

SMALL BUSINESS EXCHANGE

Voice of Small, Emerging Diversity Owned Businesses Since 1984

EXCHANGE

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June 5, 2014

How Executive Incentives Compounded the VA's Problems



By Howard Risher

The problems at Veteran Affairs Department hospitals are people problems. The VA's information technology systems may need to be upgraded, but that's not the reason scheduling records were manipulated. "Cooking the books" started years ago, based on media reports, and has been over-

looked by what must be a large number of employees. That is solid evidence of a culture in trouble.

There appears to be broad recognition that the bonus system is at least part of the problem. That is not surprising. This is not the first time the Senior Executive Service pay and performance system has been the focus of criticism. A recent survey of SES members shows they are highly dissatisfied.

The pay and performance system has been tweaked several times, but in concept it has not been changed in any significant way for decades. It is decidedly different than the model commonly used for incentives in other sectors, including health care. It is the differences that contributed to the VA's problems—and undermines the motivational value of awards in other agencies.

If nothing more, the situation highlights the power of financial rewards. That's been demonstrated over and over in the private sector. The Wall Street collapse is the latest story. Poorly designed incentives can prompt dysfunctional behavior.

The VA should initiate an assessment of how rewards are used. Moving forward, rewards can help executives focus on and expedite needed changes.

SES Bonuses

No one is likely to turn down a bonus. But the payments have minimal incentive value. Bonuses almost by definition are an extra—paid over and above a recipient's salary. They are based on subjective, after-the-fact decisions. I've even heard stories of employees taking turns.

The problem is compounded when bonuses are based on performance ratings. When 95 percent of employees in any group are rated "outstanding" or "superior," the rating process borders on the absurd. No company would tolerate it. Companies with forced distribution policies limit the "outstanding" ratings to 15 percent. An outstanding performer should stand out from his or her peers.

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Sacramento Moves Forward with \$2B Wastewater Upgrade Project



Image courtesy of Regional San

The planned Biological Nutrient Removal facility at Sac Regional's Advanced Wastewater Treatment Plant is expected to be one of the largest in the nation.

The Sacramento Regional County Sanitation District (Regional San) is proceeding with a \$1.5-billion to \$2.1-billion plan to upgrade its wastewater treatment plant that serves about 1.4 million customers. On June 2, Regional San issued a request for proposals for construction management services for work valued at \$127 million to perform site preparation beginning in Feb. 2015, and build a nitrifying sidestream treatment facility, disinfection chemical storage and RAS pumping system.

Carollo Engineers, Walnut Creek, Calif., is designing the RAS system, while site prep design was performed by Kennedy Jenks Consultants, Sacramento.

Built in the late 1970s, the existing plant is permitted to treat and discharge 181 million gallons per day into the Sacramento River, but new state water quality regulations dictate additional treatment to remove ammonia and nitrates, small particles and pathogens.

Dubbed EchoWater, the upgrade will include construction of a \$600-million biological nutrient removal facility, sited next to the existing plant. The BNR is about the size of 20 football fields and one of the largest in the nation, says a Regional San representative. Granular media filtration and enhanced disinfection will also be added to the facility.

Continued on page 8

Sub Bids Requested



Transbay Transit Center, San Francisco, California
Webcor/Obayashi Joint Venture
Trade Package #TG10.2: Plumbing
Contract No. 301001002
Bid Date: August 20, 2014 @ 1:00 pm

Desert Mechanical, Inc.
15870 Olden St
Sylmar, CA 91342
Phone: 818-362-4591
Fax: 818-362-0866

See the full ad on page 3

Public Legal Notices



CALIFORNIA LOTTERY
Request for Proposal (RFP) #50019
Learning Management System

The California Lottery (Lottery) is inviting bids from qualified bidders to provide Commercial Off the Shelf (COTS) Learning Management System, implementation services and training, and ongoing maintenance and support through an annual user license agreement

See the full ad on page 11

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Community Outreach

HHS Secretary Sebelius statement observing LGBT Pride Month



Kathleen Sebelius

At the Department of Health and Human Services, we are committed to ensuring that members of the Lesbian, Gay, Bisexual, and Transgender (LGBT) community have access to quality, affordable health care and enjoy the same rights and protections that all Americans expect and deserve. This year, as we cel-

brate LGBT Pride Month, we take a moment to recognize the historic strides we have made in advancing the health and well-being of members of the LGBT community and all Americans through implementation of the Affordable Care Act.

For far too long, lack of access to affordable health care and preventive services has been a major obstacle to the well-being of LGBT people across the country.

Over the past year, this Administration launched an unprecedented public education and outreach effort to raise awareness among the uninsured about the new Health Insurance Marketplace. A key part of this effort involved working with LGBT community leaders to provide the tools, information and resources needed to assist LGBT individuals and families in obtaining affordable health insurance coverage through the Marketplaces.

During the first open enrollment period, which ended March 31, more than 8 million Americans, in-

cluding LGBT people across the country, signed up for coverage through the Marketplace.

And thanks to the Affordable Care Act, new rights and protections are now in place that will profoundly impact the lives of LGBT people throughout our nation.

Now, all Marketplace plans must cover preventive services like flu shots, blood pressure screenings and HIV screenings at no additional charge.

Prior to implementation of the Affordable Care Act, dollar caps on annual and lifetime coverage led to huge bills and crippling debt – or the inability to get care when it was most needed – for many individuals with chronic conditions such as HIV/AIDS.

Now, lifetime and annual dollar caps are a thing of the past and no one can be denied coverage based on their health history. Before the Affordable Care Act, there was nothing to stop insurance companies from denying coverage based on who you love or discrimi-

nating against you because of your sexual orientation or gender identity.

Now it is illegal for insurance companies that offer coverage to discriminate on the basis of sexual orientation or gender identity and legally married couples are treated equally when it comes to coverage and financial assistance.

This June, we celebrate these accomplishments and look forward to the important work ahead, such as closing the LGBT health disparities gap; stopping the bullying of LGBT youth; and ensuring that all LGBT Americans, families, and communities can access quality health services.

During LGBT Pride Month, and beyond, I hope you will join me as we renew our commitment to building a bright and healthy future for LGBT people in communities across our nation.

Source: U.S. Department of Health & Human Services

Economic Collapse

By James Clingman

Imagine the U.S. dollar being worthless. Picture millionaires and billionaires becoming “thousand-aires” overnight. Think about the possibility of two hundred million U.S. citizens being unable to eat unless the government provides food for them. Fathom a day when you check out your 401-k or your bank account and find nothing there. What would happen to social security and Medicare if the dollar was devalued to the point of being virtually worthless? The short answer to these scenarios: We would be in a world of hurt and misery.

As the recent Urban League Report stated, despite our current fiscal situation, Blacks are “optimistic” about our economic future. So it naturally follows that we seldom, if ever, give a thought to the possibility of an economic collapse in this country; after all, we are the world’s “top economy”

the “biggest, strongest, and the ‘baddest’ nation on earth.” Our dollar is the reserve standard for the world; oil is traded in what we call “petrodollars,” which assures that our economy will always rule because everybody needs energy, right? We are the “breadbasket” of the world, and everybody needs to eat, right? We are indeed “all that” aren’t we?

In case you have been spending most of your time watching all of the award shows on BET, the housewives and divas of... or the many other mindless, non-thought provoking distractions being tossed at us 24/7, you have no idea about the true state of our union. You are hung-up on what Donald Sterling said, what Stephen A. Smith and Michael Eric Dyson said, what that police commissioner in New Hampshire said, and what Mark Cuban said. You are ensconced in what Michelle Obama is wearing, what brand of Vodka Diddy drinks, Solange’s elevator beat-down, and buying a \$200.00 ticket for the Beyonce/Jay-Z concert.

While I understand the need for us to get away from the real world and reside in fantasy land for

a while, the amount of attention we give to the 140 character banter of some celebrity or athlete, no matter how mindless or ridiculous it may be, is very dangerous. We have no sustainability, no patience, and no staying power when it comes to the things that really affect our lives and our very survival. In other words, we have been swept away from reality by reality shows through which we live vicariously; and to make matters even worse, we have fallen for the absolute delusion of economic progress in spite of all the indicators that point to the complete opposite.

We are not teaching our children and grandchildren about economics, wealth building, finance, entrepreneurship, inflation, hyperinflation, deflation, quantitative easing, cashless society, bartering, self-reliance, gold, silver, bitcoin, fiat, and the role of money in general. In many cases we adults have very little knowledge of these things. We are too busy working 70 hours a week to earn dollars that could be worthless in the next decade

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James Clingman

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**Black Business Association,
Outstanding Entrepreneur
Mayor’s Advisory Board,
Outstanding Achievement as a Vendor/Supplier**

• COUNTY OF LOS ANGELES

**Black Business Association,
Outstanding Entrepreneur**

• BAY AREA CONTRACT COMPLIANCE

**OFFICERS ASSOCIATION
Champion of Diversity**

• NAMCSC

Minority Advocate

**• 2014 Black History Month Award for
Commitment and Service to the African American
Community**

Minority Advocate

CALIFORNIA CERTIFICATIONS



• CPUC Clearing House

• San Francisco Human Rights Commission

MEMBERSHIP



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California Sub-Bid Request Ads

WE ARE REQUESTING QUOTATIONS FROM ALL QUALIFIED MBE/SBE/DBE/DVBE SUBCONTRACTORS AND MATERIAL SUPPLIERS, TRUCKER FOR THE FOLLOWING PROJECT

**SAN FRANCISCO UNIFIED SCHOOL DISTRICT
1000 SELBY STREET/HEAT PUMP REPLACEMENT
BID DATE AND TIME: June 13, 2014 at 11:00 am**

The project is the removal and disposal of existing split heat pump equipment, and replacement with a new split heat pump system; new air handling unit, heat strips, and thermostat; modify and reconnect to existing ducts, drains, controls, and electrical connections; check and balance the airflow.

Bid documents, drawings and specifications are available thru ARC Northern California – Bid Services, 945 Bryant Street, San Francisco, CA 94103. Contact Priyantha De Pinto at (415) 537-2235, Fax (415) 348-0684 or email: sf@e-arc.com. Inquire about SFUSD Project Number: 11708, REPLACEMENT OF HEAT PUMP AT 1000 SELBY STREET

4 Seasons Heating & A/C

P.O. Box 2129
Castro Valley, CA 94546
Office (510) 886-3112/(925) 447-3112
Fax (510) 582-0163
Contact: Jeff Wolf

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Hwy 4/242 Install Ramp Metering and TOS Elements
Contra Costa County – Martinez/Concord/Pittsburg
Caltrans #04-152724**

BID DATE: June 17, 2014 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lean Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling and Analysis, Storm Water Annual Report, Temporary Erosion Control, Sweeping, ADL Burial Location Report, Treated Wood Waste, Noise Monitoring, Bridge Removal (Portion), Clearing & Grubbing, Roadway Excavation (Type Y-1 ADL), Structure Excavation, Structure Backfill, Soil Amendment, Slow-Release Fertilizer, Planting & Irrigation, Erosion Control, Hydroseed, Compost, AC Dike, Soil Nail, CIDH Concrete Pile, Structural Concrete, Minor Concrete (Minor Structure), Random Rough Stacked Rock Texture, Bar Reinforcing Steel, Structural Shotcrete, Sign Structure, Roadside Signs, Underground, Rock Slope Protection, Minor Concrete (Curb, Gutter, Sidewalk), Detectable Warning Surface, Misc. Iron & Steel, Guard Railing Delineator, Object Marker, Special Marker, Fencing, Midwest Guardrail System, Chain Link Railing, Concrete Barrier, Transition Railing, Striping & Marking, Signal & Lighting, and Construction Materials

O.C. Jones & Sons, Inc.

