION OF FAIRMONT DRIVE FROM FOOTHILL BOULEVARD TO LAKE CHABOT ROAD IN SAN LEANDRO, Specification No. 2321

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

OWNER:
COUNTY OF ALAMEDA
951 Turner Court, Room 300, Hayward, CA 94545
Bid Date: MARCH 28, 2017 @ 2:00 P.M.

We hereby encourage responsible participation of local Minority/Woman-Owned Business Enterprises, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

ADJUST IRON, COLD PLANE, CONSTRUCTION SITE MANAGEMENT, CRACK SEALING, ELECTRICAL (LOOPS), PAVING FABRIC, STRIPING, SURVEY/STAKING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TRAFFIC CONTROL SYSTEMS, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the user-name is [ftp@desilvagates.com](ftp://ftp%25desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.com)) or from the Owner's site at www.ipdservices.com/clients/eastbay/index.html?alco&Show=Planroom

Fax your bid to (925) 803-4263 to the attention of Estimator Victor Le. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at www.dir.ca.gov/Public-Works/PublicWorks.html

If you need M/WBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the M/WBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an equal opportunity employer.

mass. electric construction company

DBE Bidding Opportunities Los Angeles, CA

Regional Connector Transit Corridor Project for Metro Contract No. C0980

Opportunities to provide sub-quotes include:

- FRE Conduit/ HV Box Procure and Install

Time Frame: Work is expected to begin in November 2018 and go through February 2019
Notice of Interest Response

Deadline: May 5, 2017

Contact Information:
George Cendejas
(213-537-3981)
gcendejas@masselec.com

Mass Electric Construction Co.
Is an Equal Opportunity Employer

This solicitation is in response to Metro's DBE requirements and MECT intends to conduct itself in good faith with DBE firms seeking subcontract opportunities for the contract.



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

PMI requests proposals/quotes from all qualified California Department of General Services (DGS) certified Small businesses & Micro businesses.

**PERMANENTE CREEK FLOOD CONTROL PROJECT
PERMANENTE CREEK CHANNEL IMPROVEMENTS
Santa Clara Valley Water District
Contract No. C0625 / Project No. 26244001
Bids: April 12, 2016 @ 2pm**

DGS certified small businesses & micro businesses wanted for the following items, including, but not limited to: Demo; Clearing & Grubbing; Excavation/Backfill; SWPPP; Shoring; Traffic Control; Geotextile Fabric; Concrete; Rebar; Shotcrete; Double-Cell Box Culverts; Concrete U-Frame Channel; Flood Gate System; Traffic Control; Concrete Curbs & Gutters; Asphalt Concrete Pavement & Path; Drainage Facilities; Flap Gates; Sanitary Sewer Replacement; Fencing;

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 DGS certified small & micro business suppliers & subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or related assistance or services for this project will also be offered to interested DGS certified small & micro business 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.

We are an Equal Opportunity Employer



O.C. Jones & Sons, Inc.
1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Mike Crowley
An Equal Opportunity Employer

REQUEST FOR DVBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Will C. Wood High School Stadium Project
Vacaville Unified School District
BID DATE: April 5, 2017 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Building Structures, Concrete, Fencing, Electrical, Demolition, Survey, Underground, Lime Treatment, Track Surfacing, Synthetic Turf, Striping 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 DVBE Participation. Plans & Specs are available for viewing at our office.



O.C. Jones & Sons, Inc.
1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Mike Crowley
An Equal Opportunity Employer

REQUEST FOR DVBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Scandia Elementary School Modernization
Travis Unified School District
BID DATE: April 6, 2017 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Striping, Lime Treatment, Underground Utilities 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 DVBE Participation. Plans & Specs are available for viewing at our office.

Sub-Bids Requested from qualified MBE/WBE/SBE/DVBE Subcontractors and Suppliers For:

**COUNTRY CLUB, SCHAPIRO & BERRYMAN NORTH PUMPING PLANTS
REHABILITATION AND ROAD 24 NO. 1 PUMPING PLANT DEMOLITION**

SPECIFICATION 2112

Owner: East Bay Municipal Utility District (EBMUD)

Location: Alameda and Contra Costa Counties, CA

Bid Date: April 12, 2017 @ 1:30 P.M.

J.F. Shea Construction, Inc.

667 Brea Canyon Road, Suite 30 • Walnut, CA 91789

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

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

J.F. Shea Construction, Inc. is soliciting your participation in the preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items:

Demolition, Abatement, Filter Fabric, AC Paving, Chain-Link Fencing, Aggregates, CLSM, Ready-Mix Concrete, Reinforcing Steel, Precast Concrete Specialties, Miscellaneous Metals, Waterproofing, Sheet Metal, Sealants, Roof Hatches, Acoustical Panels, Painting & Coatings, Signage, Toilet Accessories, HVAC, Equipment, Electrical and Instrumentation

Plans and Specifications: You may obtain a free download from EBMUD's website at <http://www.ebmud.com/current-construction-bids>.

Plans may also be viewed at the Dodge Plan Rooms or at our Walnut Office.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested MBE/WBE/SBE/DVBE firms and intends to utilize the lowest responsive bidder. J.F. Shea expects potential subcontractors to be bondable. J.F. Shea will pay for up to 1% for subcontractor bond costs. Subcontractors and Suppliers are expected to bid per plans and specifications, including requirements for warranties. Standard manufacturer's warranties, if not in conformance with owner's specifications, will not be accepted.

3 decades leading a woman-owned construction business

Continued from page 1

credit for. Until women are in positions of authority and respect, they will never begin to change the overall perception our society has of women's abilities.

A harsh reminder of this truth comes when scanning the websites of Fortune 500 companies — there are still very few women among the board of directors. This is even more evident in major construction companies where women in the C-suite are truly a rarity. A real paradigm shift needs to occur here: When diversity is present, the policies will be impacted positively and women will

finally break the glass ceiling and, eventually, the concrete ceiling.

The young women of today are eager to achieve, yearning to excel and longing to find role models to inspire them. They are enthusiastic about seeing strong women in top leadership roles — roles of power, prestige and strength. It is more important than ever for women who have succeeded to give back, to help the next generation and the women of any age who are striving to succeed. Only when we are able to reach out and to feel inspired by the success of others can we all draw strength.

