

# SMALL BUSINESS EXCHANGE

Voice of Small, Emerging Diversity Owned Businesses Since 1984

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July 17, 2014

## The President Heads to D.C.'s Key Bridge to Talk Infrastructure and the Economy

By David Hudson

On July 1st, President Obama talked about infrastructure and the economy, with Washington, D.C.'s Francis Scott Key Bridge serving as the backdrop.

On a hot and muggy day, the President quickly got down to business, talking about the merits of the Highway Trust Fund, established by Congress in the 1950s, which helps states build and repair roads, bridges, and other infrastructure projects across the country.

But funding for the Highway Trust Fund is in danger of running out by the end of the summer, jeopardizing nearly 700,000 American jobs. Putting that in more tangible terms, the President noted that it "would be like Congress threatening to lay off the entire population of Denver, or Seattle, or Boston. That's a lot of people. It would be a bad idea."

Some projects are already running out of money, and our failure to adequately fund infrastructure projects is also hurting us on a global scale. "We spend significantly less as a portion of our economy than China does, than Germany does, than just about every other advanced country," President Obama said. "They know something

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President Barack Obama delivers remarks on the economy at the Georgetown Waterfront Park in Washington, D.C. July 1, 2014. (Image Credit: www.nbcnews.com)

## House OKs \$10.8B Highway Trust Fund 'Fix'



Photo Courtesy of VDOT

By Tom Ichniowski

Legislation to add \$10.8 billion to the ailing Highway Trust Fund, which could keep the fund in the black into next spring, is moving ahead in Congress as the House passed the measure on July 15 by a strong 367-55 vote.

The House-approved trust-fund "patch" has the same bottom line as a measure that the Senate Finance Committee cleared on July 10. But the two bills use different mixes of revenue-raisers to offset the \$10.8 billion that they would transfer to the

trust fund from other sources, primarily the general fund.

The next step would be a Senate floor vote, either on the Finance Committee version or the House-passed bill.

Congress is racing against the clock to put in place a short-term trust-fund fix before the August recess. The trust fund's weakening highway account is projected to start showing a deficit around the end of August, according to the U.S. Dept. of Transportation.

If no new revenue is found for the trust fund, DOT Secretary Anthony Foxx has said his department would have to slow down its aid reimbursements to state DOTs, starting on Aug. 11.

President Obama, in a July 14 speech at the Federal Highway Administration's research center in Virginia, said that if Congress doesn't save the trust fund, the consequences would be severe. He said nearly 700,000 jobs could be put at risk and more than 100,000 projects "could be slowed or stopped."

■ Continued on page 9

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# Community Outreach

## The State of Black Euphoria

By James Clingman

How amazing it is that Black people in this nation, collectively, are the worst off but yet the most comical, entertaining, ostentatious, and self-defeating of all other groups. It is striking how, in spite of all the negative aspects of our lives, we spend a great deal of our time living vicariously through the lives of super-stars and mega-heroes. They say “Ignorance is bliss,” so maybe we should use that phrase to our advantage by reporting the other side of the bad stuff we face.

For example, according to police, Chicago’s murder rate is down 20% from last year. According to the Urban League Report, Black people are “optimistic” about the economy. At least the cops in L.A. didn’t kill the woman on the expressway. The FCC and some Black Caucus members’ attempt to kill “net neutrality” will not take away our Twitter accounts.

The Black unemployment rate is no longer half of the national rate, having fallen from 12 percent to 11 percent. Poverty statistics indicate that 60 percent of Black people are not poor, and 60 percent of the 2.1 million men in prison are not Black. Even though we are at the bottom politically and economically, a Black family is still in the White House. Feelin’ better?

Because our blissful state of mind is so pronounced, I suggest publishing a report titled, “The State of Black Euphoria”. It will permeate our collective psyche, and through it we could look at the other side of the negative stats we always hear. Maybe that would entice us to do more for ourselves instead of languishing in a festering heap of apathy.

It seems we are numb to 80 shootings in one weekend in Southside Chicago: “Well, that’s just the way it is,” “Ain’t nuthin’ we can do about it,” “These kids today are just crazy.”

We have become immune to the fact that Black people in this country are at the bottom of every good category and at the top of every bad one. “The man got his foot on my neck;” “I can’t get no job;” “Ain’t no use; the deck is stacked against me.”

We are immersed in a fantasy world of feel-good rhetoric and empty promises from our Black political leaders. “We know he’s a crook, but he’s our crook;” I know they haven’t done anything for Black people, but neither has anyone else;” “Yeah, but did you see the Prez sink that three-point shot;” “That gown the First Lady wore was slamm’in!”

Since nothing else seems to work, let’s use our euphoria to move us forward because the bad stuff is too hard to take and only makes us more complacent in our misery. The almost daily shootings

and murders in Chicago, Cincinnati, Ohio, and other cities are all too real, so let’s focus on the killings in Iraq and Syria and Israel. Instead of actually doing something to stop the children from riding on top of train cars to get into this country, let’s wait until they get here and then, in a very humane way, house them in concentration camps, that is, if they don’t fall off the train and get killed on the way here.

Black folks are tired of bad news; we don’t want to hear any more. It’s too debilitating. The bad news affects poor and middle-class families, but the good news hardly ever does. So reporting on “The State of Black Euphoria” and pretending we are living in Nirvana might just help us. After all, we can still sing and dance, tell funny jokes, drink top-shelf liquor, and revel in the status of the First Family.

So, here’s some more good news. Even though the price of gasoline is at a six-year high, at least it’s not \$5.00 per gallon—yet; employers added 1.1 million jobs thus far in 2014, most of which are low pay or part time; Jay-Z and Beyoncé put on a great show; Oprah is a two-billionaire; the housewives, divas, and award shows are doing well; and Black folks’ so-called “buying power” exceeds \$1 trillion! Feelin’ good?



James Clingman

Continued on page 4

## Minorities, Millennials, and Boomers Will Drive Housing in Coming Years

By Shelley D. Hutchins

Higher mortgage rates and a harsh winter slowed down single-family housing starts and sales in the past year. The lack of for-sale homes, both new and existing, is driving prices up, which has resulted in many homeowners gaining needed equity and reduced delinquency rates. However, the number of distressed houses is still high. According to experts from Harvard’s

Joint Center for Housing Studies (JCHS), who discussed these topics and more in a live webcast presenting the annual State of the Nation’s Housing report, millennials, minority households, baby boomers, and relaxed credit conditions will be the driving forces behind a healthy and sustained housing recovery.

JCHS research director, Chris Herbert, stated during the webcast that the U.S. is experiencing the lowest point of home ownership for 24- to 35-year-olds since we began tracking such infor-

mation. “The number of 20-something’s living with their parents jumped to more than 2 million, an increase of 20 percent since 2000,” Herbert says. Several surveys and studies show that this age group wants to invest in housing, but high student debt and lower incomes are major hurdles. Having young homeowners is key, according to Herbert, because move-up buyers can’t do their part unless they can sell their entry-level homes.




Minority households are expected to lead the way in first-time home buyers. However, tighter restrictions in credit lending are preventing what should be an increase in single-family sales. “What we need to happen is for this gap between white and minority homeowners to be shrinking,” Herbert explains, “and exactly the opposite is happening.” A few relevant statistics show that this gap isn’t closing primarily because minority households have a harder time getting


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# California Sub-Bid Request Ads



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

Survey, Traffic Control, SWPPP, Trucking, Soil Testing, Masonry, Fencing,  
Minor Structural Concrete, Landscaping, Electrical, Paving

## **Fletcher Recharge Basin Project**

**City of Orange, CA**

**Orange County Water District**

**Contract No. FB-2014-1**

**BID DATE July 29, 2014 @ 2:00 p.m.**

**Sub & Vendor Bids Due Prior**

## **Sukut Construction, LLC**

4010 W. Chandler Avenue, Santa Ana, CA 92704

**Contact: Mike Greenlee**

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

Plans/specs are available for viewing at our office by appointment, or may be obtained from Owner. 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**

## **REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:**

**Hwy 20 Replace HMA, Gap Grade - Clearlake**

**Caltrans #01-0B0004**

**BID DATE: July 30, 2014 @ 2:00 PM**

**We are soliciting quotes for (including but not limited to):** Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, Water Pollution Control Program, Street Sweeping, Adjust Utilities, Cold Plane AC, Crack Treatment, Screenings, High Friction Surface Treatment, Geosynthetic Pavement Interlayer (Grid & Membrane), Rumble Strip, AC Dike, Tack Coat, Roadside Signs, Misc. Iron & Steel, Delineator, Guard Railing Delineator, Object Marker, Midwest Guardrail System, Vegetation Control (Minor Concrete), Cable Railing, Alternative In-Line Terminal System, Striping & Marking 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**

**An Equal Opportunity Employer**

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

## **REQUEST FOR DVBE & LBE Subcontractors and Suppliers for:**

**Pinole Valley High School Hillside**

**Stabilization Increment 1 and 2**

**Project #3621377-04**

**West Contra Costa Unified School District**

**BID DATE: July 30, 2014 @ 2:00 PM**

**We are soliciting quotes for (including but not limited to):** Trucking, Construction Staking, Tree Removal, Concrete Demo, Drilled Piers, Steel Supply, Concrete Supply, Tensar Geogrid Supply, Earthwork, Hydroseeding, Minor Concrete and Construction Materials

## **O.C. Jones & Sons, Inc.**

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

**Contact: Dan Palmer**

**An Equal Opportunity Employer**

100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DVBE & LBE participation. Plans & Specs are available for viewing at our office.