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

Contact: Jean Sicard

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

DESERT MECHANICAL, INC.
IN RESPONSE TO THE TRANSBAY JOINT POWERS AUTHORITY'S (OWNER) SMALL BUSINESS ENTERPRISE (SBE) PROGRAM, REQUEST SUB-BIDS FROM QUALIFIED SMALL BUSINESS ENTERPRISES (SBEs) FOR

TRANSBAY TRANSIT CENTER, SAN FRANCISCO, CALIFORNIA

**WEBCOR/OBAYASHI JOINT VENTURE
TRADE PACKAGE #TG10.2: PLUMBING
CONTRACT NO. 301001002**

BID DATE: August 20, 2014 @ 1:00 PM

(818) 362-4591 (OFFICE) * (818) 362-0866 (FAX)

INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING TRADES: PLUMBING SUB-CONTRACTORS, PLUMBING PIPING EQUIPMENT & MATERIALS VENDORS, PLUMBING FIXTURE VENDORS, INSULATION SUBCONTRACTORS, SEISMIC SUPPORT SUPPLIERS, RENTAL EQUIPMENT, STORAGE TRAILERS, ENGINEERING SERVICES, TOOL RENTALS, WELDING AIR & GAS SUPPLIERS, TEMPORARY OFFICE PERSONNEL, CONCRETE CORING/CUTTING, STORAGE YARD SPACE, WAREHOUSE SPACE, SECURITY SERVICES, SAFETY SERVICES, CHEMICAL TREATMENT SUBCONTRACTORS AND VENDORS

COPIES OF PLANS AND SPECIFICATION CAN BE OBTAINED FROM:

DESERT MECHANICAL, INC., ATTN: JEFF PATRICK

PLANS AND SPECIFICATIONS MAY ALSO BE VIEWED AT CERTAIN PUBLIC, PRIVATE AND MINORITY PLAN ROOMS OR AT DESERT MECHANICAL, INC.'S OFFICE AT 15870 OLDEN STREET, SYLMAR, CALIFORNIA, CONTACT JEFF PATRICK @ (818) 362-4591

DESERT MECHANICAL, INC., INTENDS TO CONDUCT ITSELF IN GOOD FAITH WITH SMALL BUSINESS ENTERPRISES REGARDING PARTICIPATION ON THIS PROJECT

NOTE: ASSISTANCE WILL BE GIVEN IN OBTAINING BONDS, LINES OF CREDIT AND/OR INSURANCE AS WELL AS NECESSARY EQUIPMENT, SUPPLIES, MATERIALS OR RELATED ASSISTANCE OR SERVICES

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TRANSBAY TRANSIT CENTER, SAN FRANCISCO, CALIFORNIA

**WEBCOR/OBAYASHI JOINT VENTURE
TRADE PACKAGE #TG10.3: HEATING, VENTILATING AND AIR CONDITIONING
CONTRACT NO. 301001003**

BID DATE: JUNE 17, 2014 @ 3:00 PM

(818) 362-4591 (OFFICE) * (818) 362-0866 (FAX)

INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING TRADES: SHEETMETAL SUB-CONTRACTORS, PIPING SUBCONTRACTORS, REFRIGERATION SUBCONTRACTORS, SHEETMETAL FABRICATION SHOPS, PIPING FABRICATION SHOPS, PIPING MATERIAL & EQUIPMENT VENDORS, HVAC EQUIPMENT VENDORS, INSULATION SUBCONTRACTORS, SEISMIC SUPPORT SUPPLIERS, RENTAL EQUIPMENT, STORAGE TRAILERS, ENGINEERING SERVICES, TOOL RENTALS, WELDING AIR & GAS SUPPLIERS, TEMPORARY OFFICE PERSONNEL, WAREHOUSE SPACE, CHEMICAL TREATMENT SUBCONTRACTORS AND VENDORS

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DVBE INFORMATION SESSION

Two Dates,
Two Locations

San Francisco Bay Area Rapid Transit District
Office of Civil Rights invites you to attend

Disabled Veteran Business Enterprise Information Forums

CONSTRUCTION * PROFESSIONAL SERVICES * PROCUREMENT OF GOODS & SERVICES



Disabled Veteran Business Enterprise Forums

Tuesday
June 3, 2014
9:30am Registration
10am Forum Begins

Courtyard by Marriott
Pleasant Hill
2250 Contra Costa Blvd
Pleasant Hill, CA 94523

To RSVP Contact:
Victoria Chavez
victoria@360tcpr.com

REGISTER NOW

Monday
June 9, 2014
9:30am Registration
10am Forum Begins

San Francisco
State Building
455 Golden Gate Ave
San Francisco, CA 94102

To RSVP Contact:
Victoria Chavez
victoria@360tcpr.com

REGISTER NOW



REMINDER

Bring Government-issued I.D. for entry.
Please be aware that you will be screened prior to entering the State Building per state law.

Forward this email

STAY CONNECTED

California Sub-Bid Request Ads

REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS FOR THE FOLLOWING PROJECT:

Route 101/280 – Replace Barrier Railings
San Francisco County, Caltrans Project #04-1A5514, Bid Date: June 10, 2014 at 2:00 pm

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (8% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Lead Compliance Plan, Construction Area Signs, Traffic Control System, Remove Striping & Pavement Markers, Striping & Pavement Markers, PCMS Boards, Remove Guardrail, Remove Roadside Sign, Carbon Fiber Reinforced Polymer Strip, Core Concrete, Clean Bridge Deck Drainage System, Salvage Metal Bridge Railing, Reconstruct Deck drain Grate, Remove Unsound Concrete, Refinish Bridge Deck, Construction/Equipment Rentals, Traffic Control, Furnish Single Sheet Aluminum Sign, Metal (Barrier Mounted Sign), Misc. Metal (Bridge), Midwest Guardrail System (7' Wood Post), Crash Cushion, Bridge Removal (Portion), Temporary Railing (Type K), Temp. Crash Cushion, Temp. Traffic Screen, Structural Concrete (Bridge and Barrier Slab), Paving Notch Extension, Clean Expansion Joint, Joint Seal, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Job Site Management, Prepare Water Pollution Control Plan, Temp. Drainage Inlet Protection, Temp. Concrete Washout, Concrete Barrier, Transition Railing, End Cap (Type A), Crash Cushion (Sand Filled), Maintain Existing Traffic Management System, Lighting, Lighting and Sign Illumination, Misc. Construction Supplies, Trucking, etc.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from Caltrans at: www.dot.ca.gov/hq/esc/oe.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.

C.C. Myers, Inc.



3286 Fitzgerald Rd. • Rancho Cordova, CA 95742 • 916-635-9370 • Fax 916-635-1527

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

Contact C. C. Myers, Inc. for assistance with bonds, insurance, lines of credit, equipment, supplies or project plans and specifications. C.C. Myers, Inc., is a Union Contractor.

AN EQUAL OPPORTUNITY EMPLOYER

REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS FOR THE FOLLOWING PROJECT:

Rt. 12 – Little Potato Slough Bridge Project
San Joaquin County, Caltrans Project No. 10-1C0204, Bid Date: June 18th, 2014 at 2:00 pm

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (8% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Construction Staking, Lead Compliance Plan, Construction Area Signs, Traffic Control, Portable Changeable Message Sign, Temporary Concrete Washout, Temporary Fence, Poly Concrete Overlay, Guard Railing, Temporary Railing, SWPPP, Temporary Erosion Control, Erosion Control, Fence, Minor Concrete, Electrical, Cold Plane Asphalt, Demo, Sand Backfill, Bridge Removal, Roadway Excavation, Structure Excavation, Clear and Grub, Hot Mix Asphalt, Structure Concrete, Rebar, Anti-Graffiti Coating, Traffic Striping and Marking, Concrete Barrier, Joint Seal, AC Dike, Pile Drive, Earthwork and Base, CIDH Pile, Trucking.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from the Caltrans website at http://www.dot.ca.gov/hq/esc/oe/contractor_info/.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.

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REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS FOR THE FOLLOWING PROJECT:

Rt. 1 – Seaside Beach RW
Mendocino County, Caltrans Project No. 01-474904, Bid Date: June 18th, 2014 at 2:00 pm

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (8% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Construction Staking, Lead Compliance Plan, Construction Area Signs, Traffic Control, Portable Changeable Message Sign, Temporary Concrete Washout, Temporary Fence, Poly Concrete Overlay, Guard Railing, Temporary Railing, SWPPP, Temporary Erosion Control, Erosion Control, Fence, Minor Concrete, Electrical, Cold Plane Asphalt, Demo, Sweeping, Abandon Culvert, Structure Backfill, Concrete Backfill, Class 2 Aggregate Base, Steel Solider Pile, Concrete Pipe, Vegetation Control, Roadway Excavation, Structure Excavation, Clear and Grub, Hot Mix Asphalt, Structure Concrete, Rebar, Anti-Graffiti Coating, Traffic Striping and Marking, Concrete Barrier, Joint Seal, AC Dike, Pile Drive, Earthwork and Base, CIDH Pile, Trucking.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from the Caltrans website at http://www.dot.ca.gov/hq/esc/oe/contractor_info/.

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C.C. Myers, Inc.



3286 Fitzgerald Rd. • Rancho Cordova, CA 95742 • 916-635-9370 • Fax 916-635-1527

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

Contact C. C. Myers, Inc. for assistance with bonds, insurance, lines of credit, equipment, supplies or project plans and specifications. C.C. Myers, Inc., is a Union Contractor.

AN EQUAL OPPORTUNITY EMPLOYER

REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS FOR THE FOLLOWING PROJECT:

San Pablo Avenue at Rodeo Creek Bridge Replacement Project
Contra Costa County, County Project No. 0662-6R4005, Bid Date: June 17th, 2014 at 2:00 pm
Engineers Estimate: \$2,535,000 Number of Working Days: 115

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (20.68% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Construction Staking, Lead Compliance Plan, Construction Area Signs, Traffic Control, Temporary Railing, SWPPP, Temporary Erosion Control, Erosion Control, Fence, Minor Concrete, Relocate Electrical, Electrical, Cold Plane Asphalt, Demo, Sand Backfill, Bridge Removal, Roadway Excavation, Structure Excavation, Clear and Grub, Class 2 Aggregate Base, Hot Mix Asphalt, Structure Concrete, Furnish Concrete Slab, Precast Girder, Rebar, Anti-Graffiti Coating, Isolation Casing, Misc. Metal, Traffic Striping and Marking, Concrete Barrier, Joint Seal, AC Dike, Pile Drive, Earthwork and Base, CIDH Pile, Trucking.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from Contra Costa County at <http://www.co.contra-costa.ca.us/1490/San-Pablo-Avenue-Rodeo-Creek-Bridge?NID=1490>.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.

C.C. Myers, Inc.



3286 Fitzgerald Rd. • Rancho Cordova, CA 95742 • 916-635-9370 • Fax 916-635-1527

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

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Sub Bids Requested From Qualified DVBE Subcontractors & Suppliers for

**Castro Valley Unified School District -
 Vannoy Elementary School Fields
 Renovation & Drainage Improvements
 LCA Job #13053
 Location: Castro Valley, CA
 Bid Date: June 16, 2014 @ 1:00 PM**

McGuire and Hester is seeking qualified subcontractors in the following trades: trucking; painting; and fencing. We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603
 Phone: (510) 632-7676 • Fax: (510) 562-5209

Contact: Kevin Exberger

An Equal Opportunity Employer

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

**2014 STP Arterial Street Rehabilitation
 City of Livermore Project No. 2014-17**

DBE Goal: 9.1%

Engineer Estimate: \$ 1,380,000- 45 Working Days

Bids: June 10th, 2014 @ 2:30 PM

Requesting Sub-quotes for (including but not limited to): Fabric and Oils, Construction Area Signs, Traffic Control, Raise Iron-Utilities, Cold Plane, Grinding, Concrete Curb & Sidewalk-Misc., Thermoplastic Traffic Stripe & Marking, Signal and Lighting, Detector, Sweeper, Trucker & Brick Pavers.

Scope of Work: Rehabilitating and resurfacing of various streets.

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

Plans and Specs are available to view and copy at our office from the City of Livermore Engineering Division, 1052 South Livermore Avenue, Livermore, CA 94550. Contact Dave Czech 925-606-2400 for any questions, including bonding, lines of credit, insurance, equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation

RGW Construction, Inc.

Contractors License A/B 591940

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

An Equal Opportunity Employer

California Sub-Bid Request Ads

Bid Requests from Certified SBE Subcontractors and Suppliers for
ALL TRADES except for Earth Shoring

HUNTER'S POINT SHIPYARD PHASE I, BLOCK 49

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

Hunter's Point Shipyards Phase I, Block 49

350 Friedell Street, San Francisco, CA 94124

Bid Date: 7/1/14 @ 2 PM

Voluntary Pre-bid Meeting on 6/18/14 at 1:00 PM at Construction Assistant Program Trailer Located at 690 Hudson Ave., Trailer "B", San Francisco, CA 94124.

CAHILL CONTRACTORS, INC.

Contact: Julie Park

estimating@cahill-sf.com, (415) 986-0600



C. Overaa & Co - General Building Contractor

200 Parr Blvd., Richmond, CA 94801
510 234-0926, Fax: 510 237-2435 - www.overaa.com

We request bids from all qualified subcontractors and suppliers including DBE/SBE's for the following Project:

VTA BART Silicon Valley Berryessa & Milpitas D-B Parking Structures

Bid Date: June 25, 2014 until 2:00 PM - Contact: TJ Sekel, tjs@overaa.com

Scope of work includes all material, equipment, labor and work efforts required to design and construct two parking structures, one each at the Berryessa Station and the Milpitas Station. Work includes, but is not necessarily limited to, 1) architectural, structural, plumbing, mechanical, electrical, fire protection and security design and construction for the parking structures; 2) civil design and construction for the areas surrounding the parking structures including grading, utilities, stormwater management, paving, walks, hardscape and accommodations for future landscaping; and 3) parking space count and parking & revenue control systems.

Trades include, but are not limited to the following or portions of the following; testing lab services (541380), material & personnel lifts (238990), surveying (541370), hazardous soil off haul & disposal (238910), demo (238910), excavation (238910), piles (238910), asphalt paving (237310,238990), earthwork (237310, 238910), site utilities (237110), fences & gates (238990, 332323), pavement markings (237310), site concrete (238990), cast-in-place concrete (238110, 238120, 327320), precast concrete (238120,327390) concrete formwork (238110, 238190), rebar (238120), masonry (238140), structural steel(238120), metal fabrication (332323), site railing (332323), waterproofing (238390), flashing & sheet metal (238170), metal roofing (238160), roofing(238160), joint sealers (238390), doors/frames & hardware (238350), glass & glazing (238150), overhead coiling doors (238290), plaster (238310), flooring (238330), metal framing (238130), drywall (238310), painting and coatings (238320), signage (339950), traction elevators (238290), fire alarm system (238210), plumbing (238220), fire sprinklers (238220), HVAC (238220) and electrical work (238210).

VTA has a Disadvantaged Business Enterprise (DBE) participation goal of 15% with liquidated damages if 15% is not met, therefore ALL SUBCONTRACTORS SHALL PROVIDE A MINIMUM OF 15% DBE PARTICIPATION IN THEIR BIDDING firms must be certified by the California Unified Certification Program (CUCP). Also Small Business Enterprises (SBE) are encouraged to bid.