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

GOOD FAITH & BEYOND

SBE help your company achieve inclusion

SBE is positioned to assist companies to enhance their good faith efforts and to strengthen their compliance with subcontracting plans.

SBE's unique business database provides a central location for disadvantaged, minority, woman, disabled veteran and other small businesses.

ONE LOCATION, 1.6 MILLION BUSINESSES

- SBE imports state DOT (nationwide)
- SBE imports US SBA "SAM" listed businesses (nationwide)
- SBE maintains businesses certified by many local agencies

SBE IS AN OUTREACH STANDARD!

- Cited as a resource by the State of California Office of Small Business Certification Resources
- Listed in plans and specs of many local agencies
- Utilized by many agencies and primes

SUB-BID REQUEST ADVERTISEMENTS

Place a sub-bid request ad in an SBE trade and focus publication:

- Small Business Exchange weekly newspaper*
- SBE Today newsletter
- SBE website www.sbeinc.com
- Ad placement services in local print publications as required
- * **Adjudicated newspaper of general circulation by the Superior Court of the City and County of San Francisco**
- * **Determined Outreach Newspaper for Asian, Black and Hispanic communities by the Supervisors of the City of San Francisco FY 2012-13**

TARGETED MAILING/FAXING/EMAILING

- By focus group, industry type(s), certification and other requirements
- Complete logs

TELEPHONE FOLLOW-UP

- Script tailored to project needs, four standard or individualized questions
- Interested companies directed to bidder

COMPUTER-GENERATED REPORTS

- Full documentation, tailored to agency requirements

CONTACT US TODAY

795 Folsom Street, Floor 1, San Francisco, CA 94107

Phone: 415.778.6250 or 800.800.8534

Fax: 415.778.6255

Email: sbe@sbeinc.com • Website: www.sbeinc.com

SBE is a certified DBE, MBE, SBE firm



SMALL BUSINESS EXCHANGE

Small Business Exchange, Inc. Diversity Outreach

ORDER FORM • FAX: (415) 778-6255 • EMAIL: sbe@sbeinc.com

NUMBER OF CONTACTS: _____ TELEPHONE FOLLOW-UP: Yes No

METHOD(S) FAX EMAIL MAIL RECALLS: Yes No

ADDITIONAL SERVICES Documentation in Print Electronic Format

ADVERTISEMENTS: Yes () No () If yes, indicate publication and dates below.

SBE Newspaper, publishes THURSDAY DATE(s) _____
 SBE Today **E-Publication**, publishes Monday through Friday DATE(s) _____
 www.sbeinc.com - internet ad EXPIRATION DATE: _____

MBDA Portal Posting SBA Sub-Net Posting Other Specify _____

Dollar Est. _____ Duration: _____

CERTIFICATION REQUIREMENTS: _____

FOCUS GROUPS: MBE DVBE DBE WBE OTHER _____

CITIES (or) COUNTY: (List the location areas from which you are seeking participants) _____

AGENCY/ORGANIZATION CONTACT: Yes No

METHOD(S) FAX EMAIL MAIL

ONLINE SEARCHES
SPECIFY

Separate _____

Search For Each Trade YES No

Search by project location only Other _____

Trades:

(NOTE: You can attached a separate sheet with just the trades)

NOTE: Ads Begin on date(s) specified.
Outreach Processing begins one week from receipt of order unless priority service is requested.

CUSTOM REPORTS YES NO
Describe: _____

Documentation requested by (date): _____

Data Query Requirement(s) NAIC SIC UNSPSC Other Specify _____

CONTRACT / RFP NUMBER: _____

PROJECT LOCATION: _____ BID DATE: _____

(NOTE: PLEASE SEND AD COPY AND THE PORTION OF THE SPEC THAT OUTLINES THE GFE STEPS FOR THIS SPECIFIC PROJECT)

COMPANY INFORMATION

COMPANY NAME: _____

ADDRESS: _____

CITY/STATE/ZIP _____

PHONE: _____ FAX: _____

Email: _____

CONTACT: _____

AUTHORIZED BY: _____ DATE: _____

Corporate Office

795 Folsom Street, 1st Floor • San Francisco, CA 94107-4226 • Phone (415) 778-6250 • Toll Free (800) 800-8534

You can also download the Outreach order form here:
<https://goo.gl/bwrPjv>

Our B2B database creates a bridge to opportunity

Our legacy database contains the profiles of companies throughout the nation.

The database includes both certified small minority, woman, disadvantaged, and disabled veteran businesses and businesses that are potentially certifiable. Each business record contains 35+ fields of information including contact information, certifications, business SIC/NAIC/UNSPSC codes, and much more. SBE imports businesses from multiple nationwide sources including SBA CCR, state DOT DBE's, over 60 city and state universities, and businesses certified by many local agencies.

Public Legal Notices

CALIFORNIA STATE UNIVERSITY STANISLAUS

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

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

Technical proposals will be received until 2:00 p.m. on May 11, 2017, at the Mary Stuart Rogers Building, MSR270 in accordance with the proposal documents.

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

RFP documents will be issued to intending proposers at no cost on or after March 23, 2017 by requesting them from ARC by going to www.e-ARC.com/ca/modesto then clicking on "Order From Planwell" or by calling the ARC Modesto location at (209) 524-2924 asking for the PlanWell Department.

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

Proposers must be prequalified with the Trustees. Proposers shall register and log in to "PlanetBids" to apply for prequalification at http://www.calstate.edu/cpdc/cm/contractor_prequal_bidders.shtml.

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

A mandatory pre-proposal conference and site visit has been scheduled for April 11, 2017 at 10:00 am in the Facilities Plan Room located in the Corp Yard, building number 4 on the campus map.

The Trustees require the successful proposer to achieve three percent (3%) DVBE participation in contracting construction projects as established in the Request for Proposals.