## MEET AND GREET OUTREACH EVENT

### **CONTRACTOR INFORMATION MEETING**

AC Transit's East Bay Bus Rapid Transit (BRT) will invest over \$178 million dollars to improve transit, upgrade the streets and sidewalks, and bring thousands of new riders to the International Boulevard/East 14th Street corridor between downtown Oakland and San Leandro BART.

Preliminary construction of the BRT is on track to begin in late 2014, with service projected to begin late-2017.

AC Transit is hosting an information meeting to provide an overview of Utility Relocation and Traffic and Parking Mitigation for the BRT project. The meeting will also provide the business community with information on the District's Small Business (SBE) & Disadvantaged Business (DBE) programs.

**AC Transit District Office**  
**1600 Franklin Street**

**Oakland**

**July 31, 2014**

**4 - 6 p.m.**

**RSVP via email: [brt@actransit.org](mailto:brt@actransit.org)**

## AECOM's \$6B Offer for URS Keeps the Company Whole

By Debra K. Rubin

Four months after URS Corp. agreed to an activist investor's demand for a reshaped board and new strategic options to boost its share price, the firm is set to be acquired by AECOM.

The deal, worth about \$6 billion in cash, stock and assumed debt, would keep URS intact.

The firms, which announced the transaction on July 13, said the acquisition would create the latest global giant, with new capacity in oil-and-gas, power and government services, more than \$19 billion in revenue and 95,000 employees in 150 countries.

There was speculation that options URS was considering might involve a breakup of the corporation's business units.

"This combination creates an industry leader with the ability to deliver more capabilities from a broad global platform," said Michael S. Burke, AECOM CEO since last December. The firms said Burke will be CEO of the combined company, which will have a "new operating management structure" from both companies.

Burke told ENR in a July 14 interview that he met with URS Chairman and CEO Martin Koffel in March, as the firm was announcing an agreement with key shareholder Jana Partners to find ways to boost company value.

"We had been looking at URS for awhile, but quickly concluded that the two organizations were more complimentary than we had thought," said Burke.

In a July 14 conference call, Burke termed the transaction "a transformational milestone" for AECOM that will boost its ability to "compete for and deliver on integrated services contracts." Most of URS' services are "complimentary" to AECOM, he added.

The \$56.31-per-share price is about 19% more than URS' 30-day average closing price and 8.2% more than its \$52.02 closing price (NYSE:URS) on July 11. The cash-and-stock portion of the acquisition offer is \$4 billion. URS shares closed 12% higher at \$58.40 at the close of trading on



Photo by Tom Sawyer for ENR

**AECOM's CEO Michael Burke will lead the megacompany created by firm's announced acquisition of URS.**

July 14, which Bloomberg said was its largest gain since March 2009.

"I believe the Street had thought that AECOM would be one of the logical acquirers," said Maxim Sytchev, managing director and head of research at Dundee Capital Markets, Toronto. The firm (NYSE: ACM) closed at \$31.76 on July 11 and rose 10% to \$34.98 at trading close on July 14.

Andrej Avelini, managing director of industry M&A broker and financial consultant EFCG, estimated the transaction valuation at eight times earnings before interest, taxes, depreciation and amortization (EBITDA). He said that multiple was about the median for recent sector deals; however, he said it was "but a bit low" compared to the still-pending major purchases of U.K. contractor Kentz by Canada-based SNC-Lavalin and Foster Wheeler by U.K.-based AMEC. Both are about 10 times the EBITDA, he said.

"This is a rather large deal for AECOM to pull off relative to its history," said Jamie Cook, Credit Suisse sector lead analyst, in a July 13 note. While acknowledging the firm's estimated \$250 million in cost synergies, "we fail to see revenue synergy opportunities."

## Advertise with the Small Business Exchange

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[www.sbeinc.com](http://www.sbeinc.com)

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# California Sub-Bid Request Ads

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

**CONSTRUCTION ON STATE HIGHWAY IN LAKE COUNTY AT GLENHAVEN FROM 0.1 MILE WEST OF SAYRE AVENUE TO 0.2 MILE WEST OF ROUTE 53**

**Contract No. 01-0B0004, Federal Aid Project No. ACSTP-P020(170)E**

**OWNER: STATE OF CALIFORNIA - DEPARTMENT OF TRANSPORTATION**  
1727 30th Street, Bidders' Exchange, MS 26,  
Sacramento, CA 95816

**BID DATE: JULY 30, 2014 @ 2:00 P.M.**

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

AC DIKE, ADJUST IRON, COLD PLANE, CONSTRUCTION AREA SIGN, CPM SCHEDULING CONSULTANT, CRACK SEALING, EMULSION SUPPLIER, FENCING, GUARDRAIL, LEAD COMPLIANCE PLAN, PAVING FABRIC, PREPARE WATER POLLUTION CONTROL PROGRAM, ROADSIDE SIGNS, RUMBLE STRIP, SLURRY SEAL, STRIPING, TEMPORARY EROSION CONTROL, TRAFFIC CONTROL, VEGETATION CONTROL, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL, RUBBERIZED HMA (GAP GRADE) MATERIAL.

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. DeSilva Gates Construction will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates Construction'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: Tom Gunther  
Website: www.desilvagates.com  
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## Hunters Point Shipyard Opportunity to provide Professional Architectural Services AMENDED Scope of Work

Lennar Urban is requesting qualified, interested Companies to respond to a public request for proposals through the Office of Infrastructure and Investment of the City of San Francisco. This work will be for BLOCK 48 (Hillside) of The Shipyard Development. For more information on this AMENDED RFP, please visit:

<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=8304>

MBEs/WBEs/SBEs/LBEs are encouraged to respond

**2nd Pre-Submission Conference**  
**Wednesday, July 23rd at 2pm**

**(If you attended the first Pre-Submission Conference, you do not need to attend this 2nd meeting.)**

The meeting will be held at Lennar Urban, One Sansome Street, Ste 3200, SF, CA 94104

## LENNAR URBAN

1 Sansome Street, Suite 3200  
San Francisco, CA 94104

**Proposals must be submitted by**  
**August 13, 2014 @ 4:00pm PST**

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

**Passenger Safety Improvements - Contract #14103**

**Owner: Santa Clara Valley Transportation Authority**  
**Engineers' Estimate: \$1,000,000.**  
**BID DATE: July 24, 2014 @ 1:30 PM**

Items of work include but are not limited to: **Traffic Control, Striping, Concrete Barrier Wall, Signs, Fencing Decorative Iron, Rebar, Electrical Loops and LED Sign, Quality Assurance and Schedule.**

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

## Granite Rock Company

120 Granite Rock Way, San Jose, CA 95136  
Phone (408) 574-1400 Fax (408) 365-9548  
Contact: Randy Bonino  
Email: [estimating@graniterock.com](mailto:estimating@graniterock.com)  
We Are An Equal Opportunity Employer

REQUESTING BIDS FROM DBE/MBE/WBE and OBE (Other) Subcontractors and Suppliers for:

**Project: Welded Steel Pipe & Appurtenances for Ultraviolet Disinfection Plant, Los Angeles**

**Project Owner: Los Angeles Department of Water & Power**

**Bid Date: 8/5/2014 @ 2:00 pm**

**(Please respond at least 48 hours prior to bid date)**

Requesting Quotes for the following: Trucking (Freight), Nuts, Bolts and Gaskets, Flanges, Mechanical Couplings, Small Diameter Buyout Pipe & Fittings, Bulkheads, Linings and Coatings, Hardware and Machined Parts

Please submit bids prior to bid date and include any certification you may have. Items can be broken down and delivery schedules can be accommodated to facilitate maximum participation. Northwest Pipe Company will assist with Bonding, Insurance, Materials and/or line of credit to all qualified respondents if necessary. Northwest Pipe Company does not discriminate on the basis of race, gender, religion, national origin, ethnicity, sexual orientation, age or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers.

Specifications can be obtained at no charge from Northwest Pipe Company via email.

For technical questions or assistance, please contact **Michael DeMascio** at **714.965.2305**,  
Fax: **714.964.5503** or  
email: **MDeMascio@nwpipe.com**

## Northwest Pipe Company

1101 California Avenue, Suite 100, Corona, CA 92881  
Phone: 714-965-2305 • FAX: 714-964-5503

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

**Rt. 4, 5, 99, 205 - Various Loc Bridge Rehab**  
**San Joaquin County, Caltrans Project #10-OW6904, Bid Date: July 23, 2014 at 2:00 pm**

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (10% 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, Temporary Traffic Stripe, Temporary Pavement Marker, Portable Changeable Message Sign, Job Site Management, Prepare Water Pollution Control Program, Temporary Concrete Washout, Remove Thermoplastic Traffic Stripe, Public Safety Plan, Rapid Setting Concrete, Remove Thermoplastic Pavement Marking, Remove Pavement Marker, Remove Channelizers, Remove Asphalt Concrete Dike, Cold Plane Asphalt Concrete Pavement, Remove Unsound Concrete, Prep Concrete Bridge Deck Surface, Treat Bridge Deck, Furnish Bridge Deck Treatment Material, Remove Epoxy Chip Seal, Hot Mix Asphalt, Superpave (Type A), Place Hot Mix Asphalt (Type C, E, F), Tack Coat, Aggregate Base, Structural Concrete, Paving Notch Extension, Clean Expansion Joint, Joint Seal, Thermoplastic Traffic Stripe, Thermoplastic Pavement Marking, Pavement Marker, Maintain Existing Traffic Management System Elements During Construction, Construction/Equipment Rentals, 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](http://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:

**Sacramento City College Pedestrian/Bicycle Bridge**  
**Sacramento County, City of Sacramento Project #T15065700, Bid Date: July 30, 2014 @ 2 p.m.**

This is a bridge project with the typical items of work associated, but not limited to: Construction Area Signs, Remove and Reconstruct Picket Fence, Remove and Reconstruct Masonry Soundwall, Remove Existing Pile Foundation, Water Pipe Removal, Relocate Bike Locker, Install Bike Racks, Storm Drain Pipe Clear and Grub, Roadway Excavation, Structure Excavation, Structure Backfill, Bark Mulch, Trees, Shrub, Landscape Maintenance, Irrigation System, Precast Concrete Walls, Concrete Pavers, Class 2 Aggregate Base, CIDH, Structural Concrete, Precast Prestressed Concrete Deck Unit, Concrete Block Retaining Wall, Joint Seal, Steel Deck Forms, Elastomeric Bearing Pads, Rebar, Structural Steel, Clean and Paint Structural Steel, Storm Drain Pipe, PCC Curb and Gutter, Portland Cement Concrete Sidewalk, Gutter Drain, Misc. Metal, Bridge Deck Drainage System, Temporary Fence, Construction Staking, Metal Railing, Pavement Marking, Lighting System, Traffic Control, 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 City of Sacramento at <http://www.planetbids.com/portal/portal.cfm?CompanyID=15300>.