We very much look forward to your success and responsive quote. Please feel free to contact our estimating department for further assistance including any bid questions, optimum scope/ size to fit your company, bond advice and/or help, insurance, or help with supplies and procurement.

This project requires the use of Buy American provisions.

This project will have a Project Labor Agreement.

Engineer's estimate: \$80-85M

Deadline for Bidder Questions is June 10, 2014. Please send questions to: tjs@overaa.com

NTP date is: September, 2014

Construction Duration: 16 months beginning the second quarter of 2015.

The Overaa Team for this project will be as follows:

TJ Sekel - Division 01

Larry Etcheverry - Divisions 02, 04, 31, 32, 33

Vinson Heine - Divisions 03, 14

Lupe Hernandez - Division 05

Cody Lee & Colby Powell - Divisions 07, 08, 09, 10, 11

Carl Overaa & Colby Powell - Divisions 20, 21, 22, 23, 26, 27, 28

Plans and specifications will be available for viewing in our plan room at 200 Parr Blvd., Richmond, CA; online at <http://www.vta.org/bart/financial/contractingopportunities> and/or at www.isqft.com, login is required. Please call for additional information about project and/or project documents.

We encourage bids from all Subcontractors/Suppliers including MBE/WBE/DBE/DVBE bidders. We are an equal opportunity employer. We offer to assist you with bonding, credit, and insurance. We are signatory to both Carpenters and Laborers. Subcontractors will be required to sign the Overaa Standard Subcontract Agreement, which includes the right for Overaa to require subcontractors to furnish a faithful performance and labor bond, in a form and from a surety acceptable to Overaa, in the amount of 100% of the Subcontract price. Subcontractors will be required to comply with all subcontract insurance requirements, which includes providing a waiver of subrogation endorsement to their worker compensation insurance. The Overaa Standard Subcontract Agreement is available for viewing at our website: www.overaa.com.



Bid Advertisement - \$6.5 M Lightweight Cellular Concrete Embankment - RFP 52

Shimmick Construction Company, Inc./FCC Construction S.A./Impregilo S.p.A, Joint Venture (SFI) is an equal opportunity Prime Contractor seeking quotes from subcontractors/suppliers for the following project:

GERALD DESMOND BRIDGE REPLACEMENT PROJECT

Construction of a new 2000 ft cable stay main span bridge with approximately 3 miles of approach bridge structures for the Port of Long Beach. For more information about subcontracting please go to: www.sfigdb.com

Lightweight Cellular Concrete Embankment Bid package - RFP52: The scope of work for the Installation of Lightweight Cellular Concrete Embankments for the Gerald Desmond Bridge Replacement shall include the following: The cost of all necessary labor, material, equipment, supplies, supervision, safety, and quality control required to complete the work in accordance with the contract documents and as noted below. Each Contract scope shall be bid and accepted as a complete package. All material and equipment must be approved by SFI prior to purchase and installation.

The scope of this bid package is comprised of: Furnish and installation of lightweight cellular concrete embankment fills to the lines, grades, and slopes shown in the project plans and specifications. Scope also includes coordinating with project design to answer technical and constructability related inquiries. Subcontractor shall bid all items based on the specifications and drawings provided. The unit prices provided shall be applied to agreed upon quantities when substantial drawings become available. Final quantities will be measured based on approved plans and adjusted via change order(s).

All subcontractors must register on the www.smartbidnet.com website to be considered. Plans and specifications, contract documents, and required forms will be available for download on the website. If you need to register your company please contact Nancy Nguyen by email at Nancy.Nguyen@sfigdb.com.

***Bid Proposal Due Date: June 19th 2014**

Required/Compliance Documents are available at: Electronic copies of the Required/Compliance Documents can be downloaded from the SFI Joint Venture website at <http://www.sfigdb.com/subcontractor/requiredcompliance-docs/> For any additional project specific information or to discuss obtaining necessary equipment, supplies, and/or materials please call Azzam Saad at (949) 398-6120 or email at udbe@sfigdb.com

SFI, A Joint Venture is an Equal Opportunity Employer and actively requests bids from Underutilized Disadvantaged Business Enterprises (UDBE). The Project has an 11% UDBE goal. Items of work may be broken down into economically feasible packages to encourage participation. SFI, A Joint Venture intends to conduct itself in good faith with all firms for participation on this project. 100% Performance and Payment bonds with a surety company subject to approval of SFI, A Joint Venture, are required of subcontractors for this project. SFI, A Joint Venture will pay bond premium up to 1.0%. Subcontractors will be required to abide by terms and conditions of the Project Labor Agreement (PLA) and to execute an agreement utilizing the latest SFI, A Joint Venture Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions. For assistance with bonding, insurance or lines of credit contact Azzam Saad at (949) 398-6120.



Is requesting quotes from qualified SBE/DVBE Subcontractors, Suppliers, and Service Providers for the following (but not limited to) work:

Fence, Drill and Blast Rock, Rock Crushing, AC Pavement, Signs and Striping, Instrumentation, Cement Deep Soil Mixing, Dewatering, Rebar, Well Installation, Rock Anchors, Hydroseeding, Misc. Metal, RCP, PVC Pipe, Ready Mix, Trucking, Survey, QA/QC, Security, Field Office, SWPPP

Seismic Remediation of Dam Embankment - Perris Dam - Riverside County, CA

Department of Water Resources - Contract No. C51484

SBE Goal: 25% with DVBE incentive

BID DATE: June 26, 2014 @ 11:00 a.m.

Sub & Vendor Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Steve Reiser

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

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

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

Sukut Construction, LLC
An Equal Opportunity Employer

Looking for
Subcontractors, Vendors,
and Suppliers?

Advertise your Sub-Bid Requests in the
Small Business Exchange.
With a monthly readership of 75,000,
SBE reaches a diverse audience, cutting
across ethnic and gender lines as well
as traditional industry segments.



Call 1-800-800-8534
or visit us at www.sbeinc.com

California Sub-Bid Request Ads

Seeking SBE, DBE, DVBE, Emerging and Local Businesses Subcontractor for the following project:
Valley College Athletic Training Facility
Los Angeles Community College District (LACCD)
Los Angeles Valley College
5200 Fulton Ave
Van Nuys, CA 91401
Current due dates:
Written RFCs : June 11th @ 12:00pm
Scope Letter: June 16th
Final Bid: June 19th @ 2:00pm

Project consists of a Stadium Field House, a Baseball / Softball Field House, a Baseball Field and (2) Softball Fields, and an Archery, Hammer Throw and Discus throw area which includes an Archery storage shed. The Stadium Field House is a 20,945 square feet facility on one floor including team and coaches locker rooms, weight room, sports medicine room, meeting room, coaches offices, and equipment storage and laundry. It is a Type II B Construction, load-bearing masonry walls and steel roof framing. The Baseball/Softball Field House is a 10,738 square feet facility on one floor including team and coaches' locker rooms, sports medicine room, coaches' offices, field storage, public restrooms, and a concession. It is a Type II B Construction, load-bearing masonry walls and steel roof framing. The Baseball Field has synthetic turf and includes bleacher seating for 512 with a 144 square foot press box (Press box and Bleachers are not part of this contract), dugouts, bullpens, batting cages, and perimeter fencing. The (2) Softball Fields have synthetic turf and include 4 tier bleacher seating for 150 and a 144 square foot press box for each Field, dugouts, bullpens, batting cages, and perimeter fencing. Project includes all indicated site work such as utility connections, parking, site paving, landscaping, and site lighting.

- Prevailing Wage
- SBE, DBE, DVBE, Emerging and Local Businesses strongly encouraged
- Project Labor Agreement per LACCD in effect

Pankow

199 S. Los Robles Ave, Suite 300
 Pasadena, California 91107
 (626) 304-1190 • (626) 696-1782 Fax
 Contact: **Monica Jimenez**
 mjimenez@pankow.com

Sub Bids Requested From Qualified DBE and UDBE Subcontractors & Suppliers for
County of Glenn -
County Road 44 Culvert Replacement
County Project No. R5911028
Location: Glenn County, CA
Bid Date: June 12, 2014 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: trucking; metal beam guardrail; reinforcing steel; construction area signs; striping; SWPPP; erosion control; bridge removal; cable railing; survey; and prime coat.

We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603
 Phone: (510) 632-7676 • Fax: (510) 562-5209
 Contact: **Dave Koerber**
 An Equal Opportunity Employer

Gallagher and Burk, Inc. is soliciting for M/WBEs for the following project:
RESURFACING OF PORTIONS OF VARIOUS ROADWAYS IN THE CASTRO VALLEY AREA OF ALAMEDA COUNTY
Specification No. 2254
OWNER: COUNTY OF ALAMEDA – PUBLIC WORKS AGENCY
 951 Turner Court, Room 300, Hayward, CA 94545
BID DATE: JUNE 18, 2014 @ 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, CRACK SEALING, ELECTRICAL, TEMPORARY EROSION CONTROL, FABRIC, PAVEMENT MILLING, STRIPING, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL, SURVEY/STAKING.

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by Gallagher and Burk, Inc. Gallagher and Burk, Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting Gallagher and Burk, Inc.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

Gallagher & Burk, Inc.

344 High Street • Oakland, CA 94601
 Phone: (510) 261-0466 • FAX (510) 261-0478
 Estimator: **Steve Lippis**
 Website: www.desilvagates.com
 An Equal Opportunity Employer

Gallagher and Burk, Inc. is soliciting for M/WBEs for the following project:
RESURFACING OF PORTIONS OF VARIOUS ROADWAYS IN THE ASHLAND, FAIRMONT TERRACE, AND FAIRVIEW AREAS OF ALAMEDA COUNTY
Specification No. 2255
OWNER: COUNTY OF ALAMEDA – PUBLIC WORKS AGENCY
 951 Turner Court, Room 300, Hayward, CA 94545
BID DATE: JUNE 18, 2014 @ 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, PAVING FABRIC, STRIPING, SURVEY/STAKING, TRUCKING, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL.

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by Gallagher and Burk, Inc. Gallagher and Burk, Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting Gallagher and Burk, Inc.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

Gallagher & Burk, Inc.

344 High Street • Oakland, CA 94601
 Phone: (510) 261-0466 • FAX (510) 261-0478
 Estimator: **Alan McKean**
 Website: www.desilvagates.com
 An Equal Opportunity Employer

Gallagher and Burk, Inc. is soliciting for LBABEs, LIABEs, SBE/SVBES for the following project:
CONSTRUCTION OF RON COWAN PARKWAY BIKE PATH EXTENSION OAKLAND INTERNATIONAL AIRPORT OAKLAND
OWNER: PORT OF OAKLAND – 530 Water Street, Oakland, CA
BID DATE: June 9, 2014 @ 2:00 P.M.

We hereby encourage responsible participation of LBABEs, LIABEs, SBE/SVBES, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

Site Demolition, Clearing and Grubbing, Chain Link Fence, Adjust Utility Structures to Grade, Landscaping, Class 2 Aggregate Base, Asphalt Concrete Pavement, Asphalt Concrete Dike, Roadside Signs, Storm Drainage Piping, Thermoplastic Traffic Striping and Pavement Markings, Channelizer Posts, Traffic Signal and Street Light Modifications, Minor Concrete, Trucking, and Street Sweeping.

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by Gallagher and Burk, Inc. Gallagher and Burk, Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting Gallagher and Burk, Inc.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

Gallagher & Burk, Inc.

344 High Street • Oakland, CA 94601 • Phone: (510) 261-0466 • FAX (510) 261-0478
 Estimator: **Alan McKean**
 Website: www.desilvagates.com
 An Equal Opportunity Employer



SWINERTON BUILDERS

Requesting sub bids from all qualified subcontractors including Small Business Enterprises (SBE), Women-Owned Business Enterprises (WBE), HUBZone, Small Disadvantaged Business Enterprises (SDBE), Small Disabled Veterans Small Business Enterprise (SDVSB), and Veteran-Owned Small Business Enterprise (VOSBE)

PROJECT INFO:

Project Name: JPL B230 Data Center Phase 2
Address: 4800 Oak Grove Drive
Pasadena, CA 91109

BIDS ARE DUE:

July 9th, 2014 at 2:00 PM

DESCRIPTION

2757 SQ. FT. New building addition Structural steel building to house new data center
 5,935 SQ FT. TI in existing building 230

Scope involves interior and site demolition, grading, concrete foundations, concrete fill over metal deck, drilled caissons, site utilities, site and asphalt paving, roofing and sheet metal, interior finishes, exterior plaster, new medium voltage, 16.5 KV switchgear, all MEP systems for new data center phase two equipment and associated MEP re-work.

TRADES:

Demolition, Reinforcing Steel, Fibrous Reinforcing, Concrete, Structural Metal Framing, Metal Decking, Thermal Insulation, Membrane Roofing, Flashing and Sheet Metal, Acoustical Ceilings, Doors and Frames, Gypsum Board, Resilient Flooring, Access Flooring, Painting, Signage, HVAC, Plumbing, Fire Suppression, Fire Detection and Alarm, Earthwork, Drilled Caissons, and Concrete Paving. Electrical bidders have been pre-selected and prequalified.

PRE-BID MEETING:

Swinerton will be hosting a pre-bid meeting for this project. Date, time and place are to be determined.

REQUIREMENTS:

Prequalification is required of all subcontractors. In order to complete prequalification, the following documents are required: Current financial statement (income statement plus balance sheet), letter of bondability, certificate of insurance, OSHA 300 log, certifications (MBE, DBE, etc.), line of credit letter, general liability, workers compensation insurance policy rate, declaration pages, and W-9. For questions regarding prequalification please contact Nancy Figueroa at nfigueroa@swinerton.com or 213.869.3400.