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



GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

NOTICE INVITING SEALED BIDS

NOTICE IS HEREBY GIVEN that sealed bids will be received by the Office of the Secretary of the District, Golden Gate Bridge, Highway and Transportation District (District) either by U.S. Postal Service addressed to its mailing address, P.O. Box 9000, Presidio Station, San Francisco, CA 94129-0601, or by courier or personal delivery to its office at the Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, on **Tuesday, April 11, 2017, by 2:00 p.m., Pacific Time**, at which time bids will be publicly opened and read in the Board Room of said building for the following:

CONTRACT NO. 2017-B-12

TOLL PLAZA MODULAR OFFICES AND ADMINISTRATION BUILDING IMPROVEMENTS

CITY AND COUNTY OF SAN FRANCISCO, CALIFORNIA

This public works Project consists of, in general, removing and replacing the existing exterior wall mounted HVAC units from the Golden Gate Bridge Toll Plaza Modular Offices, removing and replacing the existing roofing system and the existing roof top mounted HVAC units from the Golden Gate Bridge Toll Plaza Administration and Powerhouse buildings, and performing HVAC, commercial remodeling work, and other improvements at the Toll Plaza Administration Building and Modular Offices, located at Golden Gate Bridge Toll Plaza, San Francisco, CA.

A pre-bid meeting will be held on Tuesday, March 28, 2017, at 11:00 a.m., Pacific Time, at the Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA. A job walk-through will be conducted immediately after the meeting. While attendance at this meeting and job walk-through is not mandatory, the District highly recommends you attend.

Bidders bidding as the prime contractor shall possess a valid **State of California Class A, General Engineering Contractor's License, or a State of California Class B, General Building Contractor's License**, with a minimum experience of three (3) similar projects with public agencies in the past five (5) years at the time of Contract award Pursuant to Public Contract Code Section 4104, each Bid Proposal must include the name and location of the place of business of each subcontractor who shall perform work or service or install work for the prime contractor in excess of one-half of one percent (1/2 of 1%) of the bid price.

Bids must be accompanied by a deposit either in the form of cash, a certified or cashier's check, or a Bidder's Bond, as described in the Contract Documents, which shall be applied to damages sustained by the District if the successful Bidder fails or refuses to enter into a contract awarded to it.

Bids shall be submitted on the District's **Proposal Forms, including all attachments**, in a sealed envelope and plainly marked with Bidder's name, contract name and number.

The successful Bidder shall furnish a performance bond and a payment bond in amounts equal to one hundred percent (100%) of the total price of the Contract. Pursuant to Public Contract Code Section 22300, the successful Bidder may submit certain securities in lieu of the District withholding funds from progress payments (retention) during the Project.

The District hereby notifies all Bidders that it is the policy of the District to ensure nondiscrimination on the basis of race, color, national origin, or sex in the award and administration of contracts.

Bidders are strongly encouraged to obtain Disadvantaged and Small Business Enterprise (DBE/SBE)

participation on this Project. **DISADVANTAGED BUSINESS ENTERPRISES (DBEs) ARE, BY DEFINITION, CONSIDERED TO BE SBEs, AND ARE COVERED BY THE REFERENCES TO SBEs IN THIS DOCUMENT.** In order to achieve such participation, the District has developed procedures to remove barriers to DBE participation in the bidding and award process and to assist DBEs to develop and compete successfully outside of the DBE Program. These procedures include the establishment of a SBE Element of the District's Diversity Program for Contracts. The District has evaluated subcontracting opportunities for this Contract and determined that such opportunities exist and has established an SBE goal of 15%. Bidders must meet the contract-specific SBE goal or demonstrate good faith efforts to do so. Bidders are encouraged to attend the pre-bid meeting to better understand the applicable DBE/SBE requirements. For DBE/SBE assistance, contact Artemise Davenport, DBE Program Analyst, at (415) 257-4581.

This Contract is subject to financial assistance from the U.S. Department of Transportation. Bidders will be required to certify that they have not been suspended or debarred from participation in federally funded contracts. Bidders must also disclose lobbying activities. Full compliance with all applicable Safety and Health Standards, DBE/SBE requirements, Equal Employment Opportunity, and Americans with Disabilities Act laws and regulations will be required of the successful Bidder.

Due to the financial assistance from the U.S. Department of Transportation, **this Contract is also subject to Buy America compliance.** Bidders will be required to submit an executed Buy America Certificate (found in the Proposal section).

This is a federally funded Public Works Contract. As a result, Contractors and subcontractors must be registered with the Department of Industrial Relations (DIR) pursuant to Labor Code section 1725.5 at the time of contract award. (See Labor Code section 1771.1(a)). This Contract is subject to monitoring and enforcement by the DIR pursuant to Labor Code Section 1771.4.

In accordance with Section 1720 et seq. of the Labor Code, the general prevailing wage rates as established by the Director of the California Department of Industrial Relations will apply to this Contract. Information about prevailing wage rates for this Project is set forth in the Special Provisions. The prevailing wage rates established by the California Department of Industrial Relations are available at <http://www.dir.ca.gov/DLSR/PWD>. Hard copies can be viewed at the District's Engineering Office or requested by mail, addressed to: Prevailing Wage Unit, Division of Labor Statistics and Research, Department of Industrial Relations, P.O. Box 420603, San Francisco, CA 94142.

To inspect the Bid Documents, consisting of the Contract Plans, Appendices, Technical Specifications, Special Provisions, General Conditions, Contract, Proposal Forms, and Notice to Contractors, contact the Engineering Department by email at bidquestions@goldengate.org.

Bid Documents are available for download at no charge on the District's web site at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Bridge Division and look for Contract Number 2017-B-12. There is a non-refundable purchase price of fifty dollars (\$50) for a set of hard copies of the Bid Documents. Full-sized Contract Plans are available for purchase for an additional thirty dollars (\$30). Make checks payable to the Golden Gate Bridge, Highway and Transportation District, and send it to the address below:

Engineering Department
Golden Gate Bridge, Highway and Transportation District
P.O. Box 9000, Presidio Station
San Francisco, CA 94129-0601
Ewa Z. Bauer-Furbush, P.E., District Engineer
Dated at San Francisco, this 14th day of March 2017
3/16, 3/23/17
CNS-2986932#
SMALL BUSINESS EXCHANGE

In Younger Hispanics, Financial Institutions See a Future

Continued from page 8

for "neighbor" — financial centers in 12 states and Washington, D.C.