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.**

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## Black Euphoria

Continued from page 2

So, who is going to take up this gauntlet and publish "The State of Black Euphoria"? It is obvious that all the other reports on "The State of Black America" have not elicited appropriate responses from our people, so maybe we should try to make the best use of our euphoria. It will keep us in a positive state of mind, and even if we miss the mark and fail to "do good," we will still "feel good." To borrow a phrase from the Presidential State of the Union address, "Brothers and Sisters, the State of Black Euphoria is strong!"

**Source: Trice Edney Communications**



# California Sub-Bid Request Ads

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

**Sacramento City College Pedestrian/Bicycle Bridge**  
City Project No. T15065700

Federal Aid Project No. STPL: 5002(147)

SBE Goal: 7%

Engineer Estimate: \$5,800,000 - 280 Working Days

Bids: July 30th 2014 @ 2:00pm

Requesting Sub-quotes for (including but not limited to: Electrical Material, Construction Area, Traffic Control, Clear and Grub, Roadway Excavation, Structure Excavation/backfill, Landscaping, Erosion Control, Irrigation, Aggregate Base, Asphalt Paving, CIDH Piles, Structural Concrete, Precast Concrete Girders, Concrete Block & Masonry Retaining Wall, Joint Seal, Reinforcing Steel, Steel Structure, Signs Roadside, Clean and Paint Steel, Concrete Curb & Sidwalk-Misc, Fencing, survey & Historical Monument, Metal Railing, Thermoplastic Traffic Stripe & Marking, Pavement Marking, Signal and Lighting, Message Signs, Lighting & Sign Illumination, Surveyor, SWPPP, Water Truck, Sweeper, Trucker, Painting Structures, Storm Drain (Underground)).

**Scope of Work:** Construct a pedestrian/bicycle bridge and approach ramps connecting the Curtis Park Village to the Sacramento City College. Construction of a tied arch bridge structure across UPRR tracks, a precast cored slab bridge structure across the Sacramento Light Rail Station and associated concrete ramps, stairs and supporting foundations, lighting, landscape and irrigation.

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

Plans and Specs are available to view and copy at our office or online from Planet Bids:

Website: <http://www.planetbids.com/portal/portal.cfm?CompanyID=15300>. Contact Tim Ross

925-606-2400 tim.ross@rgwconstruction.com for any questions, including bonding, lines of credit, insurance, scheduling, 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

**\*\*THIS PROJECT HAS A 8% DBE Goal \*\***

**PROJECT: Route 138-West of Phelan Rd to the Junction of Rte 15/Rte 2**

**North of Wild Horse Canyon Rd to Rte 138**

**Contract No.: 08-3401U4**

**Owner: California Department of Transportation**

**BID DATE: Thursday July 24, 2014 - BID TIME: 2:00 pm**

**Please respond by 5:00 p.m., July 23, 2014**

We are seeking sub-bids from DBE subcontractors/subconsultants, and material and/or equipment suppliers in the areas of work included in, but not limited to: LEAD COMPLIANCE PLAN, CONSTRUCTION AREA SIGNS, BARRICADES, PCMS, CRASH CUSHIONS, SWPPP, REAP, EROSION CONTROL, SWEEPING, BIOLOGIST, STRIPING & MARKING, BOX CULVERT, MBGR, ROADSIDE SIGNS, ROCK SLOP PROTECTION, AC PAVING, GRINDING, BRIDGE DECK SURFACING, DEMO, CLEAR & GRUB, REBAR, LANDSCAPE & IRRIGATION, RUMBLE STRIP, HYDROSEED, AC DIKE, FURNISH & DRIVE PILING, CIDH, JOINT SEAL, SHOTCRETE, SIGNS, RCP, PIPE, MISC IRON & STEEL, JACK AND BORE, FENCING, RAILING, CONCRETE BARRIER, ELECTRICAL, TRUCKING & HAULING, AGGREGATES, TRAFFIC CONTROL, ASPHALT OIL, BLASTING, FUEL SUPPLY

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit. Waiver of Subrogation will be required. Plans are available through our San Diego Office or Caltrans. We are an EOE & seriously intend to negotiate with qualified firms. Non-DBE Subs/Suppliers: Indicate 2nd tier DBE participation offered on your quotation as it will be evaluated with your price.



9685 Via Excelencia, Ste 200 • San Diego, CA 92126  
858-536-3100

**nibbi**

**Project Name: Nancy & Stephen  
Grand Family House, Mission Bay Block 7E**  
**Location: San Francisco, California**

**Bid Date: August 15, 2014 @ 2pm**

**Pre-Bid Conference: July 30, 2014 @ 2:00pm**

**Location: 180 Hubbell Street, San Francisco**

Nibbi Brothers has been selected as the General Contractor for the Nancy & Stephen Grand Family House, Mission Bay Block 7E project in San Francisco, CA. We are in receipt of Bid documents and are currently requesting bids from qualified sub-contractors including those SBEs/LBEs certified for DIV 1-33. The project consists of a new four story type V-A woodframe building over one story type I concrete ground floor on grade. The project is a total of 89,194 s.f. and will accommodate up to 80 families in 8 clusters of 10 guest suites with shared living, dining and supportive services. The Office of Community Investment and Infrastructure (OCII) has established a participation goal for this project at 50% SBE/LBE goal with first consideration for San Francisco-based MBEs, WBEs and SBEs.

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

For information regarding this project  
please contact

**Logan Daniels, Project Manager via email**  
**logand@nibbi.com.**

**Invitation to bid  
JCHS Student Life Center  
Construction Project**

Plant Construction Company invites sub-contractors to bid on the **Jewish Community High School Student Life Center Project**. The Office of Community Investment and Infrastructure (OCII)/Successor Agency to the SFRA certified MBE/WBE/SBE/LBE subcontractors are strongly encouraged to bid. Project has a 50% SBE goal and Work Force goal is 50% S.F. Residents with first consideration for resident of the Western Addition. A Pre-Bid Meeting will be held on Thursday, July 2nd at 10:00am at Plant Construction Company, 300 Newhall Street in SF. Bids are due on July 21st, 2014 at 11:00am. Plans and Specs are available for viewing at Plant Construction 300 Newhall Street in SF. Send Bids to Jeremy Littman of Plant Construction at (415)550-1357 fax or by e-mail: jeremyl@plantco.com.

**Blocks 36-39 Hardscape and Infrastructure  
Project Advertisement**

**Mission Bay Development Group, LLC**  
**is seeking Contractors for the Blocks 36-39**  
**Hardscape and Infrastructure Project.**

**Scope of work for this project includes** demolition, roadbase, asphalt, plane and overlay, sidewalk, storm drain, low pressure, reclaimed water, and joint trench work.

This project has a 50% SBE/LBEs goal. One set of bid documents will be distributed to each interested General Contractor.

Please contact **Cathy Serrano** of  
**Townsend Management, Inc.,** at (415) 355-6644  
to order a bid set. A pre-bid conference will be  
held at 410 China Basin Street, San Francisco, CA  
on **Tuesday, July 29, 2014 at 2:00 PM.**

## Global Construction Disputes 2014: Problems on U.S. Joint Ventures

By Richard Korman

The way I see it, this year the commentary by Arcadis is more interesting than most of the statistical survey results in the company's Global Construction Disputes 2014 report. Especially for what the report says about disputes that plague U.S. joint ventures.

Now in its fourth year, the report shows that in 2013 failure to properly administer the contract was the number one dispute cause, up from a 2012 rank of 3. The dispute values and length of dispute in months don't provide many surprises, as far as I can see.

Claims are by their nature unpredictable, Arcadis notes. But that random aspect also means the year-to-year fluctuations in causes and values and duration of disputes isn't very significant.

What stands out to me is one statistic about disputes plaguing joint ventures and Arcadis' commentary about it.

Just over a third of all U.S. joint ventures result in disputes involving either the owner or the joint venture, 36%. That's a number I consider interesting because it speaks to a problem that may not be very well recognized yet.

Arcadis writes that the "increased use of alternative project delivery approaches such as design-build, combined with the

frequent involvement of joint ventures as the delivery entity, means that there is a high probability of a dispute either with the owner or within the joint venture team itself," writes Arcadis.

But that number, 36%, seems very high and should prompt questions about how design-build joint ventures perform in general for all involved.