An EMR of 1.0 or less is required.

Prevailing Wage/ Davis-Bacon rates apply. You can access wage determination at <http://www.wdol.gov/>

If assistance is needed in obtaining bonds, lines of credit and/or insurance, please contact Charles "Rick" Moore at 415.984.1289.

BID DOCS:

Plans and specifications are available for review online via www.smartbidnet.com. Please contact Nancy Figueroa at nfigueroa@swinerton.com or 213.869.3400 if you are interested in this project in order to receive the link to the plans and specifications for this project.

An Equal Opportunity Employer

California Sub-Bid Request Ads

SKANSKA

Route 10/57 Separation Project
Caltrans Contract No.: 07-295004
District 07 on Route 10
DBE Goal: 7%
Bid Date: June 19, 2014 – 2:00PM

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

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

Quotes requested for contractors, suppliers and service providers include, but are not limited to: Trucking, Street Sweeping, Equipment Rental, Lead Compliance Plan, Progress Schedule (Critical Path Method), Time-Related Overhead (WDAY), Construction Area Signs, Traffic Control System, Channelizer (Surface Mounted), Temporary Railing (Type K), Temporary Crash Cushion Module, Job Site Management, Prepare Water pollution Control, Temporary Drainage Inlet Protection, Street Sweeping, Temporary Concrete Washout, Remove Yellow Thermoplastic Traffic Stripe, Remove Irrigation Facility, Street Sweeping, Temporary Concrete Washout, Treat Wood Waste, Remove Irrigation Facility, Remove Yellow Thermoplastic Traffic Stripe (Hazardous Waste), Remove Pavement Marking, Remove Asphalt Concrete Pavement (SQFT), Remove Asphalt Concrete Dike, Relocate Road Sign (Wood Post), Cold Plane AC Pavement, Remove Crash Cushion, Riser Sprinkler Assembly, Replace Base, Asphalt Rubber Stress Absorbing Membrane Interlayer (Sami-R), Crack Treatment, Hot Mix Asphalt, Superpave (Type A), Rubberized Hot Mix Asphalt, Superpave (gap Graded), Data Core, Place Hot Mix Asphalt Dike (Type F), Tack Coat, Drill And Bond (Dowel Bar), Furnish Laminated Panel Sign (Relocate Roadside Sign, Adjust Pull Box, (1?-Type A), Furnish Single Sheet Aluminum Sign, Furnish Single Sheet Aluminum Sign, Roadside Sign- Two Post, Install Sign, Install Roadside Sign Panel On Existing Post, Misc. Iron & Steel, Transition Railing, End Cap (Type C), End Anchor Assembly (type SFT), Alternative In-Line Terminal System, Alternative Flared Terminal System, Crash Cushion SCI 100 GM, Crash Cushion Compressor, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker (Non-Reflective, Retroreflective), Maintaining Existing Traffic Management System Elements During Construction, Temporary Microwave Vehicle Detection System, Modify Traffic Monitoring Station, Modify Ramp Metering System, Modify Automatic Vehicle Classification Station, Modify Signal & Lighting, Modify Signal, Mobilization.

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

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449
 Email: hamied.kazerooni@skanska.com

SKANSKA

Construct 4 Lane Highway on Route 15 - 76
Caltrans Contract No.: 11-257154
District 11 on Route 15, 76
DBE Goal: 10%
Bid Date: June 19, 2014 – 2:00PM

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

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

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

LEAD COMPLIANCE PLAN, PROGRESS SCHEDULE (CPM), CONSTRUCTION AREA SIGNS, TRAFFIC CONTROL SYSTEM, TYPE II & III BARRICADE, TEMP STRIPING, PAVEMENT MARKING (PAINT) & MARKERS, TRAFFIC PLASTIC DRUM, PORTABLE CHANGEABLE MESSAGE SIGN, TEMP RAILING (TYPE K), TEMP CRASH CUSHION MODULE, TEMP ALTERNATIVE CRASH CUSHION SYSTEM, PREPARE SWPPP, RAIN EVENT ACTION PLAN, STORM WATER SAMPLING AND ANALYSIS DAY, STORM WATER ANNUAL REPORT, TEMP EROSION CONTROL, TEMP CONSTRUCTION ENTRANCE, STREET SWEEPING, TEMP CONCRETE WASH-OUT, TEMP FENCE (TYPE ESA), TEMP ARROYO TOAD FENCE, TREATED WOOD WASTE, PRE-MANUFACTURED BAT HOUSE, REMOVE OR ABANDON EXISTING FACILITIES, MAINTAIN ARROYO TOAD FENCE, RESET MAILBOX, RELOCATE OR ADJUST UTILITIES, MODIFY INLET, MODIFY SEWER MANHOLE, COLD PLANE ASPHALT CONCRETE PAVEMENT, REMOVE CONCRETE, CAP RISER, BRIDGE REMOVAL, CLEARING AND GRUBBING, DEVELOP WATER SUPPLY, ROADWAY EXCAVATION, ROCK EXCAVATION (CONTROLLED BLASTING), STRUCTURE EXCAVATION, STRUCTURE BACKFILL, DITCH EXCAVATION, IMPORTED BORROW, SUBGRADE ENHANCEMENT GEOTEXTILE CLASS B2, LANDSCAPING & IRRIGATION, EROSION CONTROL, CLASS 2 AGGREGATE BASE, ASPHALTIC EMULSION (FOG SEAL COAT), SLURRY SEAL, HOT MIX ASPHALT-SUPERPAVE, PAVING ASPHALT (BINDER, GEO PAVEMENT INTERLAYER), GEOSYNTHETIC PAVEMENT INTERLAYER (PAVING FABRIC), DATA CORE, PLACE HOT MIX ASPHALT DIKE, PLACE HMA (MISCELLANEOUS AREA), TACK COAT, CONTINUOUSLY REINFORCED CONCRETE PAVEMENT, TEMP HAUL BRIDGE, PERMANENT STEEL CASING, CIDH CONCRETE PILING, CIDH CONCRETE PILING (ROCK SOCKET), STEEL SHEET PILING, PRESTRESSING CAST-IN-PLACE CONCRETE, STRUCTURAL CONCRETE, MINOR CONCRETE (MINOR STRUCTURE), CONCRETE SLOPE ANCHOR, FURNISH PRECAST PRESTRESSED CONC BULB-T GIRDER, ERECT PRECAST PRESTRESSED CONCRETE GIRDER, JOINT SEAL, BAR REINFORCING STEEL, FURNISH AND/OR INSTALL ALL SIGNS, TIMBER RETAINING WALL, ROCK STAIN, ALTERNATIVE PIPE CULVERT, TEMP CULVERT, SLOTTED PLASTIC PIPE, REINFORCED CONCRETE PIPE, BITUMINOUS COATED CORR STEEL PIPE, PERFORATED PLASTIC PIPE UNDERDRAIN, GRATED LINE DRAIN, ROCK SLOPE PROTECTION, CONCRETE (SLOPE PROTECTION), CONCRETE (DITCH LINING), SLOPE PAVING (CONCRETE), GABION, ROCK SLOPE PROTECTION FABRIC, MINOR CONCRETE (GUTTER), DETECTABLE WARNING SURFACE, MINOR CONCRETE (MISC CONST), PARKING BUMPER (PRECAST CONCRETE), MISC IRON AND STEEL, PVC SEWER PIPE, RECONNECT EXISTING SEWER LATERAL, TEMP SEWER BYPASS, STEEL CASING (SEWER), PRECAST PVC LINED CONCRETE MANHOLE, PRECAST CONCRETE MANHOLE, FIRE HYDRANT ASSEMBLY, AUTOMATIC AIR RELEASE AND VACUUM RELIEF VALVE, BLOW OFF ASSEMBLY, DUCTILE IRON WATER PIPE, STEEL CEM-MORTAR LINED AND COATED WATER PIPE, STEEL CEM-MORTAR LINED AND COATED WATER PIPE, STEEL CASING (WATER), TRENCHLESS CASING INSTALLATION, FENCEING, TUBULAR STEEL GATE, WILDLIFE PASSAGE WAY (TYPE M), TUBULAR HANDRAILING, CABLE RAILING, TRANSITION RAILING, ALTERNATIVE IN-LINE TERMINAL SYSTEM, CRASH CUSHION (REACT 9CBB), CONCRETE BARRIER - TYPE 60, CONCRETE BARRIER (TYPE 736), STRIPING & MARKINGS, ELECTRICAL, SIGNAL AND LIGHTING, TRAFFIC MONITORING STATION, CLOSED CIRCUIT TELEVISION SYSTEM.

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

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449
 Email: tom.mehas@skanska.com

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

For Construction on State Highway In Los Angeles County In Los Angeles From Venice Boulevard Separation To Ventura Boulevard Undercrossing
Location: 07-LA—405-28.0/39.0
Contract No. 07-296804
Bid Date: 06-12-2014 @ 2:00 PM

We have information about the plans, specifications, and requirements in our office located at 14425 Joanbridge Street, Baldwin Park, CA. Please call to arrange an appointment, our office hours are 8:00 am to 4:30 pm. Copying services are available.

Chumo Construction, Inc.

14425 Joanbridge Street • Baldwin Park, CA 91706
 Phone: (626) 960-9502 • Fax: (626) 960-3887
 Contact: George Chumo

100% Performance and Payment Bonds with a surety company subject to approval of Chumo Construction Company, Inc. are required of subcontractors for this project. Chumo 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 AGC Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions. Chumo 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. Chumo 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 George Chumo at (626) 960-9502.

An Equal Opportunity Employer

The Difficult Math of Inequality

By William Spriggs

Thousands of fast food workers took to the streets this week, staging strikes in protest over their low pay. In states where the minimum wage has not been raised above the federal level, if a worker could put together a full-time, full-year schedule, she would earn just \$15,080 a year.

Some people scoff at raising the minimum wage for these workers, on the basis that “they only flip burgers.” By that logic, what should you get paid if you are the chief burger flipper? Not much, right? Well, the CEOs of fast food restaurants average \$11,884,000 in pay annually. That’s a lot of hamburgers to flip.

Here is where the math of inequality comes into play. We haven’t given minimum wage workers a raise in more than five years, yet inflation has continued. So minimum wage workers’ purchasing power has been falling. In 2009, \$15,080 a year would place a single mother with a child above the poverty threshold. Today, she and her child would be living in poverty.

Let’s suppose the CEO wants his pay to keep up with inflation. Assuming inflation runs as it has the last 12 months, he needs a pay raise of 2 percent, or \$237,680. That raise equals an entire year’s worth of pay for about 16 of his minimum wage workers. Company sales have to increase by almost a quarter million dollars to cover the CEO’s pay raise.

You can see the hard math that inequality creates. When one worker makes 788 times what other workers make, the math of how much it takes to increase everyone’s pay by the same amount gets tricky. Such a huge amount must go to just one worker. But raises for fast food CEOs haven’t simply kept pace with inflation. Analysis by the Economic Policy Institute shows that the average fast food CEO’s pay has almost doubled since 2009.

That should appear odd. If CEOs’ pay has doubled, then clearly we would expect the performance of their companies to have doubled. That would be the result of workers doubling their efforts since 2009 in increasing the companies’ bottom lines. If that were the case, we should see workers’ pay also go up. If performance didn’t improve and work-

ers weren’t more productive, how did CEOs get rewarded for poor management?

Others look at the workers on strike and wonder what would happen to the price of their hamburger if the workers making \$7.25 an hour got a raise. But the real question is, what is it doing to the price of your hamburger that one person got a \$6 million raise since 2009. That raise is more than the combined annual earnings of 398 minimum wage workers making \$7.25 an hour.

Congress could act to rebalance the equation, but Senate Republicans blocked a vote to raise the minimum wage. Despite appeals from workers, the president and the secretary of labor, and despite polls showing support from the American people, House Republicans have indicated they also would block a raise for workers.

If it doesn’t want to address the wage problem head-on, Congress could at least take action to get Americans back to work. A giant rally was held this week at the AFL-CIO headquarters with Secretary of Transportation Anthony Foxx to tell Congress it is time to pass the appropriations needed to put Americans back to work building bridges, fixing roads, updating sewer systems, providing more public transportation options and expanding port facilities. These are investments America must make to remain globally competitive. When we don’t make these improvements, our deteriorating infrastructure becomes a mounting debt we leave for our children to pay.

Full employment is a sure way to help raise the wages of all Americans. Just like pushing up wages from the bottom, it changes the math of inequality. Having job choices, and standing on a higher floor for wages, puts workers closer to eye-to-eye with CEOs when bargaining for wages.

Congress has choices. It can raise the minimum wage. It can invest in America. Or it can continue to make it hard to address American inequality by standing for the 1 percent.

Follow Spriggs on Twitter: @WSpriggs. Contact: Amaya Smith-Tune Acting Director, Media Outreach AFL-CIO 202-637-5142

Source: Trice Edney Communications

\$2B Wastewater Upgrade Project



Image courtesy of Regional San

The plant upgrade, to be completed by 2023, will also include new granular media filtration and enhanced disinfection.

Continued from page 1

While ratepayers will see an increase in water service fees due to the project, Regional San officials expect that revenue generated by water reuse and recycling for irrigation to help offset future maintenance and operation costs.

A second RFP package coming later this year will include the BNR, designed by Overland Park, Kansas-based Black & Veatch, and the primary ef-

fluent pumping station, designed by Englewood, Colo.-based CH2M Hill. The pumping station work will also include extending the existing primary effluent channel and constructing new pipelines. Construction on that package begins Feb. 2016.