BB&T bankers regularly visit "trusted places" in the community, such as churches, colleges and workplaces, where they meet Hispanic millennials hungry for information on how to make better financial decisions. According to a Hispanic Millennial Project study, 31% of Hispanic millennials say it's important for a bank to help them understand financial topics, compared with 22% of older Hispanics.

Typically at BB&T community events, a banker presents an instructional video, such as one on how to open a checking account, then opens the floor to questions. The gatherings allow the bank to build trust, Lobo says.

The Packaged Facts study found that Hispanic millennials are more likely to have checking accounts, accounting for 22% of all Hispanics with checking. Non-Hispanic millennials comprised only 14% of non-Hispanic checking account owners.

Not all marketers are sold

Not everyone in the financial services industry is convinced it's important to market to Hispanic millennials, De Dios says. A common misconception is that younger Hispanics don't care as much about their culture or language as older Hispanics do.

"There's this notion, 'Well, they're very similar to mainstream millennials. Why do we have to do anything different?'" she says.

Like the Hispanic population overall, Hispanic millennials are not monolithic. Differences can include whether they're foreign-born or U.S. natives, whether they speak Spanish, English or both, and whether they grew up in households with banking relationships.

Brown, the Packaged Facts demographer, says Hispanic millennials are more likely to have been born in the U.S., speak English and be more acculturated than older Hispanics, who might distrust banks more.

Hispanic millennials might prefer English, but some easily switch between English and Spanish, depending on the situation, De Dios says. Compared with non-Hispanics, Hispanic millennials are more likely to be involved in helping their parents and grandparents meet financial obligations, she adds.

Latino millennials who grew up in unbanked households present special challenges for marketers. Like their parents, they might gravitate toward nonbank options, such as using informal savings and lending circles that are common in immigrant communities.

De Dios, a Mexican immigrant who came to the U.S. when she was a child, grew up in one of those unbanked homes. She was the first in her family to become proficient in English, and she was 9 when she began going with her father to help him cash his paychecks at a neighborhood store. Her father, a construction worker, would then take the cash and buy money orders to pay utility bills and rent.

When he was injured on the job and received a large settlement, the family couldn't find a bank to cash the check until a friend with a banking account helped.

Being unbanked "was a struggle we all ended up sharing," De Dios says. "We didn't know any different."

A common denominator: Proud of their heritage

For all their differences, Lobo says, Hispanic millennials share a common trait: They are proud of their heritage, whether they were born in the U.S. or not.

Continued on page 9



Public Legal Notices

OAKLAND UNIFIED SCHOOL DISTRICT

**NOTICE OF AVAILABILITY
DRAFT ENVIRONMENTAL IMPACT REPORT
OAKLAND UNIFIED SCHOOL DISTRICT
SCH NUMBER: 2016092074**

NOTICE IS HEREBY GIVEN that the Oakland Unified School District (OUSD), as the Lead Agency under the California Environmental Quality Act, has completed a Draft Environmental Impact Report (Draft EIR) for the Fremont High School New Construction Project and the Draft EIR is currently available for public review and comment.

Project Name: Fremont High School New Construction

Project Location: The project site is the Fremont High School campus, which is an 8.6-acre, L-shaped site located at 4610 Foothill Boulevard in Oakland, California. Fremont High School is bordered by Foothill Boulevard to the southwest, 47th Avenue to the southeast, Ygnacio Avenue to the northeast, and High Street to the northwest. A portion of the campus extends farther northeast between 46th and 47th Avenues.

Project Description: The project would redevelop Fremont High School to address issues outlined in the Fremont High School Master Plan. The project would include minor renovations to an existing classroom facility and an existing two-story library building, and would include the construction of a new academic building at the corner of Foothill Boulevard and 47th Avenue, a new gymnasium, an athletic stadium, a wellness center, and associated site improvements. The project would require the demolition of the existing gymnasium. The project would accommodate 1,200 students and would not increase current student enrollment at the school.

The project would entail the construction of a main entrance to the school on Ygnacio Avenue and a school entry plaza would be constructed in front of the existing library building. The current parking lot between the athletic field and the portable classrooms would be removed and a new visitor parking lot, student drop-off area, and accessible parking would be constructed along Ygnacio Avenue. The existing campus utility systems would be updated to serve the new buildings. Construction would take place in three phases over a 39 month period. Each phase would incorporate site preparation activities, trenching for utilities, necessary excavation and grading, pavement and concrete walkways, and building construction activities such as laying foundation and constructing retaining walls.

Environmental Effects Discussed in the Document: The City has prepared a Draft EIR to address the specific environmental effects of the Fremont High School New Construction. The Draft EIR consists of an analysis of the following environmental issue areas that may be impacted by the project: Aesthetics, Air Quality, Cultural Resources, Geology & Soils, Hazards and Hazardous Materials and Noise. The project site is listed in the hazardous waste regulatory databases searched for in the Phase I ESA. Details regarding hazardous materials impacts and mitigation measures to reduce impacts are discussed in the Draft EIR. After mitigation, the project would have one significant and unavoidable impact related to the demolition of the historic gymnasium.

Document Availability: Copies of the Draft EIR are available for public review at the following locations:

OUSD – Facilities Department
955 High Street, Oakland, CA 94601

Fremont High School – Administration Office
4610 Foothill Blvd, Oakland, CA 94601

The EIR is also available through the OUSD website at www.ousd.org/Facilities/Fremont High School - New Construction

Public Review Period: The Draft EIR is available for public review and comment pursuant to California Code of Regulations, Title 14, Sections 15085, 15087 and 15372. The 45 day public review period for the Draft EIR begins on March 22, 2017 and ends on May 5, 2017. Comments on the Draft EIR are to be submitted to OUSD in writing no later than **6:00 p.m., May 5, 2017** to OUSD, 955 High Street, Oakland, CA 94601 or by email to kenya.chatman@ousd.org.