■ Continued on page 12



# Public Legal Notices



CITY & COUNTY OF SAN FRANCISCO  
DEPARTMENT OF PUBLIC WORKS

**Contract No. 2315J  
(ID No. FCE14106)  
RANDOLPH STREETSCAPE  
IMPROVEMENTS**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 20, 2014**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at [www.sfdpw.org/biddocs](http://www.sfdpw.org/biddocs), or purchased on a CD format from 1155 Market Street, 4th Floor, San Francisco, California 94103, telephone 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to “Department of Public Works”. Please visit the DPW’s Contracts, Bid Opportunities and Payments webpage at [www.sfdpw.org](http://www.sfdpw.org) for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work is located on Randolph St intersecting 19th Ave, Byxbee St, Ramsell St, Victoria St, Head St, Bright St, and Orizaba Ave and at the intersections of Orizaba Ave/Farallones St and Broad St/Plymouth Ave and consists of curb ramp and bulbout construction, drainage work, traffic routing, and all related and incidental work. The time allowed for completion is 160 consecutive calendar days. The Engineer’s estimate is approximately \$900,000. For more information, contact the Project Manager, Amy Lam at (415) 437-7048.

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

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

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

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is **25% LBE**. Call Selormey Dzikunu at 415-558-4059 for details. In accordance with SFAC Chapter 14B requirements, all bidders, except those who meet

the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to CMD Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-bid conference will be held on **July 28, 2014; 1:30 p.m.**, at 1680 Mission Street, 3rd Floor.

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

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. SFAC Sec. 6.22(A) requires all construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

**Class “A”** license required to bid.

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

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

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction (“Policy”) as set forth in Section 6.22(G) of the SFAC. Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

7/17/14  
**CNS-2645833#**  
**SMALL BUSINESS EXCHANGE**

The successful Bidder will be required to have the following California current and active contractor’s license at the time of submission of the Bid: **GENERAL BUILDING CONTRACTOR - B**,

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.

Estimated construction cost: \$ 92,500.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
University of California, Santa Cruz  
July 2014

**SWINERTON BUILDERS**

**ADVERTISEMENT FOR PREQUALIFICATION  
OF SUBCONTRACTORS**

Subject to conditions prescribed by the undersigned, Subcontractors are invited to prequalify to submit bids for the following project:

**UCSC Coastal Biology Building  
University of California, Santa Cruz  
UCSC Project Number 4932 //  
Swinerton Project Number 14085006**

Swinerton Builders Inc. is the CM/Contractor for this University of California, Santa Cruz project, and is seeking to prequalify subcontractors.

**DESCRIPTION OF PROJECT:**

**Coastal Biology Building and Associated Greenhouses:**

The main component is the construction of the Coastal Biology Building (CBB) which consists of a new two story, 44,000 square feet lab building designed in accordance with LEED Gold Rating Requirements. A 20,000-gallon seawater storage tank would be constructed outside the CBB lab building. An associated greenhouse complex located on the opposite side of McAllister Way which would include five 600 SF greenhouses, a double greenhouse of 1,200 SF, and one 3,300 SF greenhouse research facility all within a fenced, graded yard.

**Site Improvements including Roads, Infrastructure, Service Yards and Parking:**

The project would also provide the backbone of an improved utility system for the Marine Science Campus (MSC) which would include improvements to the wastewater, water distribution and storm water systems. The development of a new centralized Utility Yard including standby generators and centralized electrical distribution, a new modular building for temporary storage of regulated materials, and a staging area and storage yard. This project also includes circulation infrastructure improvements including conversion of existing roads, an integrated 1.2 mile pedestrian and bicycle trail system, new parking, and general improvements to public access to and around MSC.

The Prequalification Schedule is as follows:

**PREQUALIFICATION PERIOD:**

July 28, 2014 to August 15, 2014 at 4:00 PM

**BID PACKAGES:**

The estimated construction costs for the bid packages are as follows:

<b>5. Acoustical Ceilings</b>	<b>\$400,000</b>
<b>6. Concrete</b>	<b>\$1,185,000</b>
<b>7. Doors/Frames/Hardware</b>	<b>\$562,000</b>
<b>8. Drywall/Framing &amp; Rough Carpentry</b>	<b>\$3,705,000</b>
<b>9. Electrical / Low Voltage</b>	<b>\$3,800,000</b>
<b>10. Elevator</b>	<b>\$355,000</b>
<b>11. Fire Protection</b>	<b>\$300,000</b>
<b>12. Flooring</b>	<b>\$450,000</b>
<b>13. Glass &amp; Glazing/ Aluminum</b>	<b>\$1,500,000</b>
<b>14. Mechanical / Controls</b>	<b>\$5,350,000</b>
<b>15. Infrastructure (Building/Greenhouses)</b>	<b>\$3,950,000</b>
<b>16. Casework / Lab Equipment</b>	<b>\$3,650,000</b>
<b>17. Millwork</b>	<b>\$131,000</b>
<b>18. Misc. Metals</b>	<b>\$204,000</b>
<b>19. Paint</b>	<b>\$350,000</b>
<b>20. Roofing / Waterproofing</b>	<b>\$961,000</b>
<b>21. Sheetmetal</b>	<b>\$445,000</b>
<b>22. Specialties</b>	<b>\$320,000</b>
<b>23. Window Covering</b>	<b>\$151,000</b>

**PREQUALIFICATION DOCUMENTS:**

Potential bidders must become prequalified by Swinerton for a value in excess of the noted amount. Prequalification instructions and documentation are available upon request.

**Please E-mail Darlene McCombs at [dmccombs@swinerton.com](mailto:dmccombs@swinerton.com) for all required information.**

**All prequalification submittals must be received by Swinerton Builders as defined in the Prequalification Coversheet by no later than 4:00PM, August 15, 2014.**

## SUB-BID REQUEST AD

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

**School Way Bridge Rd. 236 - Ukiah  
County of Mendocino, Office of the Department of Transportation #130078, Bid Date: July 22, 2014 at 2:30 pm**

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (2% 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: Hydroacoustic Monitoring, Landscape, Erosion Control, Temporary Erosion Control, River Diversion System, Temporary Fence, Prepare Storm Water Pollution Prevention Plan, Rain Action Event Plan, Storm Water Analysis, Construction Area Signs, Traffic Control System, Stripe and Markers, Channelizers, K-Rail, Biologist, Metal Beam Guard Rail, Cold Plane Asphalt, Bridge Removal, Clear and Grub, Roadway Excavation, Lead Compliance Plan, Structure Excavation (Bridge and Retaining Wall), Ditch Excavation, Imported Borrow, Erosion Control, Class 2 Agg Base, Hot Mix Asphalt, Steel Piling, Prestressing Cast-in-Place Concrete, Structural Concrete, Minor Concrete, Architectural Treatment, Joint Seal, Rebar, Single Sheet Aluminum Sign, Roadside Sign, Prep and Stain Concrete, Railroad Signal Work, Reinforced Concrete Pipe, Rock Slope Protection, Misc. Metal, Tubular Bicycle Railing, Concrete Barrier, Water Line Installation, Electrical, Construction/Equipment Rentals, 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 C.C. Myers, Inc.’s Sharepoint site, please contact us for log in information.

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.**

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# Business Toolkit

## Motivation Techniques for Young Entrepreneurs

By Leo Sun

As a young entrepreneur, it is easy to lose your way, to lose steam as motivation wanes. Failed products and poor sales can crush your spirit, and the loss of support from family and friends can cause you to doubt yourself. What are some ways young entrepreneurs can keep up their spirits and persevere in today’s cutthroat business environment?

Time is on Your Side

Just as financial advisers tell young investors, “Time is on your side.” When you’re young, you can take higher risks, such as buying up high-risk stocks and waiting a decade before selling. The same applies to small businesses. If you’re young and able, you have the luxury of failing and being able to pick yourself back up. You’re able to take risks that older businessmen simply can’t afford to take.

Don’t Look Before You Leap

Fear is a great motivational tool. If you want to start up a business, quit your day job. Transfer

your life savings to a trusted family member, then tell them to withhold it from you. Once you’ve removed all your safety nets, you’re ready to leap. The greatest entrepreneurs have risen from desperation – and you’ll never truly feel desperate unless you lose your monthly income and access to your savings.

The Glass is Always Half Full

There’s simply no point in viewing the glass as half empty. Pessimists should not be entrepreneurs – they should try to make a living shorting stocks instead. A great motivational tool is to always look at the bright side – a cliché, for sure – but also one of the most important qualities of a motivated manager. Perhaps you botched a product release, and a competitor flattened you. It’s only a big deal if you didn’t learn anything from the costly lesson. It was worthwhile if you’re able to perform a thorough autopsy of your dead product to understand why it failed. Your product didn’t fail – rather, you were given an opportunity to see weaknesses which you couldn’t see earlier.



Continued on page 12

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\* Options include no more than 3 sub-categories per subscription

If you signed up for fax or E-mail services, list the criteria that best describes your services.

Search Words:	Location(s) (optional):

I would like to receive bid updates by  
☐ Internet (login information will be emailed) ☐ Fax ☐ Email

Please choose the general category:  
☐ Construction ☐ Business Services  
☐ Professional Services ☐ Commodities

(You will be sent a list of sub-categories from which to chose.)

List location(s) of where your company will work:  
\_\_\_\_\_

Company Name: \_\_\_\_\_

Contact: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

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# Overhaul of America’s Job Training Programs Headed to President’s Desk Following Strong Bipartisan Support from Congress

Legislation to update the Workforce Investment Act, overdue for reauthorization for more than a decade, is headed to the President’s desk following overwhelming bipartisan support from both houses of Congress. The Senate and House authors of the Workforce Innovation and Opportunity Act (WIOA) applauded the passage of the bill, which seeks to update and improve the nation’s workforce development system. The legislation was approved today by a vote of 415 to 6 by the House of Representatives; it was approved by the Senate last month by a vote of 95 to 3 and will be signed into law by President Obama.