Completion of the entire facility is expected by 2023.

Source: © 2014 McGraw Hill Financial.

Study Analyzes Small Business Opportunities in Government Procurement

The Office of Advocacy, an independent office within the Small Business Administration, released a report entitled, Evaluation of the Small Business Procurement Goals Established in Section 15(g) of the Small Business Act. The study, authored by Henry B.R. Beale, is an independent assessment of the small business procurement goals as ordered in the National Defense Authorization Act for FY 2013. The report investigates the characteristics of companies seeking federal contracts and evaluates the overall procurement process to determine how contracting goals are established, what data is available, and what barriers still exist that inhibit small business entry.

“I constantly hear from our nation’s small businesses about their desire to enter into the government marketplace. Today’s study demonstrates how our nation’s entrepreneurs are playing in the procurement field. It is interesting to note that this report illustrates specific sectors where small businesses are having success,” said Dr. Winslow Sargeant, Chief Counsel for Advocacy.

“I hope in the near future our government will also develop a database for all the subcontracting information as well. We know there is a great window of opportunity for small business involvement in subcontracting, but we still lack access to this data and a well-developed system for analyzing how to improve small business subcontracting.”

Some highlights of the study include:

- Procurement is highly concentrated in four main industries: manufacturing; professional, scientific and technical services; administrative and support, waste management and remediation services; and construction.

- Of the four main industries, construction awards the most small business contracts, with close to 45% going to small business.

- Increasing small business procurement in the top sectors, especially manufacturing where the small business share is not quite 12%, is essential to improving the overall small business procurement rate.

- Stronger market research is needed to match small business capabilities with procurement requirements.

To read more, check out our report summary and the full report here on the Office of Advocacy website.

Full report can be viewed and download at this link <http://www.sba.gov/advocacy/7540/980311>

Background: This study relies on data from the Federal Procurement Data System-Next Generation and the System for Award Management.

The Office of Advocacy of the U.S. Small Business Administration (SBA) is an independent voice for small business within the federal government. The presidentially appointed and Senate confirmed Chief Counsel for Advocacy advances the views, concerns and interests of small business before Congress, the White House, federal agencies, federal courts and policymakers. Regional advocates and an office in Washington, D.C., support the Chief Counsel’s efforts. For more information, visit www.sba.gov/advocacy, call (202) 205-6533 or get updates on Twitter (@AdvocacySBA) or Facebook at www.facebook.com/AdvocacySBA.

Source: U.S. SBA

Consumers Beware: 5 Tips to Keep you Scam-Free this Summer

For the majority of Americans who plan to take a vacation, attend a concert, or work on their home or garden this summer, this season comes with its own unique consumer challenges. Here are the top five scams and frauds to be alert for this time of year:

1. **Don’t buy gas additives that claim to make fuel last longer.** Even though gas prices go up in the summer, the Environmental Protection Agency has not found any product that significantly improves gas mileage, and some could damage a car’s engine or increase exhaust emissions.
2. **Unlicensed home repair or landscaping contractors may come to your door to offer services.** Always research contractors, pay for services upon completion—not ahead of time—and consider using a signed contract outlining the work to be done and the exact price.
3. **Interested in a summer concert or festival?** If you buy tickets from a major vendor, remember surcharges and additional fees may be tacked onto the listed price. Some venues require the same credit card used to purchase tickets be

presented when the tickets are picked up, so if you’re buying tickets for someone as a gift, they may have difficulty getting them at will-call.

4. **When renting a beach or lake house for vacation, make sure the property actually exists.** Do your homework before paying—check out the owner or rental company, consult maps and read the lease carefully. Pay with an online payment service or a credit card so you can dispute the charges if something goes wrong.
5. **When flying, make sure you’re aware of the airline’s baggage charges and their policy when it comes to bumping passengers.** A lot of airlines “bump” depending on how late you checked in, so check in ASAP!

For more advice on protecting your money, order the Consumer Action Handbook, and follow USA.gov on Facebook and Twitter. If you have your own consumer questions, ask us using the hashtag #AskMarietta, and we’ll answer them live during a Google hangout on Tuesday, June 24 at 3 p.m. ET.

Source: USA.gov



SUB-BID REQUEST ADS

DeSilva Gates Construction, L.P. is soliciting for DBEs for the following project:

Stockton Metropolitan Airport Rehabilitate Terminal Apron

A.I.P. No. 03-02-0250-31

OWNER: San Joaquin County
Department of Aviation
5000 S. Airport Way, Room 202,
Stockton, CA 95206

BID DATE: JUNE 19, 2014 @ 1:00 P.M.

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

MOBILIZATION, PAVEMENT REMOVAL, COLD PLANING, POTHOLING, QC PLAN DEVELOPMENT, SURVEY AND STAKING, SAWCUT, CONSTRUCTION AREA SIGNS, SWEEPER, EXCAVATION, SWPPP, RUNWAY AND TAXIWAY PAINTING, PHASING MARKINGS, CHAIN-LINK FENCE, DOUBLE SWING GATES, INLETS, CONCRETE VALLEY GUTTERS, ADJUST TO GRADE, CEMENT TREATED SUBGRADE, CEMENT TREATED BASE COURSE, TRUCKING.

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates Construction, L.P. DeSilva Gates Construction, L.P. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates Construction, L.P.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

DESILVA GATES CONSTRUCTION, L.P.

11555 Dublin Boulevard
P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: Steve Lippis
Website: www.desilvagates.com
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Requests sub-bids from qualified Small/Micro Business Enterprise (SBE) subcontractors, suppliers, truckers certified by California Department of General Services for the following project:

IRP2 WATER TREATMENT PLANT OPERATIONS BUILDINGS SEISMIC RETROFIT PROJECT RWTP & VASCONA PUMP STATION SANTA CLARA VALLEY WATER DISTRICT PROJECT #93764003 / CONTRACT #C0596 Bids: JUNE 11, 2014 @ 2:00 pm

DGS-certified small/micro business enterprises wanted for the following items, including, but not limited to: SWPPP – Cutting & Patching – Demolition – Rebar – Concrete – Structural Steel – Metal Fabrications – Steel Railings – Custom Casework – Fluid Applied Waterproofing – Bldg & Roofing Insulation – Traffic Coatings – Flashing & Sheetmetal – Joint Sealants – Metal Doors & Frames – Wood Doors – Storefront – Finish Hardware – Glass & Glazing – Non-Load Bearing Wall Framing Systems – Acoustical – Drywall – Ceramic Tile – Sheet Rubber Flooring – Sheet Vinyl Flooring – Painting & Protective Coatings – Carpet Tile – Metal Toilet Partitions – Shower Stalls – Louvers & Vents – Access Flooring – Metal Lockers & Locker Benches – Toilet & Bath Accessories – Projection Screens – Metal Lab Casework – Roller Shades – Control Room Furniture & Furnishings – Special Construction – Fire Alarm Systems – Rough Carpentry – Built-Up Roofing – Mechanical – Electrical.

Bonding, insurance, lines of credit & any technical assistance or information related to the plans or specification & 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.

Proven Management, Inc.

CA License No. 749370
2000 5th Street, Berkeley, CA 94710
Phone: 415-421-9500 • Fax: 415-421-9600

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

MCCARTHY

343 Sansome Street, 14th Floor, San Francisco, CA 94104

Is requesting bids from all Certified/Qualified DBE and Material Suppliers for the following project:

C730 (DB 14062F) Parking Structures at Milpitas and Berryessa Stations Milpitas & San Jose, CA Requesting Bids: June 25, 2014 @ 2:00PM

Scope of work: The Silicon Valley Rapid Transit Authority is planning to construct two new parking structures, one at the proposed Milpitas Station in Milpitas, California and one at the proposed Berryessa Station in San Jose, California. The proposed 6-story Milpitas Station parking structure shall provide at least 1,200 parking spaces and the proposed 7-story Berryessa Station parking structure shall provide at least 1,150 parking spaces.

The Bid includes the following trades: Surveying, Concrete, Rebar, Masonry, Misc Metals, Metal Stairs, Cable Rail Systems, Expansion Joints, Waterproofing, Traffic Coatings, Sealants, Single Ply Roofing, Sheet Metal Flashings, Metal Canopies, Metal Doors, Overhead Coiling Grilles, Curtainwall & Storefront Systems, Drywall & Plaster, Tile, Flooring, Acoustical Ceilings, Painting, Anti-Graffiti Coatings, Signage, Toilet Accessories, Fire Extinguishers, Parking Control Equipment, Car Count Systems, Fire Protection, Plumbing, HVAC, Electrical, Low Voltage Systems, Earthwork, Soil Remediation, SWPPP, Deep Foundation System, Site Concrete, Asphalt Paving, Pavement Markings, Underground Utilities, AED, and Falcon Nests.

Applicable Contractor NAICS Codes are: 221310 - Water, Sewage and Other Systems; 237110 - Water and Sewer Line and Related Structures Construction; 237310 - Highway, Street, and Bridge Construction; 238110 - Poured Concrete Foundation and Structure Contractors; 238120 - Structural Steel and Precast Concrete Contractors; 238130 - Framing Carpentry Contractors; 238140 - Masonry Contractors; 238160 - Roofing Contractors; 238210 - Electrical Contractors; 238220 - Plumbing, Heating and Air Conditioning Contractors; 238290 - Other Building Equipment Contractors; 238310 - Drywall and Insulation Contractors; 238320 - Painting and Wall Covering Contractors; 238330 - Flooring Contractors; 238340 - Tile and Terrazzo Contractors; 238350 - Finish Carpentry Contractors; 238390 - Other Building Finishing Contractors; 238910 - Site Preparation Contractors; 238990 - All Other Specialty Trade Contractors; 532411 - Construction, Transportation, Mining and Forestry Machinery and Equipment Rental; 541370 - Surveying and Mapping Services; 561730 - Landscaping Services; 561990 - All other Support Services

Applicable Supplier NAICS Codes are: 423320 - Brick, Stone, and Related Construction Material Merchant Wholesalers; 423390 - Other Construction Material Merchant Wholesalers; 423490 - Surveying Equipment and Supplies Merchant Wholesalers; 423510 - Metal Service Centers and Other Metal Merchant Wholesalers; 423610 - Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers; 423990 - Other Miscellaneous Durable Goods Merchant Wholesalers; 424930 - Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers; 441110 - Building Material and Supplies Dealer; 444120 - Paint and Wallpaper Stores; 444190 - Other Building Material Dealers

Applicable Professional NAICS Codes are: 541380 - Testing Laboratories; 541990 - All Other Professional, Scientific and Technical Services; 541620 - Environmental Consulting Services

Contact: Jay Yost at 916-786-3833 or jyost@mccarthy.com

This is a partially Federally funded project and is subject to a Project Labor Agreement.

100% Performance and Payment Bonds will be required from an approved surety for contracts over \$100,000.00.

Actual bond cost up to 1.5% of bid amount will be paid by McCarthy. Upon request, subcontractors will be required to provide evidence of their ability to provide the same within twenty-four (24) hours of bid.

Bid Bonds are required for values greater than \$200,000.

McCarthy Building Companies, Inc. is an equal opportunity employer.

All Bidders must be signatory to applicable trade union(s): Carpenters, Laborers and Cement Masons.

Executive Incentives

Continued from page 1

The argument that SESers were selected because they are outstanding is valid. However, these jobs are supposedly among the toughest, most responsible in government. A rating of "fully successful" should signify an executive met a very high standard.

When bonuses are not based on objective or verifiable information, and there is a history of badly inflated ratings, it should not be surprising when leaders question whether awards were truly justified.

Industry has had a similar, although far less flagrant, problem with inflated ratings. It's the reason forced distribution policies were introduced a decade or so ago.

The inflated ratings make financial rewards impossible to justify or defend. It is completely reasonable for members of Congress to ask, "Why are we spending this money?" In the business world, companies base awards on confirmed results.

Bonuses vs. Incentives

Executive incentives are universal in every sector, including health care. A key issue is the distinction between incentives and bonuses, although the words are used interchangeably.

Incentives are best understood as a formula, where the desired results are spelled out in advance and the payouts are linked to achievements. Plan participants know what they have to accomplish. There are no year-end surprises. It's the linkage that gives meaning to individual accountability.

At the executive and manager level, planned incentives are an integral component of a cash compensation program. Cash compensation—the total of salary and incentives—is planned using market surveys. The totals are aligned with competitive levels. Incentives are not an extra for good performance.

Incentive planning starts by defining target awards as a percentage of salary. At SES salary levels the typical target awards would be 15 percent to 25 percent. But this is government, so they should be reduced.

Target awards are subtracted from planned cash compensation levels to determine planned salaries. For example, if the competitive total is \$150,000 and the target is 20 percent, the base salary would be \$125,000. Target awards are also referred to as 'pay at risk,' which has to be earned each year.

Actual awards depend on company and individual performance. Company—or hospital—performance is based on a composite of financial and nonfinancial measures that govern the funds

available for incentive awards. In hospitals quality measures are increasingly important.

The industry model makes management incentives a team award system. When the organization performs at or above planned levels, all plan participants can expect an award.

Canada has adapted the idea to government. According to the guidelines, "corporate commitment" based on "the demonstration of [departmental] fiscal savings and efficiencies" governs the payment of 33 percent of each executive's award.

Defining Individual Accountability

The universal practice for managing executive and manager performance in the private sector is the use of individual performance goals. It's not perfect; some managers are good at setting goals they know they can beat. And for some jobs it's difficult to set meaningful goals. But every executive and manager should be able to state what he or she plans to accomplish to contribute to agency performance.