Public Meeting: A public meeting to receive comments on the adequacy of the Draft EIR will be held on **April 19, 2017, at 6:00 p.m. at Fremont High School, 4610 Foothill Blvd, Oakland, CA 94601**

Contact Information: For further information regarding this Notice of Availability or the project, contact:

Kenya Chatman, Facilities Coordinator
Oakland Unified School District
955 High Street, Oakland, CA 94601
kenya.chatman@ousd.org
(510) 535-7050

Attachment A: Draft Environmental Impact Report (for public agencies)

**CALIFORNIA STATE UNIVERSITY
STANISLAUS**

**NOTICE TO CONTRACTORS
MUSIC AIR HANDLER
REPLACEMENT PROJECT
CSU STANISLAUS**

One University Circle, Turlock, CA 95382

The Trustees of the California State University will receive sealed bid proposals in room MSR270, at the above address, for furnishing all labor and materials for construction of the Music Air Handler Replacement Project, for the CSU Stanislaus campus.

Proposals will be received in the above-mentioned room until 2:00 p.m. on April 6, 2017 in accordance with the contract documents, at which time the proposals will be publicly opened and read.

In general, the work consists of the removal of one (1) existing rooftop built up air handler including return fan, ducts, hydronic piping, one (1) reheat coil in the mechanical well, all HVAC controls along with 20 existing zones and replace with a similar new rooftop air handler on the existing music building in accordance with the plans and specifications. Plans and specifications may be seen at the office of the University and Plan Rooms. Engineer's construction estimate is \$365,000.

Plans and specifications will be available for review and purchase after March 16, 2017 by requesting them from ARC by going to www.e-ARC.com/ca/modesto then clicking on "Public Planroom" or by calling the ARC Modesto location at (209) 524-2924 asking for the PlanWell Department. Plans and specifications cost approximately \$100 plus tax and shipping payable to ARC and are non-refundable.

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.

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

A mandatory pre-bid walkthrough has been scheduled for March 23, 2017 at 10:00 am. Interested bidders should assemble at the Facilities Services Plan Room, Building #4 on the campus map.

The Trustees require the successful bidder to achieve three percent (3%) DVBE participation in contracting construction projects as established in the bidding documents, and bidders shall identify the DVBEs to be used to satisfy this requirement in their bids. The University is granting a DVBE bid incentive of up to 1% as described in the Contract General Conditions. Bidders shall contact the Trustees' DVBE Coordinator at (209) 667-3243 or Debbie DaRosa at (209) 667-3987

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 contractors, licensed in the State of California with a B and/or a C-20 license, and registered with the DIR to bid public works projects. The bid packages must be requested from the Trustees, located at CSU Stanislaus, One University Circle, Turlock, CA 95382, Attention: Debbie DaRosa, (209) 667-3987.



**REQUEST FOR PROPOSALS FOR THE
INTERNATIONAL TERMINAL "A" FOR A FOOD HALL
& CAFÉ, HISTORIC RESTAURANT, AND COFFEE
KIOSK CONCESSION LEASES AT SAN FRANCISCO
INTERNATIONAL AIRPORT**

The Airport Commission has commenced the Request for Proposals (RFP) process for the following opportunities:

International Terminal "A" Food Hall and Café Concession Lease

The Minimum Annual Guarantee ("MAG") for the first year of the lease would be \$495,000.00. The term of the lease would be ten (10) years with two (2) one-year options. The base rent would be the higher of the MAG or the sum of the percentage rent structured as follows: 6% of Gross Revenues achieved up to and including \$2,500,000.00; plus 8% of Gross Revenues achieved from \$2,500,000.01 up to and including \$3,000,000.00; plus 10% of Gross Revenues achieved over \$3,000,000.00.

International Terminal "A" Historic Restaurant Concession Lease

The Lease is for a restaurant brand which has been in operation in the City of San Francisco for 30 years or more, with no break in San Francisco operations exceeding two years. The Minimum Annual Guarantee ("MAG") for the first year of the lease would be \$330,000.00. The term of the lease would be ten years with two one-year options. The base rent would be the higher of the MAG or the sum of the percentage rent structured as follows: 8% of Gross Revenues achieved up to and including \$1,000,000.00; plus 10% of Gross Revenues achieved from \$1,000,000.01 up to and including \$1,500,000.00; plus 12% of Gross Revenues achieved over \$1,500,000.00.

International Terminal "A" Coffee Kiosk Concession Lease

The Minimum Annual Guarantee ("MAG") for the first year of the lease would be \$165,000.00. The term of the lease would be seven years with two one-year options. The base rent would be the higher of the MAG or the sum of the percentage rent structured as follows: 6% of Gross Revenues achieved up to and including \$1,000,000.00; plus 8% of Gross Revenues achieved from \$1,000,000.01 up to and including \$1,500,000.00; plus 10% of Gross Revenues achieved over \$1,500,000.00.

Small, local and disadvantaged businesses are encouraged to participate.

The Informational Conference is on Wednesday, April 5, 2017, at 10:00 a.m. at the Aviation Museum and Library in the International Terminal at San Francisco International Airport. This is a time when staff will discuss desired concept, minimum qualification requirements, address any questions relating to the Lease and receive comments from participants.

Please see <http://www.flysfo.com/business-at-sfo/current-opportunities> for additional information about these concession opportunities, please contact:

- IT-A Food Hall and Café Concession Lease, call Mr. Tomasi Toki, Principal Property Manager, RDM at (650) 821-4500 or via e-mail at tomasi.toki@flysfo.com.
- IT-A Historic Restaurant Concession Leases, and
- IT-A Coffee Kiosk Concession Leases, call Mr. Trevor Brumm, Principal Property Manager, RDM at (650) 821-4500 or via e-mail at trevor.brumm@flysfo.com

CNS-2989264#



**REQUEST FOR PROPOSALS FOR THE
INTERNATIONAL TERMINAL NEWSSTAND AND
SPECIALTY RETAIL LEASES AT SAN FRANCISCO
INTERNATIONAL AIRPORT**

The Airport Commission has commenced the Request for Proposals (RFP) process for the International Terminal Boarding Areas A and G Newsstand and Specialty Retail Concession Leases. The Request for Proposals includes 3 Newsstand Leases and 2 Specialty Retail Leases.