The Workforce Innovation and Opportunity Act modernizes and improves existing federal workforce development programs, helps workers attain skills for 21st century jobs, provides supports to people with disabilities to enter and remain in competitive, integrated job settings, and fosters the modern workforce that evolving American businesses rely on to compete. In addition to winning strong bipartisan support in both chambers, the bill is supported by a broad array of labor, business, workforce development leaders, and disability advocates, as well as governors and mayors from around the country.

“Today is a good day for the American people. We’ve shown what’s possible when we work together toward a common goal and right now there is no greater goal than putting Americans back to work,” said Representative John Kline, Chairman of the House Education and the Workforce Committee. “This bipartisan, bicameral agreement will fix a broken job training system, help workers fill in-demand jobs, and protect taxpayers. I am proud to have helped lead this effort and want to thank my Republican and Democrat colleagues in the House and Senate for their hard work. Let’s build off today’s achievement and continue working together on behalf of the American people.”

“The Workforce Innovation and Opportunity Act modernizes our workforce development system to ensure that all our workers can prepare for and fill 21st century jobs, including individuals with disabilities. It also makes groundbreaking changes that will raise prospects and expectations for Americans with disabilities so that they receive the skills and training necessary to succeed in competitive, integrated employment,” said Senator Tom Harkin, Chairman of the Senate Health, Education, Labor, and Pensions (HELP) Committee. “Access to education, training, and employment services is critical to helping our workers secure good jobs, gain access to the middle class, and become economically self-sufficient, and this bill is part of the solution to the challenges facing our middle class. This bill represents the best of what Congress can accomplish when we work together and I urge President Obama to sign it into law as soon as possible.”

“Last year the federal government spent more than \$145 million in Tennessee through a maze of programs trying to help Tennesseans find jobs, and this legislation simplifies that maze. This bill will help our nation’s workers gain the skills to find jobs and give governors and local workforce boards the freedom and flexibility to make job training meet their local needs,” said Senator Lamar Alexander, Ranking Member of the Senate HELP Committee.

“The Workforce Innovation and Opportunity Act will update and improve our workforce training programs by aligning them with real-world labor market needs. This legislation will better connect job training programs with the needs of local employers, helping workers to learn the most in-demand skills and to be prepared for the jobs of tomorrow,” said Representative George Miller, senior Democrat on the House Education and the Workforce Committee. “I want to commend all

my colleagues, and particularly Reps. Tierney and Hinojosa, for their commitment to and leadership on strengthening our nation’s workforce development system. For forty years, we have reauthorized these programs through bipartisan collaboration, and I am happy to see that tradition continue.”

“After receiving overwhelming, bipartisan support in the Senate, today’s vote in the House goes to show that both chambers of Congress are still capable of breaking through the gridlock and investing in American workers and the economy,” said Senator Patty Murray. “I’ve seen firsthand that federal workforce programs can change lives, boost our economy, and get people back to work, but we can’t expect to adequately train Americans for jobs at Boeing or Microsoft with programs designed in the 1990s. Today, we can definitively say that both chambers of Congress agree, and I’m thrilled that this long overdue legislation is now headed for the President’s desk to become law.”

“Today’s vote is the culmination of a long process of legislating the old fashioned way: discussion, negotiation and compromise. There is long-standing, bipartisan agreement that the current workforce development system is broken, and this bill turns that consensus into action,” said Representative Virginia Foxx. “The bipartisan, bicameral process through which The Workforce Innovation and Opportunity Act was developed serves as an example of what we can accomplish when we work together. This legislation is important for the millions of Americans who are looking for work and for the employers who have 4.6 million job opportunities that remain unfilled due to the skills gap. Closing this gap will specifically improve the lives of many American job seekers, while generally helping our economy grow. I urge the President to sign this legislation without delay.”

“Workforce training is critically important to help grow the American economy still recovering

from recession and bridge the widening skills gap separating thousands of unemployed workers from promising careers in 21st century workplaces,” said Senator Johnny Isakson. “The Workforce Innovation and Opportunity Act will provide millions of Americans the opportunity to receive the training and skills necessary to find a job and keep a job. I am extremely pleased that my colleagues in the House acted today to pass this bipartisan measure with overwhelming support, and I urge the president to swiftly sign this bill into law so we can continue making critical investments in American workers to meet the modern demands of businesses in a global environment.”

“I am pleased to see the bipartisan support as well as the overwhelming support from business groups, labor unions, state and local elected officials, community colleges, workforce boards, adult education providers, youth organizations, and civil rights groups for this bill,” said Representative Rubén Hinojosa. “In my district in South Texas we have seen how these programs are successful in training our workforce and getting our residents back into good paying jobs. Importantly, this bill includes several key provisions from ‘The Adult Education and Economic Growth Act,’ which I introduced. In the area of adult education, this bill integrates adult education and workplace skills, authorizes the integrated English Literacy and Civics education program for Adult learners, and expands access to postsecondary education.”

WIOA represents a compromise between the SKILLS Act (H.R. 803), which passed the House of Representatives in March of 2013 with bipartisan support, and the Workforce Investment Act of 2013 (S. 1356), which passed the Senate Health, Education, Labor, and Pensions (HELP) Committee with a bipartisan vote of 18-3 in July of 2013.

Source: <http://edworkforce.house.gov/news/documentsingle.aspx?DocumentID=387219>

## The Workforce Innovation and Opportunity Act

### Investing in America’s Competitiveness

#### KEY IMPROVEMENTS FROM CURRENT LAW

**Changes to the Workforce Development System:**

- Eliminates 15 programs; 14 within WIA and one higher education program.
- Applies one set of accountability metrics to every federal workforce program under the bill.
- Requires states to produce one strategic plan describing how they will provide training, employment services, adult education and vocational rehabilitation through a coordinated, comprehensive system.
- Reduces the number of required members on state and local workforce boards.
- Strengthens alignment between local workforce areas and labor markets and economic development regions.
- Strengthens evaluation and data reporting requirements.
- Specifies authorized appropriation levels for each of the fiscal years 2015-2020.

- Adds a minimum and maximum funding level to the dislocated worker formula beginning in fiscal year 2016 to reduce volatility.

**Changes to Training and Employment Services:**

- Eliminates the “sequence of services” and merges “core and intensive activities” into a combined “career services.”
- Emphasizes access to real-world training opportunities through:
  - o Increasing the ability to use on-the-job training (reimbursement rates up to 75 percent for eligible employers), incumbent worker training (may use up to 20 percent of local funds), and customized training;
  - o New opportunities to utilize prior learning assessments;
  - o Pay-for-performance training contracts for adults and youth (local boards may use up to 10 percent of funds); and

- o Requirements for implementation of industry or sector partnerships and career pathway strategies.
- Requires 75 percent of youth funding to support out-of-school youth, of which 20 percent is prioritized for work-based activities.

**Changes to Job Corps:**

- Improves the procurement process for center operators to support high-quality services by:
  - o Collecting information on key factors indicating the ability of an applicant to operate a center;
  - o Providing the operator of a high-performing center the opportunity to compete for contract renewal; and
  - o Placing limits on the ability of an operator of a chronically low-performing center to compete for a contract renewal, or to continue to operate that center.
- Allows the U.S. Department of Labor to provide technical assistance to Job Corps operators and centers to improve operations and outcomes.

- Collects more data on Job Corps operations and financial management to better inform Congress and the public about the program.

**Changes to Adult Education:**

- Strengthens the connection between adult education, postsecondary education, and the workforce.
- Improves services to English language learners.
- Requires evaluations and additional research on adult education activities.

**Changes to State Vocational Rehabilitation Services:**

- Sets high expectations for individuals with disabilities with respect to employment.
- Provides youth with disabilities the services and supports necessary to be successful in competitive, integrated employment.

Source: <http://edworkforce.house.gov/>



# The President Heads to D.C.'s Key Bridge to Talk Infrastructure and the Economy

■ Continued from page 1

that I guess we don't, which is that's the path to growth, that's the path to competitiveness."

Earlier this year, the President put forth a plan to replenish the Highway Trust Fund. It's a plan that wouldn't add to the deficit -- and we would pay for it in part by closing tax loopholes for corporations that are shipping their jobs overseas.

The President reminded the audience that this issue is not out of the ordinary:

*"It's not crazy, it's not socialism. It's not the imperial presidency -- no laws are broken. We're just building roads and bridges like we've been doing for the last, I don't know, 50, 100 years."*  
- President Barack Obama

But House Republicans have refused to act -- and this obstructionism has real consequences for working-class Americans.

So far this year, the President noted, "Republicans have said no to raising the minimum wage, they've said no to fair pay, they've said no to extending unemployment insurance for over 3 million Americans looking for a new job." But where Congress refuses to act, the President is going to continue to do what he can to strengthen the middle class and move our country forward.

Already this year, President Obama has signed executive actions that ensure Americans earn a decent wage, attract new manufacturing jobs, speed up construction projects, build 21st-century workplaces, and make it easier for students to pay off their loans.

"And they criticize me for this," the President said. "Boehner sued me for this."

*And I told him, I'd rather do things with you, pass some laws, make sure the Highway Trust Fund is funded so we don't lay off hundreds of thousands of workers. It's not that hard. Middle-class families can't wait for Republicans in Congress to do stuff. So sue me. As long as they're doing nothing, I'm not going to apologize for trying to do something.*

The President went on to note the flaws in Republicans' theory of how the economy works, saying that "they believe that all we should be doing is giving more tax breaks to those at the top, eliminating regulations that stop big banks or polluters from doing what they want, cut the safety net for people trying to work their way into the middle class, and then somehow the economy is going to get stronger and jobs and prosperity trickle down to everybody."