In negotiating goals, the executive is making a commitment and confirming his or her accountability. Throughout the year progress in achieving goals influences management decisions.

The UK Senior Civil Service is committed to the use of SMART (specific, measurable, achievable, relevant and timed) goals. Executives are required to list the main actions to be carried out, deadlines when possible, and measures or targets to be used to assess performance. There is also a requirement that stipulates "360 degree feedback on the job holder must be collected as part of the review process."

For award calculation, each goal is weighted and performance is measured at year end. The calculation of awards then becomes a spreadsheet problem.

But the problem is more immediate at the VA. There are several hospital systems that rival it in size. HCA and Community Health Systems are the two largest. Government would do well to clone the proven practices of these or other large hospital systems.

Howard Risher managed compensation consulting practices for two national firms. He has written four books, including *Aligning Pay and Results* (New York: AMACOM Books, 1999). He has an MBA and Ph.D. from the Wharton School.

Source: Government Executive

Public Legal Notices

UNIVERSITY OF CALIFORNIA SAN FRANCISCO

ADVERTISEMENT FOR CONTRACTOR PREQUALIFICATION

Subject to conditions prescribed by the University of California, San Francisco (University), responses to the University's prequalification documents for a LUMP SUM contract are sought from bidders for the following:

PARNASSUS CAMPUS EMERGENCY FIRE WATER PUMP Project No. M0583 University of California, San Francisco

Prequalification of Prospective Bidders

The University has determined that bidders who will submit bids on this project must be prequalified. Prequalified bidders will be required to have the following California Contractor's license classification:

B – GENERAL CONTRACTOR

GENERAL DESCRIPTION OF WORK:

This project is to install two emergency backup fire pumps, controllers and accessories for the Parnassus Campus in the vicinity of the Ammonia Storage Building. An underground connection from the transmission main in Parnassus to the campus fire protection water supply system via Medical Center Way will be implemented.

Estimated construction cost is **\$530,000**.

PREQUALIFICATION SCHEDULE

Prequalification Documents will be available beginning **June 4, 2014 at 10AM** by requesting via e-mail to RFX@ucsf.edu with the following information: Company name, address, phone and fax nos. **Please reference Project No. M0583 in the subject line.** You will be sent an email with a link to register with the UC Supplier Registration and Sourcing (SRS) system in order to obtain the prequalification questionnaire.

Questionnaires are to be completed by **June 18, 2014 at 3PM**.

Any questions or requests for clarifications or interpretation of the Prequalification Documents must be submitted in writing to the **University of California Supplier and Registration Sourcing (SRS) system, Project M0583 by 12 PM, June 10, 2014.** Questions received after the above-noted deadline

may be answered at the discretion of the University.

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

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

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

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

All information submitted for prequalification evaluation will be considered official information acquired in confidence and the University will maintain its confidentiality to the extent permitted by law.

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

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
University of California, San Francisco
June, 2014

UCLA Online Planroom
Website: <http://www.uclaplanroom.com/>

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

Dates:
Bidding Document Availability: May 29, 2014
Mandatory Pre-Bid Conference/Job Walk: June 5, 2014 and again on June 9, 2014
Beginning promptly at 10:00 a.m.
(THERE IS NO GRACE PERIOD)

Bid Submittal Deadline: 2:00 p.m., July 8, 2014

License Requirement: C-45 License (Sign) or D-42 (Non-Electrical Sign Installation)

Prequalification: To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website.

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ADVERTISEMENT FOR PREQUALIFICATION (SUBCONTRACTORS)

The following is a summary of a full Advertisement for Prequalification (Subcontractors) posted on the UCLA Capital Programs Website (www.capitalprograms.ucla.edu/Contracts/ProjectsCurrentlyBidding). **All interested parties must go to the Website for complete information.**

Subject to conditions prescribed by the University of California, Los Angeles, responses to the University's prequalification documents for a lump sum contract are sought from prospective subcontractor bidders (hereafter "bidders") for the following project:

Project Name: Jules Stein Seismic Correction and Program Improvements

Project Number: 945905.01

General Description of Work: Seismic corrections and program improvements to the 93,000 gsf Jules Stein Building. **Refer to website for complete description.** www.capitalprograms.ucla.edu/

Estimated Construction Cost is \$41,000,000.

Prequalification Documents Available at:
www.uclaplanroom.com

Prequalification Document Submittal Locations:

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

or

UCLA Planroom website
www.uclaplanroom.com

Dates:

Prequalification Document Availability:
June 3, 2014

Mandatory Prequalification Conference:
June 10, 2014
Beginning promptly at 10:00 a.m.
(THERE IS NO GRACE PERIOD)

Prequalification Submittal Deadline:
3:00 p.m., June 24, 2014

License Requirements:
C-20, C-10, C-36, C-16, C-29.

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ADVERTISEMENT FOR PREQUALIFICATION (GENERAL CONTRACTOR)

The following is a summary of a full Advertisement for Prequalification (General Contractor) posted on the UCLA Capital Programs Website (www.capitalprograms.ucla.edu/Contracts/ProjectsCurrentlyBidding). All interested parties must go to the Website for complete information.

Subject to conditions prescribed by the University of California, Los Angeles, responses to the University's prequalification documents for a lump sum contract are sought from prospective general contractor bidders (hereafter "bidders") for the following project:

Project Name: Jules Stein Seismic Correction and Program Improvements

Project Number: 945905.01

General Description of Work: Seismic corrections and program improvements to the 93,000 gsf Jules Stein Building. **Refer to website for complete description.** www.capitalprograms.ucla.edu/

Estimated Construction Cost is \$41,000,000.

Prequalification Documents Available at:
www.uclaplanroom.com

Prequalification Document Submittal Locations:

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

or

UCLA Planroom website
www.uclaplanroom.com

Dates:

Prequalification Document Availability:
June 3, 2014

Mandatory Prequalification Conference:
June 10, 2014
Beginning promptly at 10:00 a.m.
(THERE IS NO GRACE PERIOD)

Prequalification Submittal Deadline:
3:00 p.m., June 24, 2014

License Requirement:
B-License (General Building)

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ADVERTISEMENT FOR BIDS (MODIFIED PER ADDENDUM NUMBER 1)

The following is a summary of a full Advertisement for Bids posted on the UCLA Capital Programs Website (<http://www.capitalprograms.ucla.edu/Contracts/ProjectsCurrentlyBidding>). All interested parties must go to the Website for complete information.

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

Project Name: PARKING STRUCTURE 2 – WAY-FINDING SIGNAGE

Project Number: 4011104

Description of Work: Partially remove existing signage and provide new signage, monument signage, hanging signage and paint surfaces as described in the construction documents. Refer to website above for complete description.

Estimated Construction Cost: \$200,000.00

Bidding Documents Available at:

SBE Advertisers are always among good company!

- San Francisco BART
- San Francisco DPW
- San Francisco Housing Authority
- San Francisco International Airport
- City of Berkeley
- CA Highway Patrol
- CA State Lottery
- CSU Fresno
- CSU Fullerton
- CSU Los Angeles
- CSU Monterey Bay
- CSU Office of the Chancellor
- City of Ontario
- CSU Stanislaus
- DPR Construction Inc.
- Golden Gate Bridge District
- Los Angeles Co DPSS

- Los Angeles Co MTA
- Metropolitan Water District of Southern California
- Oakland USD
- Palos Verdes Peninsula USD
- San Jose State University
- San Mateo Co Transit District
- Santa Clara Valley Water District
- Santa Clara VTA
- Southern California Regional Rail Authority
- Tri Delta Transit
- UC Santa Cruz
- UC Davis
- UC Davis Medical Center
- UC Irvine Design & Const Services
- UC San Francisco CPFM
- UC San Francisco Medical Center
- UCLA
- ...and many more!

Public Legal Notices



CALIFORNIA LOTTERY Request for Proposal (RFP) #50019 Learning Management System

The California Lottery (Lottery) is inviting bids from qualified bidders to provide Commercial Off the Shelf (COTS) Learning Management System, implementation services and training, and ongoing maintenance and support through an annual user license agreement. Bidders must have: 1) a commercially available Learning Management System software product that meets the technical and functional requirements described in the Scope of Services; 2) been providing the proposed software as a hosted or SaaS solution for at least three years; and 3) annual revenues of greater than \$5 million.

The solicitation document is anticipated for release in June 2014, and will be available to download on the Lottery Website at www.calottery.com under Vendors.

SAN JOSE STATE UNIVERSITY

NOTICE TO PROPOSERS REQUEST FOR STATEMENT OF QUALIFICATIONS (RFQ)

The Trustees of the California State University (Trustees) are requesting Statements of Qualifications (SOQ) from interested and qualified entities herein called Respondents who wish to participate in a competitive selection process for the design and construction of the Joe West Hall Boiler Replacement Project, Project Number SJSU-298 at San Jose State University.

In general, the scope work consist of the design and replacement of the mechanical equipment for the heating (HHW) and the domestic hot water boilers (DHW), and the associated pumps for the Joe West Hall dormitory.

The delivery method for this project is Design-Build. In this process the Contractor, consisting of contractor and designer, is selected based on qualifications and fees. A contract will be executed with the successful Respondent. A RFQ Conference meeting for this project is scheduled for Wednesday, June 04, 2014 at 10:00 am and all interested parties are invited. The meeting will be held in the San Jose State Campus, Facilities Development and Operations Building, 404 East San Fernando Street, San Jose, CA 95112, 2nd Floor Conference Room. Attendees are asked to pre-register not later than June 03, 2014 by emailing Sylvia Sosa, Senior Contracts Specialist, Email: sylvia.sosa@sjsu.edu.

Respondents must hold a B General Building Contractor and a C-4 Boiler, Hot Water Heating and Steam Fitting Contractor or C-36 Plumbing Contractor California license. The SOQ Submittal Due Date is Thursday, June 19, 2014 at 3:00 pm. The estimated Construction Cost is \$800,000.

RFQ documents are available online at Planetbids website. Respondents may obtain the complete RFQ by registering at <http://www.planetbids.com/portal/portal.cfm?CompanyID=15275> and log into planetbids.com at <http://www.planetbids.com/hub/hub.cfm> and search for "Joe West Hall Boiler Replacement Project, Project Number: SJSU-298" and download the RFQ. If you have problems viewing this website, contact Sylvia Sosa Galindo, Senior Contracts Specialist, Phone" 408-924-2246, Email: sylvia.sosa@sjsu.edu.

Respondents must be prequalified with the Trustees, and shall submit their prequalification application no less than ten business days prior to SOQ submittal due date. For information regarding the

prequalification application go to http://www.calstate.edu/cpd/c/cm/contractor_prequal_bidders.shtml.

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

UC SAN FRANCISCO MEDICAL CENTER

READVERTISEMENT FOR CM/CONTRACTOR PREQUALIFICATION

Subject to conditions prescribed by the University of California, San Francisco Medical Center, responses to the University's prequalification documents for a CM at Risk Contract awarded on the basis of Best Value are sought from prospective bidders for the following projects:

14-795: Moffitt Long (M/L) 3 Imaging Recovery/Prep and Interventional Radiology (IR) Room

AND

14-815: Moffitt Long (M/L) 3 Imaging Waiting/Reception and Radiographic Room

UNIVERSITY OF CALIFORNIA,
SAN FRANCISCO MEDICAL CENTER

PREQUALIFICATION OF PROSPECTIVE BIDDERS

The University has determined that bidders who submit bids on these projects must be prequalified. Prequalified bidders will be required to have the following California Contractor's license(s): General Building, B

BIDDERS WHO PREVIOUSLY SUBMITTED PREQUALIFICATION DOCUMENTS NEED NOT RE-SUBMIT.

GENERAL DESCRIPTION OF WORK

Project 14-795 - M/L 3 Imaging Recovery/Prep and IR Room: Renovate the existing M337 into a new IR and Control Room with Support Space in M351. Consolidate existing 3rd Floor Cardiology with the opening of the UCSF Mission Bay Hospital and into space on the Ambulatory Care Center 5th Floor. The project widens the existing Corridor #3C5 to 8'-0", relocates Procedure Room to L342, and adds 1- ADA compliant Staff Toilet. Create a Recovery/Prep Holding Suite which includes 10-Patient Holding spaces and 1-Private Patient Holding rooms, 2- Dressing Rooms, 2-ADA compliant Patient Toilets and a Supply Room. General Scope of Work includes but is not limited to the following: Asbestos abatement, demolition, new walls, MEP infrastructure upgrades, fire alarm & sprinkler upgrades, medical gas system, nurse call upgrades, and medical equipment installation. New architectural finishes scope of work includes: floors, walls, ceilings, lights, paint, doors/hardware, toilets, radiation shielding, casework, furniture and equipment.

The estimated construction cost range for the project is \$3,000,000 - \$3,500,000

Project 14-815 - M/L 3 Imaging Waiting / Reception and Radiographic Room: Create a Waiting and Reception Suite which includes a new Reception Area adjacent to the Moffitt Hospital Elevator Lobby, new 8-Private Patient Dressing Rooms and 8-Patient Holding spaces, Support Offices, 3- Patient Toilets, and 2-Staff Toilets all of which are to be ADA compliant. Relocate Radiographic Room. Renovate the existing M331 into a new relocated Radiographic and Control Room and 2- new Reading Rooms. General Scope of Work includes but is not limited to the following: Asbestos abatement, demolition, new walls, MEP infrastructure upgrades, fire alarm & sprinkler upgrades, medical gas system, nurse call upgrades, and medical equipment installation. New architectural finishes

scope of work includes: floors, walls, ceilings, lights, paint, doors/hardware, toilets, radiation shielding, casework, furniture and equipment.