The proposed minimum financial offer is from \$210,000.00 to \$1,200,000.00 with a term of seven years. Rent shall be the higher of the Minimum Annual Guarantee or the sum of the percentage rent structured as follows: 12% of Gross Revenues achieved up to and including \$500,000.00; plus 14% of Gross Revenues achieved from \$500,000.01 up to and including \$1,000,000.00; plus 16% of Gross Revenues achieved over \$1,000,000.00. Small, local and disadvantaged businesses are encouraged to participate.

The Informational Conference will be held on Tuesday, April 4th, 2017 at 1:30 p.m. at the Terminal 2 Partnering Conference Room, at San Francisco International Airport.

Please see <http://www.flysfo.com/business-at-sfo/current-opportunities> for additional information or call Clarissa Mamari, Principal Property Manager, Revenue Development and Management Department, (650) 821-4500.

CNS-2989215#



**REQUEST FOR BIDS FOR THE DOMESTIC
TERMINALS AUTOMATED TELLER MACHINES
LEASES A AND B AT SAN FRANCISCO
INTERNATIONAL AIRPORT**

The Airport Commission has commenced the Request for Bids (RFB) process for the Domestic Terminals Automated Teller Machines Leases A and B. These two Leases are for the installation, operation and maintenance of ATMs throughout Terminals 1, 2, 3 and the Rental Car Center at San Francisco International Airport.

The proposed minimum acceptable financial offer for each Lease is \$150,000.00, which will be the successful Bidder's minimum annual guarantee for the first year of each Lease.

Each Lease has a proposed term of five years with one two-year option.

The Informational Conference is on Thursday, April 6, 2017, at 10:00 a.m. at the SFO Business Center, 575 N. McDonnell Road, Third Floor, Suite 3-329, Revenue Development and Management's Conference Room, at San Francisco International Airport. Small, local and disadvantaged businesses are encouraged to participate.

Please see <http://www.flysfo.com/business-at-sfo/current-opportunities> for additional information or call Trevor Brumm, Property Manager, Revenue Development and Management Department, (650) 821-4500.

CNS-2988800#

Younger Hispanics

Continued from page 8

Lobo, a Costa Rican immigrant, counts his children, ages 23 and 26, among those who hold culture close to heart. Born in the U.S., they don't speak Spanish and are "digital natives," Lobo says. That's consistent with research showing that Hispanic millennials are tech-savvy and more apt to use smartphones and mobile banking than the general population.

But digital alone isn't the answer. "It is the complement to being physically present," Lobo says.

De Dios says financial institutions would do well to consider Latino millennials as a lifeline to the future. With the median age of a credit union customer approaching 50, she says, "Credit unions need to be reaching out to this young market that represents a lot of growth opportunities for them."

SOURCE: <http://newsok.com/>



Fictitious Business Name Statement

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374908-00

Fictitious Business Name(s):
Art of Jeffrey Pan
Address
380 26th Avenue #2, San Francisco, CA 94121
Full Name of Registrant #1
Jeffrey Pan
Address of Registrant #1
380 26th Avenue #2, San Francisco, CA 94121

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

Signed: **Jeffrey Pan**

This statement was filed with the County Clerk of San Francisco County on **2/27/2017**

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: Fallon Lim
Deputy County Clerk
2/27/2017

3/2/17 + 3/9/17 + 3/16/17 + 3/23/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0375162-00

Fictitious Business Name(s):
Chef Luo
Address
3452 Mission Street, San Francisco, CA 94110
Full Name of Registrant #1
Sanyou Investment Partners (CA)
Address of Registrant #1
3452 Mission 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 **3/2/2017**

Signed: **Robert Hui**

This statement was filed with the County Clerk of San Francisco County on **3/15/2017**

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
3/15/2017

3/23/17 + 3/30/17 + 4/6/17 + 4/13/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0375059-00

Fictitious Business Name(s):
#1. eMedio
#2. Jym Warhol Photography
#3. Media Rare
#4. Thai Thai
#5. Photo Look
Address
2657 42nd Avenue, San Francisco, CA 94116
Full Name of Registrant #1
Emedio LLC (CA)
Address of Registrant #1
2657 42nd Avenue, San Francisco, CA 94116

This business is conducted by **A Limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **2/10/2017**

Signed: **James Warhol**

This statement was filed with the County Clerk of San Francisco County on **3/9/2017**

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: Morgan Jaldon
Deputy County Clerk
3/9/2017

3/16/17 + 3/23/17 + 3/30/17 + 4/6/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0375062-00

Fictitious Business Name(s):
G & J Beauty Salon
Address
3446 Balboa Street, San Francisco, CA 94121
Full Name of Registrant #1
Yun Lin
Address of Registrant #1
3446 Balboa Street, San Francisco, CA 94121

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

Signed: **Yun Lin**

This statement was filed with the County Clerk of San Francisco County on **3/9/2017**

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
3/9/2017

3/16/17 + 3/23/17 + 3/30/17 + 4/6/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374984-00

Fictitious Business Name(s):
Glamour Lace
Address
301 Crescent Ct. Unit #3203, San Francisco, CA94134
Full Name of Registrant #1
Ivy Yu
Address of Registrant #1
301 Crescent Ct. Unit #3203, San Francisco, CA94134

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **3/2/2017**

Signed: **Ivy Yu**

This statement was filed with the County Clerk of San Francisco County on **3/2/2017**

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: Giselle Romo
Deputy County Clerk
3/2/2017

3/16/17 + 3/23/17 + 3/30/17 + 4/6/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374766-00

Fictitious Business Name(s):
Los Portales Medical & Dental Center
Address
2480 Mission Street, Suite 215, San Francisco, CA 94110
Full Name of Registrant #1
33 Grant LLC (CA)
Address of Registrant #1
2200 Pacific Avenue, #5A, San Francisco, CA 94115

This business is conducted by **A Limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **12/14/2011**

Signed: **Hagen Choi**

This statement was filed with the County Clerk of San Francisco County on **2/17/17**

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
2/17/2017

3/2/17 + 3/9/17 + 3/16/17 + 3/23/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0375182-00