"It's just not accurate," the President countered. "It does not work. We know from our history our economy doesn't grow from the top down; it grows from the middle out."

"We could do so much more if we just rallied around an economic patriotism," he continued, "a sense that our job is to get things done as one nation and as one people."

*Economic patriotism says that instead of stacking the deck in the favor of folks just at the top, let's harness the talents and ingenuity of every American and give every child access to quality education, and make sure that if your job was stamped obsolete or shipped overseas, you're going to get retrained for an even better job.*

*Economic patriotism says that instead of making it tougher for middle-class families to get ahead, let's reward hard work for every American. Let's make sure women earn pay that's equal to their efforts. Let's make sure families can make ends meet if their child gets sick and they need to*

*take a day off. Let's make sure no American who works full-time ever has to live in poverty.*

This is the sort of economic patriotism that we should all be able to get behind -- where everybody is worth something, and everybody has a stake in the future economic growth of this country. So in order to move forward, we need to all be in this together.

*And so I just want everybody here to understand that as frustrating as it may be sometimes, as stuck as Congress may be sometimes, if the American people put pressure on this town to actually get something done and everybody is looking at*

*some commonsense agenda items that we should be able to do because Democrats and Republicans were able to do them in the past, we can grow our economy, we can lift people's incomes, we can make sure that people who are fighting hard can get into the middle class and stay there. But it's going to take you. It's going to take you. This is not going to happen on its own. And I'm confident if that's what we do, if all of you are fighting alongside me every single day instead of just giving up on this place, then we're going to make America better than ever. That's a promise.*

Source: The White House Blog



President Barack Obama greets audience members after he delivers remarks on the economy at the Georgetown Waterfront Park in Washington, D.C. July 1, 2014. (Official White House Photo by Pete Souza)

## House OKs \$10.8B Highway Trust Fund

■ Continued from page 1

Brian Deery, senior director of the Associated General Contractors of America's highway and transportation division, is confident that Congress will stave off that dire outcome. "They're going to do a patch," he says. "There's no two ways about it."

House Ways and Means Committee Chairman Dave Camp (R-Mich.), the prime author of the measure his chamber approved, said that the \$10.8-billion trust-fund injection would provide enough money to keep the fund healthy through next May 31.

He also said the measure "gives the committee time to deliberate and produce a longer-term solution" for the trust fund.

In the Senate, Finance Committee Chairman Ron Wyden (D-Ore.) said on July 10 that his initial position was to go for a bill that would run only through Dec. 31. But then, Wyden added, after discussions with the committee's top Republican, Orrin Hatch (Utah), "It was clear that it would not be possible to reach a bipartisan agreement at less than \$10 billion."

The committee ended up approving a \$10.8-billion infusion.

Industry officials are no doubt relieved to see the congressional effort to keep the trust fund from falling into the red. But their bigger priority is a multi-year highway-transit reauthorization, which, they hope, would include additional revenue. Some in Congress say they will push for a long-term measure.

Cathy Connor, Parsons Brinckerhoff senior vice president, notes that besides its revenue patch, the House bill has language to reauthorize the highway and transit programs through next May. But the Senate Finance measure lacks that provision. The current authorization law, the Moving Ahead for Progress in the 21st Century Act, expires Sept. 30.

Connor says that she understands that there are efforts in the Senate to try to convince key lawmakers there to limit the short-term trust-fund bill to the end of December. "Whether they can do that or not, I don't know," she says.

AGC's Deery says that some states have reserve highway contract authority from past years that they can use for projects past Sept. 30. But he adds that, "A lot of states [are] going to err on the side of caution, as far as putting projects out."

Deery says, "Unless they know they've got the state funds, I think they're going to hold back."

Connor says that construction and transportation industry officials "still feel that a shorter extension is better" than one that lasts until the end of May. She adds, "Whether that shorter extension runs through December or perhaps very early into 2015, we want a short-term extension because we want to keep Congress's feet to the fire" to produce a longer authorization.

Pete Ruane, American Road & Transportation Builders Association CEO, said in a statement after the House and Senate committees approved their measures that his group appreciates those steps to avert a stoppage of federal transportation aid. But he added, "These actions must not be the latest punt-and-leave-the-stadium strategy that has plagued the federal surface transportation program for far too long."

Ruane called for Congress and the Obama administration to come up with "a long-term and sustainable Highway Trust Fund solution" by the end of 2014.

Story updated on July 15 to include House vote, additional comments.

Source: <http://enr.construction.com>

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# Public Legal Notices

SAN FRANCISCO  
BAY AREA RAPID TRANSIT DISTRICT

INVITATION TO BID  
FOR  
STATION ACCESS, PATH AND WAYFINDING  
IMPROVEMENTS, SAN BRUNO  
CONTRACT NO. 15NU-130

NOTICE IS HEREBY GIVEN that sealed Bids will be received until the hour of 2:00 p.m., Tuesday, August 19, 2014, at the District Secretary’s Office, 23rd Floor, 300 Lakeside Drive, Oakland, California 94612 (mailing address: P.O. Box 12688, Oakland, California, 94604-2688) for Station Access, Path and Wayfinding Improvements, San Bruno, Contract No. 15NU-130. Such Bids will be opened publicly and announced at the said hour and date in the 23rd Floor Conference Room No. 2382T, Kaiser Center Building, 300 Lakeside Drive, Oakland, California. Bids will thereafter be accepted or rejected by the District. The Bidders are responsible to ensure their Bids are received at the time and location specified.

The time for receipt of Bids may be extended by the District’s General Manager, or authorized representative, from the above-stated Bid Opening date. Notice of such extension will be published at least once in a newspaper of general circulation in the District, which publication will be at least ten (10) Days before Bids are formally received and opened.

MICRO SMALL BUSINESS ENTITY (SBE) SET-ASIDE CONTRACTS: BIDDERS ARE HEREBY NOTIFIED THAT BIDS MAY ONLY BE SUBMITTED BY FIRMS CERTIFIED AS A MICRO SMALL BUSINESS ENTITY (MSBE) UNDER THE DISTRICT’S SMALL BUSINESS DISADVANTAGED BUSINESS ENTERPRISE PROGRAM ELEMENTS (SBE ELEMENTS).

AN MSBE IS A SMALL BUSINESS ENTITY (SBE) CERTIFIED BY BART, WHOSE AVERAGE ANNUAL GROSS RECEIPTS (INCLUDING THOSE OF ITS AFFILIATES) FOR THE PREVIOUS THREE FISCAL YEARS DO NOT EXCEED \$10 MILLION. IN ADDITION, THE FIRM SHALL MEET THE SMALL BUSINESS ADMINISTRATION (SBA) SIZE STANDARD FOR THE SPECIFIC NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODE FOR WHICH THE FIRM HAS REQUESTED CERTIFICATION. ANY FIRM SEEKING TO BE CERTIFIED AS AN SBE SHALL COMPLY WITH BART’S SBE CERTIFICATION PROCESS DETAILED IN BART’S WEBSITE WWW.BART.GOV/OCR.

BIDDERS’ ATTENTION IS DIRECTED TO THE INSTRUCTIONS TO BIDDERS PARAGRAPH 7.L AND SUPPLEMENTARY CONDITIONS ARTICLE SC7 WHICH SET FORTH THE DISTRICT’S SBE ELEMENTS. INQUIRIES REGARDING THE DISTRICT’S SBE ELEMENTS SHALL BE DIRECTED TO THE DISTRICT’S OFFICE OF CIVIL RIGHTS, 300 LAKESIDE DRIVE, 16TH FLOOR, OAKLAND, CA 94612, TELEPHONE (510) 464-6100, OR TO BART’S WEBSITE, WWW.BART.GOV/OCR.

**Bidders may obtain information on the status of the Award of this Contract by checking the BART website: <http://www.bart.gov/about/bod/meetings.aspx> for Contracts scheduled to be presented by staff to the BART Board for Award consideration.**

The Work includes:

Furnishing all labor, equipment, materials and services required for the San Bruno Station sidewalk and wayfinding improvements. The Work includes but is not limited to mobilization, construction phasing, demolition, excavation, site preparation, traffic control and maintenance during construction, removal of excess material and clean up after construction; obtain permits required to execute the Work; remove granite pavers and replace with concrete pavement; remove and replace concrete pavement at plaza and accessible ramp; provide signage, tactile strips and truncated domes; replace pavement marking and striping; and miscellaneous and incidental work.

The estimated value of this Contract is \$180,000.00 to \$200,000.00.

Although there is no Disadvantaged Business Enterprise (DBE) or Small Business Entity (SBE) Participation Goal for this Contract, Bidders are encouraged to take all steps necessary to provide an equal opportunity for DBEs and SBEs to participate.

A pre-Bid meeting and site tour will be held on Wednesday, July 23, 2014. The pre-Bid meeting and site tour will convene at 10:00 a.m. at the District’s Offices, at Conference Room 1500, LKS 15, 300 Lakeside Drive, Oakland, CA. At the pre-Bid meeting, the District’s DBE participation policy as well as the SBE Elements will be explained. A conducted inspection tour of the Jobsite will immediately follow the pre-Bid meeting. Interested prospective Bidders are requested to confirm their intention to attend by notifying the District’s Contract Administrator Gloria Abdullah-Lewis, telephone 510-464-6547 prior to the date of the scheduled pre-Bid meeting and site tour.