The estimated construction cost range for the project is \$3,000,000 - \$3,500,000

Prequalification Documents will be available beginning Tuesday June 3, 2014 at 10AM by requesting via e-mail to contractservices@ucsfmedctr.org with the following information: Company name, address, contact name, email address, phone and fax numbers. Please reference Project No 14-795 and 14-815 in the subject line. A response via email will be sent with a link to register with the UC Supplier Registration and Sourcing (SRS) system, a University web based procurement platform, to get access to the prequalification document on SRS. Responses to the prequalification questionnaire will be completed in the SRS system.

Prequalification Questionnaires will be submitted and processed electronically through the University's SRS system and must be submitted on or before Friday June 20, 2014 at 5:00 PM. No print out of the questionnaire is required to be submitted.

Any person or entity not satisfied with the outcome of the prequalification must file a writ challenging the outcome within 10 calendar days from the date of the University's written notice regarding prequalification determination. Any assertion that the outcome of the prequalification process was improper will not be a ground for a bid protest. However, the University reserves the right to accept late submissions and to request, receive, and evaluate supplemental information after the above time and date at its sole determination. The dates, times, and location set for receiving and opening of bids will be set forth in the "Announcement to Prequalified Bidders."

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

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

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

The lowest responsible bidder will be selected on the basis of best value to the University. The objective criteria and methodology used to determine Best Value will be described in the Bidding Documents. The best value to the University is the selection resulting in the best combination of price and qualifications.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

University of California,
San Francisco Medical Center
March 2014

The Cost of Doing Business

By James Clingman

I often wonder if most Black people in America really understand the across-the-board impact economics has on our daily lives. Or have we just been beaten down so badly that we have fallen into a state of apathy when it comes to our collective pursuit of economic empowerment? The above quote by Rothschild always reminds me of the kind of nation and world in which we reside. It also makes me even more aware of Black folks' economic position in this country, and our lack of emphasis on what's really important vis-à-vis real power.

What are the messages being given to Black people by many of our leaders? Well, they run the gamut from "civil rights" to "voting rights" to "gay rights" to "immigration reform" to someone calling one of us or all of us a name we don't like. Many unsuspecting Blacks are riled up about issues that do not and will not affect us one iota when it comes to being able to obtain power for ourselves; and we spend an inordinate amount of time caught up in nonsensical discussions that only keep us from devoting ourselves to self-empowerment.

Maybe we are simply unwilling to "pay the cost to be the boss," as we like to say. Or, maybe the "cost of doing business" is just too high for us. Maybe we just want to continue to buy everything and anything other folks make and distribute rather than do those things for ourselves. Maybe we are just content to be the primary consumers in this nation.

The engine of the U.S. economy is fueled by consumption, which is 70 percent of our Gross Domestic Product (GDP), and that does not include purchases of new housing. Our current GDP is more than \$15 trillion; do the math and see how much is being spent on goods and services. Question: Doesn't it make sense for Black people to be producing and selling much more than we do presently? With an aggregate annual income of more than \$1 trillion, we could carve out a few niches in the business world and make a veritable killing.

When we look at per capita GDP by country, interestingly, we see that Liberia ranks among the lowest in the world. Why? Well, I have writings from Booker T. Washington to the officials in Liberia and Haiti warning them to be independent and to take full advantage of their land and natural resources by maintaining ownership and control over them. He admonished them not to allow foreigners to buy their land and use it for their own economic advantage. Unfortunately, they did not follow Washington's advice, and Liberia ended up signing 100 year leases on its rubber tree plantations to Goodyear, and Haiti, now the poorest nation in the western hemisphere, failed to control its beautiful island and turn it into a primary tourist attraction.

We are so hung-up on meaningless and powerless political discussions, and instead of mimicking even the smallest measure of what Rothschild said, we obviously keep thinking the politicians are going to take care of us. But they keep telling us things that will not move us forward economically. When it comes to economic advocacy, where is our voice in Washington?

Let's be honest. Over the last 50 years, Black people have cast millions of votes. We have helped elect thousands of Black public officials—and White ones too. In 2012, Black people voted at a higher rate than other minority groups and by most measures surpassed the white turnout for the first time. What has that gotten us, as it pertains to what Rothschild said? Suppose for the past 50 years we had cast our "little green ballots," as Booker T. directed us, to build our own economic

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Fictitious Business Name

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358187-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358409-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358332-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358191-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358140-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0358115-00
<p>Fictitious Business Name(s): ANIMA PSYCHOTHERAPY Address 1728 Union Street, Suite 304 San Francisco, CA 94123 Full Name of Registrant #1 Jennifer Caplan Address of Registrant #1 9A Marion Avenue, Sausalito, CA 94965</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on Not Applicable</p> <p>Signed: Jennifer Caplan</p> <p>This statement was filed with the County Clerk of San Francisco County on 5/5/2014.</p> <p>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</p> <p>Filed: Jeanette Yu Deputy County Clerk 5/5/2014</p> <p>5/15/14 + 5/22/14 + 5/29/14 + 6/5/14</p>	<p>Fictitious Business Name(s): Cafe Capriccio Address 2200 Mason Street, San Francisco, CA 94133 Full Name of Registrant #1 Gerardo Gay Meza Address of Registrant #1 331 Amazon Avenue, San Francisco, CA 94112</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 5/16/2014</p> <p>Signed: Gerardo Gay Meza</p> <p>This statement was filed with the County Clerk of San Francisco County on 5/16/2014.</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 5/16/2014</p> <p>5/22/14 + 5/29/14 + 6/5/14 + 6/12/14</p>	<p>Fictitious Business Name(s): K9 Rockstars Address 411 Paris Street, San Francisco, CA 94112 Full Name of Registrant #1 Andrea L. Dillback Address of Registrant #1 411 Paris Street, San Francisco, CA 94112</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 4/1/2014</p> <p>Signed: Andrea Dillback</p> <p>This statement was filed with the County Clerk of San Francisco County on 5/13/2014.</p> <p>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</p> <p>Filed: Melissa Ortiz Deputy County Clerk 5/13/2014</p> <p>6/05/14 + 6/12/14 + 6/19/14 + 6/26/14</p>	<p>Fictitious Business Name(s): San Francisco USA Artist Exchange Association Address 37 Ervine Street, San Francisco CA 94134 Full Name of Registrant #1 Jinyu Chen Address of Registrant #1 37 Ervine Street, San Francisco CA 94134</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 5/5/2014</p> <p>Signed: Jinyu Chen</p> <p>This statement was filed with the County Clerk of San Francisco County on 5/5/2014.</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 5/5/2014</p> <p>5/15/14 + 5/22/14 + 5/29/14 + 6/5/14</p>	<p>Fictitious Business Name(s): SF Bay Scrubs Address 1918 Filbert Street #301, San Francisco, CA 94123 Full Name of Registrant #1 Michelle Elaine Kleier Address of Registrant #1 1918 Filbert Street #301, San Francisco, CA 94123</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on Not Applicable</p> <p>Signed: Michelle Kleier</p> <p>This statement was filed with the County Clerk of San Francisco County on 5/1/2014.</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 5/1/2014</p> <p>5/08/14 + 5/15/14 + 5/22/14 + 5/29/14</p>	<p>Fictitious Business Name(s): David Baker Architects Address 461 2nd Street, C127 San Francisco, CA 94107 Full Name of Registrant #1 David Baker, An Architectural Corporation (CA) Address of Registrant #1 461 2nd Street, C127 San Francisco, CA 94107</p> <p>This business is conducted by A Corporation. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 1/1/2013</p> <p>Signed: David Baker</p> <p>This statement was filed with the County Clerk of San Francisco County on 4/30/2014.</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 4/30/2014</p> <p>5/08/14 + 5/15/14 + 5/22/14 + 5/29/14</p>

Economic

Continued from page 2

or two. We are not making efforts to prepare for the worst; we are not “hedging” our bets against economic collapse, and we are definitely not working to become more independent, which includes, at a minimum, being able to grow food and feed our children.

In general, we have very little understanding of what our government is doing and the plans it has for us just in case things get really bad financially. Yes, we talk about conspiracy theories all the time, and we think we know about the Bilderbergers, the Council on Foreign Affairs, the Illuminati, Skull and Bones, the Boule, and all the other so-called secret societies that run the world. While they may make for great conversation, we cannot affect them one iota. They are doing their thing, and all we do is “talk” about them. Do you really think they care? When it’s all said and done, if a collapse does come, they will be the ones we will have to depend upon because they have the vast majority of the wealth.

This is not meant just to instill fear in us, albeit, we are at the very bottom of every economic category; it is to stimulate us to use that fear to change our minds, to be more informed and active, and to direct our attention to economic empowerment in a world where that’s all that counts. It is an effort to bring us back to where we once were, when we took care of ourselves and built for future generations. It is a cry for a stronger and collective foundation of Spirit-led people who know that while we are on this earth we have an obligation to share our talents and to multiply them rather than squander or “bury” them in the ground of conspicuous consumption.

As for our position in this country, as a citizen of 1st century Rome said, “I smell smoke!”

Source: Trice Edney Communications

The Value Of A Business Contact Database – How Much Is Yours Worth?

As a B2B lead data company we take marketing and business contacts databases very seriously and and lay a lot of stress on keeping them in shape, updated and periodically cleansed. Yet, when you put things across in the perspective that Jon Miller did in his recent blog post on the Marketo Blog titled “Unleash Your House Database with Lead Nurturing” it makes you step back and really think about how valuable your marketing database is. The part of the post I am referring to is the same one Jason Stewart talks about on his Demandblog post “Your Biggest Untapped Marketing Asset.”

That database is a significant asset that gets undervalued at most companies. Think about it: if your average cost per new contact is even just \$20 (a low assumption) and you have a modest database of 250,000 contacts, then your house database is a \$5 million asset. Do you treat it as such? How many other assets of that size do you have in your company? How much revenue does that asset generate for your business?

The question that caught my attention was “do you treat it as such?”. Companies can be generous in spending on acquiring new business contacts and new leads. You can have a sizable budget set aside to run new lead generation campaigns, buy contact lists, subscribe to business contacts databases and so on. What about the existing databases of business contacts already in the database? How much goes into removing expired data and making sure the value of your existing database doesn’t deteriorate?

If you consider a 250,000 contact database valued at \$5 million and also consider every year anywhere from 20% – 50% of that data could go bad or become invalid it would mean a minimum loss of \$1 million. That is a considerable loss! How much would you invest to keep that database in shape and are you currently giving it the attention it needs?

It’s something to think about!

Source: ReadyContacts

Doing Business

Continued from page 11

infrastructure and support system. Had we done that, we too could say it does not matter who “writes the laws;” we would be true political powerbrokers.

Take reparations, in whatever form you support. What politicians in DC are seriously advocating for what Louis Farrakhan called, Reparatory Justice? John Conyers’ bill has been languishing for decades now. The President says he does not support reparations for Black people, so where does that leave us? How about the political talking heads on TV? Are they devoting a serious amount of time talking about economic empowerment for Black people, or are they just trying to get us to vote a certain way?

Wake up, Black folks! The cost of doing business requires commitment and sacrifice. The Rothschild’s were ruthless and unethical, but they knew that economics runs politics. We can build an ethical and moral economic foundation, but we have to jettison our current way of thinking and take on an economic mindset.

Source: Trice Edney Communications

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SMALL & MINORITY BUSINESS

Los Angeles sues big banks for predatory mortgages but unlikely to win

By David Dayen

Some might argue that Los Angeles City Attorney Mike Feuer has become the first public official to answer Ta-Nehisi Coates' call for reparations for African-Americans, due from centuries of slavery and sanctioned racism.

Late last week, Feuer sued JP Morgan Chase for a decade of steering minority borrowers into dicey subprime mortgages, with financial terms that led the homeowners to default.

Timely? Actually, this was just the latest in a series of housing discrimination lawsuits that Feuer has filed since getting elected as City Attorney last year. JP Morgan joins Citigroup, Wells Fargo and Bank of America, all of whom Feuer sued under similar charges back in December.

So the four largest US banks all stand accused by Los Angeles of discriminatory lending, a practice that stripped wealth from minority communities and led to debilitating foreclosures. The city, in an echo of policies of segregation that pre-date the civil rights era, accused these banks of "reverse redlining," explicitly targeting people of color with unfair terms of credit, in violation of the Fair Housing Act of 1968.

The breadth of the allegations suggests that such practices were systemic to the run-up in lending during the housing bubble, and data backs that up.

In their new book *House of Debt*, academics Amir Sufi and Atif Mian detail aggressive lending to borrowers in minority communities with low credit scores in the bubble years, even as their averages incomes fell. Families who could never get a mortgage from big banks suddenly had loan officers knocking on their doors.

In other words, communities of color became marks for predatory lending.

The question is whether Los Angeles can get further than other cities that tried to do something about this after the fact.

In their complaint, the city attorney's office alleges that JP Morgan pursued communities of color for abusive subprime lending – even if the borrowers qualified for regular prime-rate loans – before the housing bubble collapsed.



Los Angeles is accusing big banks of predatory lending in its minority communities. But the city has more failures than successes. Photo: Rupert Thorpe /Getty

These loans ended up over twice as likely to end in foreclosure than loans in white neighborhoods.