Fictitious Business Name(s):
Martinoni Construction Management
Address
1990 Beach Street #304, San Francisco, CA 94123
Full Name of Registrant #1
Dustin Martinoni
Address of Registrant #1
1990 Beach Street #304, San Francisco, CA 94123

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **3/7/2017**

Signed: **Dustin Martinoni**

This statement was filed with the County Clerk of San Francisco County on **3/17/2017**

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
3/17/2017

3/23/17 + 3/30/17 + 4/6/17 + 4/13/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374987-00

Fictitious Business Name(s):
Passadori Family Law & Mediation, P.C.
Address
1390 Market Street, Suite 200, San Francisco, CA 94102
Full Name of Registrant #1
DBA Passadori Family Law & Mediation, P.C. (CA Corp.)
Address of Registrant #1
1390 Market Street, Suite 200, San Francisco, CA 94102

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **1/5/17**

Signed: **Diana Passadori**

This statement was filed with the County Clerk of San Francisco County on **3/3/2017**

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: Maribel Jaldon
Deputy County Clerk
3/3/2017

3/9/17 + 3/16/17 + 3/23/17 + 3/30/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374999-00

Fictitious Business Name(s):
Social Harmony
Address
400 2nd Avenue, Apt. 2, San Francisco, CA 94118
Full Name of Registrant #1
Jessica H. Scadron
Address of Registrant #1
400 2nd Avenue, Apt. 2, San Francisco, CA 94118

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **2/21/17**

Signed: **Jessica Scadron**

This statement was filed with the County Clerk of San Francisco County on **3/3/2017**

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: Jessa Lazo
Deputy County Clerk
3/3/2017

3/9/17 + 3/16/17 + 3/23/17 + 3/30/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374584-00

Fictitious Business Name(s): **The Restorative**
Address
47 Parkrose Avenue, Daly City, CA 94015
Full Name of Registrant #1: **TR Private Organization (CA)**
Address of Registrant #1
47 Parkrose Avenue, Daly City, CA 94015

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **1/11/2017**

Signed: **David Tran**

This statement was filed with the County Clerk of San Francisco County on **2/3/2017**

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
2/3/2017

2/16/17 + 2/23/17 + 3/2/17 + 3/9/17

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0374611-00

Fictitious Business Name(s): **Therapy4u**
Address
465 California Street, Suite 660, San Francisco, CA 94104
Full Name of Registrant #1: **Erika Shershun**
Address of Registrant #1
465 California Street, Suite 660, San Francisco, CA 94104

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **2/6/2017**

Signed: **Erika Shershun**

This statement was filed with the County Clerk of San Francisco County on **2/7/2017**

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
2/7/2017

2/16/17 + 2/23/17 + 3/2/17 + 3/9/17

FICTITIOUS BUSINESS NAME STATEMENT

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.) Victor's Bakery
Located at **719 Taraval Street, San Francisco, CA 94116**

This fictitious business name was filed in the County of San Francisco on **9/29/2015** under file **2015-0367035-00**

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

Full Name of Registrant #1
Hanbiao Dong
1855 33rd Avenue, San Francisco, CA 94122

Full Name of Registrant #2
Huanchi Dong
715 Taraval Street, San Francisco, CA 94116

This business was conducted by a **A GENERAL PARTNERSHIP**

Signed: **Hanbiao Dong, Huanchi Dong**

This statement was filed with the County Clerk of San Francisco County on **2/24/2017**.

Filed: **Morgan Jaldon**
Deputy County Clerk
2/24/2017

3/2/17 + 3/9/17 + 3/16/17 + 3/23/17

Business Toolkit

5 Best Tips for Private Label Success

So many want to sell online on places such as Amazon, etc., and big-named retailers, but don't have a clue what it takes to be successful. With statistics showing that 51% of Americans prefer to shop online, it's no wonder. That's why "Private Labeling" has become so promising.

So what exactly is private labeling? Private labeling is the act of placing your own brand or label on a product that you have manufactured. And according to an article on Shopify it also states, "A private label product is manufactured by a contract or third-party manufacturer and sold under a retailer's brand name."

But to be successful, you need to do it right and be knowledgeable before you start. Make sure you private label with a purpose and goal in mind and don't just slap your brand on anything. You need to spend the time to do your homework and surround yourself with like-minded experienced people that have a minimum 10 years private labeling and importing experience. Learn from those who have private labeled thousands of products, not just a few. Why? Because they have gone through the ropes and know what works and what doesn't. You save time and money when you do.

Additionally, know that private labeling takes time so you first want to be patient and do your research so you are well informed. Ask questions such as ... Do I have to invest? Yes you have to invest. You can't invest \$0 and make millions overnight. But it doesn't have to be a large sum of money. Some can invest as little as \$500. However, the more you invest, and depending on the cost of the product you choose, the more return you will see.

It's important to build relationships along the way. Strong business relationships lead to a stronger long-term sustainable business.

Here is an overview of the private labeling process. On a basic level, here's what you need to do:

(1) Conduct product research and choose your product. Get in the mindset of looking for products everywhere you go. Ideas are the seeds for everything else, so just write down as many ideas as you can over the course of a few weeks. See what products are trending by researching the best sellers on Amazon, Ebay and Shopify.

- Amazon's best sellers are updated hourly
- Ebay regularly outlines what's new and hot on this page
- Shopify keeps an updated list of which products are trending on their selling platform

If you feel like product research is incredibly time-consuming, then you're doing it right. When you're in the thick of it, remind yourself that this is completely normal and necessary to find the best products. We've seen it over and over again – sellers that put in the time and effort now will save money later.

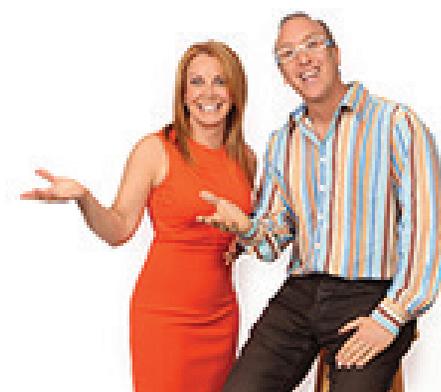
(2) Find a reliable supplier and order samples. Once you've settled on a profitable, competitive product, it's time to find someone to manufacture it for you—also known as sourcing your product. This is where many new entrepreneurs get stuck, and for good reason. There are hundreds of ways you can source a product. Find what works for you and also listen to the experts who have done this

before and are knowable in what works and what doesn't.