Bids shall be submitted in accordance with, and subject to, the conditions contained in the Instructions to Bidders contained in the Contract Book to which prospective Bidders are referred.

Bid Documents may be examined at certain public and private plan rooms. Bid Documents may also be examined free of charge at the District’s Offices on or after, Friday, July 11, 2014. The location of these plan rooms and the District’s Offices may be obtained by calling the District’s Contract Administrator at the telephone number set forth above.

Bid Documents may be obtained from the District Secretary’s office, San Francisco Bay Area Rapid Transit District, in person on the 23rd Floor at 300 Lakeside Drive, Oakland, California 94612, or by mail at P.O. Box 12688, Oakland, California 94604-2688. Documents requested by mail will be packaged and sent postage paid. Requests must be accompanied by either cash, check, or postal money order drawn in favor of the San Francisco Bay Area Rapid Transit District in the following amount, which includes any applicable sales tax, and is not refundable:

Contract Book and Contract Drawings (Includes forms for submittal of Bids).... \$50.00

BART Facilities Standards, Standard Specifications, Release R2.1.2 October 2011 (BFS) [PROJECT MANAGER TO INDICATE THE BFS VERSION USED FOR THE CONTRACT SPECIFICATIONS AND DATE OF SUCH BFS VERSION]:

BFS Compact Disc (CD).....\$20.00

Full Size Drawings, per she.....\$2.50

Copies of BART Facilities Standards, Standard Specifications, Release R2.1.2 dated October 2011 may be purchased as described above or may be downloaded from the District website: **[www.bart.gov](http://www.bart.gov)**.

Bidders are informed that all of these documents will be required in the preparation of Bids. Each Bid shall be on a prescribed Bid Form and shall be for the entire Contract including all Bid Items.

The District may reject any and all Bids.

At the time of Contract Award, the Bidder must have a valid California State Contractor’s license, classification A, and be in good standing with the Contractors’ State License Board. If the Bidder is a joint venture, each of the joint venturers must have a current, active license in good standing to act separately in the capacity of a Contractor within the State, in accordance with Section 7029 and 7029.1 of the State Business and Professions Code or the Bid may be rejected. Also, if the Bidder is a Joint Venture, the Bidder may submit its valid State Contractor’s license number, classification, and expiration date with the Bid but shall submit such information no later than 2:00 p.m. on Friday of the week following the date of Bid opening to the Contract Administrator at the address indicated in the Instructions to Bidders. Any Bid submitted by a specialty Contractor must be in compliance with Section 7059 of the State Business and Professions Code.

All work shall be performed in accordance with the Laws of the State of California.

Special attention is directed to Division 2, Part 7, Chapter 1, Article 2 of the State Labor Code concerning wages. Contractor and each Subcontractor shall pay to all workers employed on the Work not less than the prevailing rate of wages as determined by the Director of the State Department of Industrial Relations or set out in the wage determination of the U.S. Secretary of Labor, whichever is higher. Pursuant to Section 1773 of the State Labor Code, the District has obtained from the Director of the State Department of Industrial Relations the general prevailing rate of per diem wages and the general prevailing rate for holiday and overtime work in the locality(ies) in which the Work is to be performed and has copies available upon request from BART Procurement Department, 300 Lakeside Drive, 17th Floor, Oakland California 94612. The wage determination of the U.S. Secretary of Labor is attached hereto following Supplementary Conditions Article SC10. For a craft or classification not shown on the general prevailing wage determinations, Contractor may be required to pay the wage rate of the most closely related craft or classification shown in such determinations for Contract Work or request a wage determination from the State Department of Industrial Relations for the craft or classification.

This Contract is subject to a financial assistance contract between the District and the United States Department of Transportation. This Contract is partially funded under a grant from the Federal Transit Administration (FTA). Attention is directed to the Bid Form where all Bidders and certain proposed Subcontractors and subsuppliers will be required to certify that they and any such proposed Subcontractors and subsuppliers have not been debarred, suspended or declared ineligible to participate in U.S. Government contracting activity. Contractor will be required to comply with all applicable Equal Employment Opportunity Laws and Regulations.

Attention is directed to the Bid Form where all Bidders and any proposed Subcontractors or subsuppliers of any tier receiving an amount in excess of \$100,000 under this Contract will be required to execute the “Certification Regarding Lobbying”. The Bidder is responsible for forwarding all such Certifications to the District within the time frame specified in the Instructions to Bidders.

Special attention is directed to General Conditions Article GC7.1.2 outlining Contractor’s responsibilities for affirmative action relating to Fair Employment Practices.

This Contract is subject to San Mateo County Affirmative Action Requirements, Equal Employment Opportunity Area Plans.

The District hereby notifies all Bidders that it will affirmatively ensure that in regard to any Contract entered into pursuant to this Invitation to Bid, MSBEs will be afforded full opportunity to submit Bids in response to this invitation and will not be discriminated against on the basis of race, color, sex, or national origin in consideration for an award.

The San Francisco Bay Area Rapid Transit District, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 USC 2000d to 2000d-4 and Title 49, Code of Federal Regulations (CFR), Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation, issued pursuant to such Act, hereby notifies all Bidders that it will affirmatively ensure that in any Contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit Bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

The Contractor and its Subcontractors shall not discriminate on the basis of race, color, national ori-

gin, or sex in the performance of the Contract. The Contractor and its Subcontractors shall comply with the applicable requirements of 49 CFR Part 26 in the performance of the Contract. Failure to comply with these requirements by the Contractor is a material breach of the Contract and may be subject to sanctions, including termination of the Contract, as appropriate.

Bidders’ attention is directed to the Supplementary Conditions which set forth the District’s DBE participation policy including the SBE Elements for this Contract. Inquiries regarding the DBE participation policy shall be directed to the District’s Office of Civil Rights at the address for the District indicated in this Invitation for Bids, or at telephone (510) 464-6100.

Bidders’ attention is directed to the Instructions to Bidders Paragraph 7.J entitled Financial Contribution Limitations. This Paragraph details Bidder’s responsibility for complying with BART Board of Directors Rule regarding financial contribution limitations.

Bidders’ attention is directed to General Conditions Article GC9.7.1.1 which permits the substitution of securities by Contractor for any monies retained by the District to insure performance under this Contract.

Bidder’s attention is directed to the Declaration of Eligibility as a Micro Small Business Entity (MSBE), which is included in the Bid Form.

Each Bid shall be accompanied by a Bidder’s Security equal to at least ten percent (10%) of the total Bid Price which shall remain in full force and effect for the period of time stated in the Instructions to Bidders, Paragraph 14.C Time of Award. The Bidder’s Security must be in the form of cash, a cashier’s check, a certified check, a Bidder’s Bond, or a combination thereof. The Bidder to whom the Contract is awarded shall furnish specified Certificates of Insurance. Such Bidder shall furnish a Performance Bond and a Labor and Materials Bond (Payment Bond), each in an amount not less than one-hundred percent (100%) of the Contract Price. Bonds shall be on forms provided by the District and shall be executed as surety by a corporation or corporations authorized to issue surety bonds in the State of California, as an admitted surety insurer and acceptable to the District.

Dated at Oakland, California, this 7th day of July 2014.  
Kenneth A. Duron, District Secretary  
San Francisco Bay Area  
Rapid Transit District  
7/17/14  
**CNS-2642951#**  
**SMALL BUSINESS EXCHANGE**

SAN FRANCISCO  
BAY AREA RAPID TRANSIT DISTRICT

REQUEST FOR QUALIFICATIONS –  
DEVELOPMENT OF PHOTOVOLTAIC  
(SOLAR) SYSTEMS ON BART PROPERTY

The SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT (BART), as of July 7, 2014, has issued a Request for Qualifications (“RFQ”) for solar photovoltaic power generation projects at properties located in Fremont, Antioch, Hayward, Oakland and Walnut Creek, CA. The RFQ may be found at the BART Property Development website: <http://www.bart.gov/about/business/development/>

A pre-submittal conference will be held on Monday, July 21, 2014 at 10:00 a.m. in the BART Board Room located at the Kaiser Center 20th Street Mall, 3rdFloor, 344 Thomas L. Berkeley Way (20th Street), Oakland, CA (94612). Contact Mr. Paul Voix at (510) 464-6287 if you have questions.

7/17/14  
**CNS-2644503#**  
**SMALL BUSINESS EXCHANGE**



# Public Legal Notices



**GOLDEN GATE BRIDGE  
HIGHWAY & TRANSPORTATION DISTRICT**

**NOTICE INVITING BIDS**

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for **2015-BT-1, San Rafael Bus Facility Main Shop Roof Replacement**. Interested Bidders must submit sealed bids to the Office of the Secretary of the District by **Tuesday, August 5, 2014, 2:00 p.m., PT**, at which time bids will be publicly opened and read.

This public works Project consists of, in general, removing and replacing an existing roof at the San Rafael Bus Facility Main Shop building located in San Rafael, CA. The Work includes removal and disposal of existing roofing, plywood, parapet caps, skylights, parapet access ladders, and an HVAC unit; and installation of new roofing, parapet caps, skylights, parapet access ladders, an HVAC unit, and a new roof hatch and ladder; and all other work items as required to complete the Project titled San Rafael Bus Facility Main Shop Roof Replacement, as shown on the Contract Plans and as specified in the Bid Documents.

A non-mandatory pre-bid conference and a job site tour will be held at the San Rafael District Conference Room, Administration Building, 1011 Andersen Drive, San Rafael, CA on **Wednesday, July 23, 2014, at 10:00 a.m., PT**.