The discriminatory practices continue to this day, Feuer alleges, claiming that now, borrowers of color cannot get access to mortgages from JP Morgan and its counterparts. Feuer includes in his complaint testimonials from former JP Morgan employees, who allege that "the people who didn't understand English" tended to receive higher interest rates, and that deceptive products with a low "teaser" rate that rose over time were "tailored for minorities." Employees were paid bonuses to steer minority borrowers into higher-cost loans, according to the ex-employees.

The city seeks damages from property tax losses that resulted from the wave of foreclosures, as well as increased costs to city services for repairing and maintaining foreclosed properties. "LA continues to suffer from the foreclosure crisis," Feuer said in a statement. "We're fighting back to hold those we allege are responsible to account and to help bring back every community in our city." Other cities have attempted such claims, and they have typically ended in relatively small settlements. Lawsuits

against Wells Fargo in Baltimore and Illinois led to a \$175m national fair-lending settlement in 2012, but just \$11m of that went to direct homeowner assistance for minority victims in those areas. The bulk of the rest went to commitments to make prime-rate loans to low- and moderate-income borrowers, which after all are mortgage contracts designed to make Wells Fargo money. A 2012 Wells Fargo settlement with the city of Memphis over housing discrimination also provided benefits in terms of promises to make future loans. This does little for victims who already lost their homes to foreclosure.

Similarly, the Justice Department settled a fair-lending case with Bank of America in 2011 for \$335m, which included conduct that took place in Los Angeles. Two years later, Bank of America mailed checks to over 200,000 borrowers, giving them an average of \$1,675 each. Some payouts were as low as \$200.

The LA city attorney isn't even looking to compensate borrowers who lost their homes.

Instead, the city seeks to recoup lost tax revenue and property maintenance costs – so individual victims of lending discrimination won't see any direct relief.

In recent years, Los Angeles has repeatedly attempted to hold banks to account for their practices, but has yet to follow through.

For example, in 2010, responding to persistent problems with abandoned, blighted properties owned by banks after foreclosure, the city passed legislation to set up a registry for building inspectors to identify the banks who owned these properties, and fine them up to \$1,000 a day for letting them fall into disrepair.

But four years later, the city never imposed the penalty, nor have they sanctioned any bank for failing to list a foreclosed property on the registry. Building inspectors claim they don't have enough resources to inspect foreclosures and enforce the law.

In 2011, the previous city attorney, Carmen Trutanich, sued Deutsche Bank to much fanfare, charging them with creating blighted properties when they took them over after foreclosure. Trutanich wanted to force Deutsche Bank to clean up all their properties, and pay a \$2,500 fine for each day of code violations.

But two years later, Trutanich settled out of court with Deutsche Bank for a paltry \$10m, which the bank just passed on to investors in the foreclosed loans. The news came just a couple weeks before Trutanich left office, having lost the city attorney election to Feuer.

In short, Los Angeles has not shown much will to force banks to maintain their foreclosed properties, with the costs instead falling on the city. So it's hard to get excited about yet another promise, released with much excitement, which could end with the same unsatisfying result.

Feuer has been more aggressive than his predecessor, hitting the four largest banks with these fair-lending charges. And the city notched a victory in court last week when Wells Fargo lost their bid to throw out the case.

But even success in prosecuting these cases will not bring back someone's foreclosed home or compensate them for their suffering. And in seeking justice from banks, Los Angeles has had many more failures than successes.

Source: © 2014 Guardian

Redwood Credit Union Shares Youth Month Magic

Redwood Credit Union (RCU) recently participated in Youth Awareness Month, promoting good saving habits and smart money skills for children and teens. This year's motto was "Catch the \$ave Wave". A total of 3,109 young Members made deposits into their accounts, totaling approximately \$1,093,200 and nearly 400 new youth accounts were opened during Youth Month.

RCU participated by offering helpful educational handouts with money tips to kids, they ran a month-long coloring contest and created the \$100 RCU Savings Challenge. As part of the Savings Challenge, RCU awarded \$100 to one young Member at each of its 18 branch locations. Winners were selected by a random drawing from all RCU youth account Members who made deposits to their accounts during

Youth Month. Additionally, the Credit Union hosted a coloring contest for kids under 12 and a comic strip contest for teens up to 17. Each RCU branch selected a winning coloring contest entrant to win a colorful beach themed RCU t-shirt and a winning comic strip contest to win a \$25 gift card. "Redwood Credit Union is committed to helping our community's youth learn about money matters at an early age, so they can develop good money management skills that will last their lifetime," shared Robin McKenzie, Senior Vice President of Marketing & Communications.

RCU's Youth Account program is divided into two groups: Jr. Rangers, for children up to 12 years old, and Jr. Partners for teens 13-17. Both age groups receive dividends on the funds they save,

a free gift when opening an RCU savings account, quarterly educational and fun newsletters, online account access, and use of a special website with educational games and articles. Additionally, the Credit Union hosts two teen Banking & Finance Academies annually and interactive money management forums called "Bite of Reality" for kids throughout the North Bay and San Francisco. RCU is an advocate for financial literacy legislation including achieving financial literacy in every high school curriculum.

Founded in 1950, Redwood Credit Union is a full-service financial services organization providing personal and business banking to anyone living or working in the North Bay or San Francisco. RCU offers complete financial services including

checking and savings accounts, auto and home loans, credit cards, online and mobile banking, business services, commercial and SBA lending, investment and financial planning services and more. The Credit Union also offers insurance and discount vehicles and brokerage services through their wholly-owned subsidiary. RCU currently has more than \$2.3 billion in assets and serves 232,000 residents and small business owners with 18 full-service branch locations from San Francisco to Point Arena. The Credit Union also offers fee free access to over 30,000 ATMs and over 5,000 shared branch locations nationwide. For more information, please call 1 (800) 479-7928 or visit www.redwoodcu.org

Source: Redwood Credit Union

Access to Capital

SMALL & MINORITY BUSINESS

Bank of the West Named Best Bank Employer by Hispanic Network Magazine Among 2014's "Best of the Best" for Diversity

Bank of the West has been named one of the "Best Bank Employers" by DiversityComm, Inc., publisher of Hispanic Network Magazine. This recognition honors organizations that incorporate diversity into their business practices and leverage that diversity to the benefit of their clients and customers.

"Our goal is to be as diverse as the communities we serve across our 19 state footprint, and we are honored to receive this award. We believe it is extremely valuable to embrace and leverage diversity of background, thought and talent, as it supports Bank of the West as a great place to work, sharpens our competitive advantage and enables us to deliver better customer experiences, said Donald Duggan, head of banking services and diversity & inclusion council chair at Bank of the West.

DiversityComm, Inc. conducts this evaluation yearly in order to identify companies that are the "Best of the Best" in outreach to and accessibility for the Hispanic/Latino, African American and Female communities. This unbiased study is a valuable resource for jobseekers, business owners, students, senior management, and consumers.

Duggan added, "We are proud to be recognized for our ongoing partnership and appreciate the opportunity to effectively mirror and work in the best interests of the communities we serve."

"This year's 'Best of the Best' showcases the outstanding firms that are leading the way in diversity efforts at all levels," said Mona Lisa Faris, president and publisher of the Hispanic Network Magazine. "These companies know that we achieve so much more and that success is amplified when we leverage our differences."

About Bank of the West

Founded in 1874, \$65 billion-asset Bank of the West (www.bankofthewest.com), Member FDIC and Equal Housing Lender, offers a wide range of personal, commercial, wealth management and international banking services. The bank operates more than 600 retail and commercial banking locations in 19 Western and Midwestern states. Bank of the West is a subsidiary of BNP Paribas, which has a presence in 80 countries with nearly 200,000 employees.

*Securities and variable annuities are offered through BancWest Investment Services, Inc., a registered broker/dealer, Member FINRA/SIPC. Financial Advisors are registered representatives of BancWest Investment Services, Inc. Fixed annuities/insurance products are offered through BancWest Insurance Agency in California (License

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Bank of the West Wealth Management provides financial products and services through Bank of the West and its various affiliates and subsidiaries.

BancWest Investment Services is a wholly owned subsidiary of Bank of the West and a part of the Wealth Management Group. BancWest Corporation is the holding company for Bank of the West. BancWest Corporation is a wholly owned subsidiary of BNP Paribas.

Source: ©2013 Bank of the West.

Wells Fargo launches Wells Fargo Works for Small BusinessSM

Wells Fargo (NYSE: WFC) is introducing Wells Fargo Works for Small BusinessSM, a broad initiative to deliver resources, guidance and services to help more small businesses achieve financial success. With the new initiative, Wells Fargo also is announcing a goal to extend \$100 billion in new lending to small businesses by 2018.

Wells Fargo Works for Small Business provides wide-ranging support for business owners throughout the U.S. to help them build knowledge, access capital and expand their community of support. Wells Fargo Works for Small Business encompasses the company's commitment to helping small businesses grow.

"Working with small business owners is one of the most important things we do at Wells Fargo. We know America needs small businesses to grow, add jobs and prosper for our economy to fully thrive," said Lisa Stevens, Wells Fargo's head of Small Business. "Through Wells Fargo Works for Small Business and our new lending goal, we want to provide the support small businesses across the country need to move forward."

"Wells Fargo Works for Small Business is our commitment to help small businesses in more ways than ever before. It encompasses the products, services and resources needed for small business owners to take the next step to reach their business goals," said Jamie Moldafsky, Wells Fargo chief marketing officer. "Most importantly, Wells Fargo Works for Small Business is delivered every day by our bankers who partner with business owners to help them succeed financially."

For 11 consecutive years, Wells Fargo has loaned more dollars to America's small businesses than any other bank (CRA 2002-2012). Wells Fargo also is the No. 1 SBA 7(a) lender in dollars for each of last five years and the first lender to approve more than \$1 billion in SBA 7(a) loans in a single year.

Key elements of Wells Fargo Works for Small Business include:

- **WellsFargoWorks.com**, an enhanced online resource that offers useful financial guidance on topics such as building credit and sustaining growth to help business owners increase their knowledge and confidence. The site includes hundreds of feature stories, informational resources and videos, featuring national small business strategy experts and business owners sharing their experiences.
- **Wells Fargo Works Project**, an online video series – featuring the true stories of five small businesses working with Wells Fargo to achieve their business goals – and a contest for small business owners.

Online video series: The series chronicles the journeys of five selected business owners – customers of Wells Fargo – as they work to reach their goals with financial help from Wells Fargo and other small business experts retained by Wells Fargo. The businesses featured in the unique experience, offered by the Wells Fargo Works Project online video series, are: Universal Martial Arts Academy, San Francisco; EasyLunchboxes, Los Angeles; Zoey Van Jones Brow Studio, Pasadena, Calif.; Golden Harvest Foods, St. Paul, Minn.; North Pole Air Conditioning and Heating Services, Inc., Orlando, Fla.

The Contest: Eligible small business owners nationwide will have the chance to compete in a contest where five finalists each win \$25,000 along with mentorship and tailored solutions for their business, and a \$5,000 charitable donation to a charity in their community. To enter, business owners must submit up to a two and a half-minute video or 600-word essay responding to questions about their business. Twenty-five finalists will be selected to each receive \$1,000 for their business. Five grand prize win-

ners will then be selected from the 25 finalists. The contest runs from May 1 – June 30, and winners will be announced in September.

- Wells Fargo is working with national business and community organizations, including the U.S. Hispanic Chamber of Commerce, the National Association of Women Business Owners, the National Urban League, U.S. Black Chambers, Inc., the U.S. Pan Asian American Chamber of Commerce, the National Gay and Lesbian Chamber of Commerce, and other trade associations that allow Wells Fargo to help provide financial education and resources focused on serving the needs of small businesses in diverse communities across America.

Wells Fargo has one of the largest networks of team members serving the financial needs of small business owners nationwide. The company has approximately 32,000 bankers in its retail stores who help provide financial guidance to small business owners and consumers across the country, including small business specialists. Additionally, Wells Fargo has a team of Business Banking relationship managers in locations throughout the U.S., and phone bankers who serve small business owners 24 hours a day, 7 days a week.

The launch of Wells Fargo Works for Small Business will coincide with the company's Small Business Appreciation Celebration, which runs May 1 – June 30. This annual event, which starts before National Small Business Week in May, highlights the accomplishments of small businesses and provides business owners with time- and money-saving offers on Business Platinum Credit Card with Rewards, Merchant Services and Business Payroll Services.

Go to WellsFargoWorks.com to learn more about Wells Fargo Works for Small Business and how you could win the Wells Fargo Works Project experience for your business.

About Wells Fargo

Wells Fargo & Company (NYSE: WFC) is a nationwide, diversified, community-based financial services company with \$1.5 trillion in assets. Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial finance through more than 9,000 locations, 12,500 ATMs, and the internet (wellsfargo.com), and has offices in 36 countries to support customers who conduct business in the global economy. With more than 265,000 team members, Wells Fargo serves one in three households in the United States. Wells Fargo & Company was ranked No. 25 on Fortune's 2013 rankings of America's largest corporations. Wells Fargo's vision is to satisfy all our customers' financial needs and help them succeed financially. Wells Fargo perspectives and stories are also available at blogs.wellsfargo.com and at wellsfargo.com/stories.

Cautionary Statement About Forward-Looking Information

This news release contains forward-looking statements about our future financial performance and business. Do not unduly rely on forward-looking statements as actual results could differ materially from expectations. Forward-looking statements speak only as of the date made, and we do not undertake to update them to reflect changes or events that occur after that date. For information about factors that could cause actual results to differ materially from our expectations, refer to our reports filed with the Securities and Exchange Commission, including the discussion under "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2013, as filed with the SEC and available on the SEC's website at www.sec.gov.

Source: Wells Fargo

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