(3) Take care of the business details, like creating a business entity, registering your brand, launching a website, obtaining any necessary trademarks or patents, setting up an Amazon account, and creating an optimized listing on Amazon that displays your product details. Remember, you need to treat it as a business and take the necessary steps from day one.

(4) Create an optimized listing for your product page and get initial reviews. Once you've received your samples and are satisfied, it's time to order your product and get it online. Keep it simple at first, as you can always refine and improve as demand for your product grows. You'll need simple packaging that proudly represents your brand, a GS1-UPC code, and if you're selling on Amazon, you'll need an FNSKU (the UPC and FNSKU are specific codes that identify your product). Once you make sales, be sure to get those customers to write reviews for you. Good reviews are HUGE for product success on selling platforms.

(5) Drive sales using tools like Amazon pay-per-click (PPC), sponsored ads, social media campaigns, etc. Using PPC and sponsored ads is fairly intuitive when you're in your seller account. Social media campaigns are wildly important for maximizing organic traffic to your product listing. We recommended using Pinterest, Instagram and Facebook at a minimum. Having a strong social media following will also help garner support and free advertising when you officially launch your product.



Karen and Neil Gwartzman, the creators of the Private Label University®

Of course all of us want to see your business humming along nicely. Success doesn't happen overnight, but with careful research, preparation, commitment to the process, and perhaps a bit of one-on-one coaching with the experts, you can master private labeling and make the income you deserve.

Karen and Neil Gwartzman, the creators of the Private Label University® have over 35 years of experience private labeling products and have sold millions of dollars of products in retail and on Amazon. They have guided countless chain stores and entrepreneurs with sourcing, importing and private labeling products, specializing in helping entrepreneurs build private label businesses on Amazon. To learn more visit www.privatelabeluniversity.com and sign up for their upcoming Private Label Summit at <https://amazonprivatelabelsummit.com>

Arriving at the Right Type of Language Professional

By Anne Connor

Business people don't have to communicate with extraterrestrials (yet), but they can still learn a few things from the sci-fi thriller *Arrival*. The blockbuster film put a language professional in the leading role. Hollywood star Amy Adams plays Dr. Louise Banks, a linguistics professor asked by U.S. Army Intelligence to help communicate with an alien species that has arrived on Earth. However, the film blurred the lines between the three professions of translator, interpreter, and linguist, reinforcing some common misconceptions most business people have.

In today's globalized world – with aliens arriving or not – many people need help with language. When you do, it's helpful to know the difference between the types of professionals involved in the process. Who do you call for a meeting with a new or potential overseas client for your small business or when you need to localize your e-commerce company's website for foreign markets? Who do you contact when you receive medical records from an employee who required medical attention while on an overseas business trip or a contract from a foreign country?

Put simply:

- **Translators** help you with written material, like contracts, letters, brochures and websites
- Before pushing that "Would you like to translate this?" button for the material that your advertising people spent weeks refining, remember that the nuanced language geared

at persuading others to buy your products or services is best translated by a human who specializes in your company's line of business.

- If you'd like to create a professional-looking brochure or web page in other languages for new target markets, the last thing you should do is trust that task to an automated translation tool instead of its flesh-and-blood counterpart.
- Should you be in a position to apply for an international patent for your product, you will definitely want a human patent translator specialized in your field to do that work instead of trusting a machine translation into languages unknown to you. Not doing so may lose you the patent if something in the application is mistranslated.
- **Interpreters** help you with spoken language in business, legal and medical settings
- Say a potential client wants to visit your facilities before deciding to place an order for your products. What a great impression you would make if you hired an interpreter to accompany you both on a guided plant tour so that all questions and answers could be handled in each party's dominant language, putting everyone at ease. Hiring the same interpreter for a preliminary or follow-up telephone or video-conference meeting would go that extra mile toward sealing the deal and keeping this client's business for years to come.
- Savvy business owners and managers also hire interpreters for employee health and safety training meetings that include limited-Eng-

lish-proficient workers. This helps them meet OSHA compliance requirements and keep their operations running smoothly and without interruption from preventable accidents.

- Conference interpreters ensure that all attendees at an international business or medical gathering understand the presenters' messages and are able to ask questions about the presentation's content.
- **Linguists** analyze language (including structure, history, and more)
 - To decipher an unknown extraterrestrial language, the linguistics professor in *Arrival* works with the aliens to learn the basic concepts of their language – the individual words and what they mean, building a lexicon as she goes. In the end, she has to use a complex, computer-assisted analysis to break the code and understand how the alien language works. This is neither translation nor interpreting, but linguistics.
 - In the real world, linguists help translators do their jobs by developing and updating the terminology-management software that allows those translators to work more quickly and efficiently, resulting in lower costs for their client and ensuring consistency throughout the entire translated document or website.

One thing that translators, interpreters and linguists all have in common is that they draw upon their extensive experience to solve linguistic "puzzles." The stakes might not be as high as saving the planet from potential annihilation, but the work of all three professions is vital all the same, helping:

- businesses communicate beyond borders
- governments avoid conflict
- healthcare providers make life-saving decisions, to mention only the tip of the iceberg.

In order to "arrive" at the right language professional, you have to understand your needs. In the movie, the producers understood they needed a language expert as their protagonist, even if they mixed up the terms for how she went about helping them communicate with the aliens. What they did get right was to demonstrate that language professionals all draw upon:

- extensive language study
- expertise in the field
- research skills
- their ability to learn and utilize the latest technologies to solve linguistic "puzzles."

AUTHOR BIO

Anne Connor is a professional Spanish and Italian-to-English medical and legal translator and an active member of the American Translators Association. The American Translators Association represents over 10,000 translators and interpreters across 91 countries. Along with advancing the translation and interpreting professions, ATA promotes the education and development of language services providers and consumers alike. For more information on ATA or translation and interpreting professionals, please visit www.atanet.org



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