**This is a Public Works contract.** Bidders bidding as the prime contractor shall possess a valid **State of California Class A General Engineering Contractor's License or a State of California Class B General Building Contractor's License, or a Class C39 Roofing Contractor's License with a minimum experience of three (3) similar projects with public agencies in the past five (5) years at the time of Contract award.** All subcontractors, if any, shall be properly licensed by the State of California to perform specialized trades. Contractor or subcontractor responsible for the roofing removal work shall be licensed for asbestos abatement by the

State of California and shall perform all work in accordance with Cal-OSHA regulations. Bidder shall submit satisfactory qualifications and experience listed above in bidding documents.

District reserves the right to reject any and all bids or to waive any irregularities or informalities in any bid or in the bidding procedure. No Bidder may withdraw its bid for a period of ninety (90) days after the date of opening bids.

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

In accordance with Section 1720 et seq. of the Labor Code, the general prevailing wage rates as established by the Director of the California Department of Industrial Relations will apply to this Contract. The prevailing wage rates established by the California Department of Industrial Relations can be viewed at the District's Engineering Office, and are available at <http://www.dir.ca.gov/DLSR/PWD>.

To inspect and obtain Contract Documents, go to the District's web site home page at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Bus Division and look for Contract Number **2015-BT-1**. Contract Documents are also available from the Contracts Office, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, 94129-0601, by e-mail at [contractsoffice@goldengate.org](mailto:contractsoffice@goldengate.org), by telephone at (415) 923-2229, or by facsimile at (415) 923-2357. There is a non-refundable purchase price of fifty dollars (\$50) for hard copies of the Contract Documents. Full sized Contract Plans, not available for download, will be available for purchase for an additional thirty dollars (\$30).

/s/ Lori Murray,  
Procurement Director  
Dated: July 8, 2014  
7/10, 7/17/14  
**CNS-2641083#**  
**SMALL BUSINESS EXCHANGE**

**UNIVERSITY OF CALIFORNIA  
SAN DIEGO**

**ADVERTISEMENT FOR BIDS**

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

**Hubbs Hall VAV Retrofit  
Project No.: 1000105419/P4L-164  
UNIVERSITY OF CALIFORNIA, SAN DIEGO**

A.O. Reed & Co.  
Helix Mechanical  
University Mechanical & Engineering  
Certified Air Conditioning Inc.  
Jackson & Blanc

**DESCRIPTION OF WORK:**  
Variable Air Volume Retrofit to Hubbs Hall.

Procedures: Bidding documents will be available at 10:00AM Wednesday July 16, 2014. To order plans and specifications or for a list of planholders go to: <http://mayerplans.mayer.com/ucsd.php>

For additional information go to:  
[www.fdc.ucsd.edu/bids](http://www.fdc.ucsd.edu/bids)

Bids will be received only at:

University of California, San Diego  
Facilities Design & Construction  
10280 N. Torrey Pines Road, Suite 465  
La Jolla, CA 92037  
Contact: Andrew Hoge  
Office Hours: Mon. - Fri., 8:00 A.M. - 4:30 P.M.

Bid Deadline: Sealed bids must be received on or before 2:00PM, Thursday, August 7, 2014. The bids will be opened at approximately 2:10 P.M.

**MANDATORY PRE-BID CONFERENCE**

A **MANDATORY** Pre-Bid Conference/Job Walk will be conducted on **Wednesday, July 23, 2014** beginning promptly at 9:00 A.M. **Only bidders who participate in the Pre-Bid Conference/Job Walk in its entirety will be allowed to bid on the Project as prime contractors.**

Participants shall meet at the South side loading dock of Hubbs Hall. For directions to the Pre-Bid Conference/Job Walk contact Ken Shafer at 858.412.9490. UCSD maps can be found at <http://maps.ucsd.edu>.

Bid Security in the amount of ten percent (10%) of the Lump Sum Base Bid, excluding alternates, shall accompany each Bid. The Surety issuing the Bid Bond shall be, on the Bid Deadline, listed in the latest published State of California, Department of Insurance, list of Insurers Admitted to Transact Surety Insurance in This State.

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: C-20 Mechanical Heating, Ventilation & Air Conditioning.

UC San Diego encourages the participation of Small, Disadvantaged, Minority-owned, Women-owned and Service/Disabled Veteran-owned Business Enterprises (S/D/M/W/DVBE's) and is committed to promote a diverse pool of firms for our building programs.

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.

Estimated construction cost: \$2,500,000

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
University of California, San Diego  
JULY 2014

**UNIVERSITY OF CALIFORNIA  
SAN DIEGO**

**ADVERTISEMENT FOR BIDS (AFTER PREQUALIFICATION)**

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

**SIO COASTAL MEANDER –  
UPPER BIOLOGICAL GRADE SEGMENT  
UNIVERSITY OF CALIFORNIA, SAN DIEGO  
PROJECT NO.: P4S-808 / W9933947**

**DESCRIPTION OF WORK:**

The Coastal Meander Project will develop approximately 700 ft. of public trail west of Biological Grade, one section of an existing trail. Parts of this section will be compacted decomposed granite; others will be raised composite decking supported by concrete piers. Estimated project duration is 84 calendar days.

Procedures: Bidding documents will be available at 4:00 P.M., Thursday, July 17, 2014. To order plans and specifications or for a list of planholders go to: <http://mayerplans.mayer.com/ucsd.php>

There is no charge for the Bid Documents which will be made available to the prequalified bidders. Only prequalified bidders will be allowed to submit a bid on this project. The following bidders have been prequalified to bid on this project:

3-D ENTERPRISES, INC.  
NIELSEN CONSTRUCTION  
WESTERN RIM CONSTRUCTIONS

For full advertisement, including list of all prequalified bidders, go to [www.fdc.ucsd.edu](http://www.fdc.ucsd.edu) and click on the project. Scroll to the bottom of the page to Prequalification Documents and click to open each file.

Bids will be received only at:

University of California, San Diego  
Facilities Design & Construction  
10280 N. Torrey Pines Road, Suite 465  
La Jolla, CA 92037  
Contact: Stephanie Kelner/Carrie Robb

Bid Deadline: Sealed bids must be received on or before **2:00 P.M. , THURSDAY, JULY 31, 2014**. The bids will be opened at approximately 2:10 P.M.

**MANDATORY PRE-BID CONFERENCE**

A **MANDATORY** Pre-Bid Conference/Job Walk will be conducted on **THURSDAY, JULY 24, 2014**, beginning promptly at **2:00 P.M.** **Only bidders who participate in the Pre-Bid Conference/Job Walk in its entirety will be allowed to bid on the Project as prime contractors. Job walk attendance is mandatory for ALL prequalified bidders.**

Participants shall meet at the parking lot south of **MESOM (Marine Ecosystem Sensing, Observation and Modeling building), north of Isaacs Hall**. For directions to the Pre-Bid Conference/Job Walk con-

tact Ken Shafer, Facilities Management, at 858-822-2806 or [kgshafer@ucsd.edu](mailto:kgshafer@ucsd.edu). UCSD maps can be found at <http://maps.ucsd.edu>.

Bid Security in the amount of ten percent (10%) of the Lump Sum Base Bid, excluding alternates, shall accompany each Bid. The Surety issuing the Bid Bond shall be, on the Bid Deadline, listed in the latest published State of California, Department of Insurance, list of *Insurers Admitted to Transact Surety Insurance in This State*.

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: **A – California General Engineering Contractor**

Contractor and every Subcontractor required to submit certified payrolls and labor compliance documentation shall use the FM International Labor Compliance Program software LCPTracker provided by University. The software is a web-based system accessed by a web browser. Contractor and each Subcontractor will be provided a Log-On identification and password to access University's reporting system. Use of the system may entail additional data entry of weekly payroll information including, without limitation: employee identification, labor classification, total hours worked and hours worked on the project, wage and benefit rates paid, etc. The required software shall be used regardless of the ability to interface with Contractor's or Subcontractor's payroll and accounting software or system. On-line training in the use of the system is available via the Internet. University may elect to schedule training

classes in the use of the LCPTracker and Contractor shall have all necessary personnel attend and shall require attendance by all Subcontractors.

This project is funded in whole or in part by bonds issued by the State of California.


UC San Diego encourages the participation of Small, Disadvantaged, Minority-owned, Women-owned and Service/Disabled Veteran-owned Business Enterprises (S/D/M/W/DVBE's) and is committed to promote a diverse pool of firms for our building programs.

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.

Estimated construction cost: \$200,000  
THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
University of California, San Diego  
JULY 2014

# Public Legal Notices



UCLA

**ADVERTISEMENT FOR PREQUALIFICATION  
(GENERAL CONTRACTOR)  
\*\*RE-ADVERTISED\*\***

NOTE: Bidders who successfully prequalified during the initial prequalification period for this project are not required to submit any further documentation, nor attend the below-specified Prequalification Conference.

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](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, 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/](http://www.capitalprograms.ucla.edu/)

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

**Prequalification Documents Available at:** [www.uclaplanroom.com](http://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](http://www.uclaplanroom.com)

**Dates:**

Prequalification Document Availability:  
July 17, 2014

Mandatory Prequalification Conference:

July 24, 2014  
Beginning promptly at 10:00 a.m.  
(THERE IS NO GRACE PERIOD)

Prequalification Submittal Deadline:  
3:00 p.m., August 6, 2014

License Requirement: B-License (General Building)

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**ADVERTISEMENT FOR PREQUALIFICATION  
(SUBCONTRACTORS)  
\*\*RE-ADVERTISED\*\***

NOTE: Subcontractors who successfully prequalified during the initial prequalification period for this project are not required to submit any further documentation, nor attend the below-specified Prequalification Conference.

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](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, 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/](http://www.capitalprograms.ucla.edu/)

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

**Prequalification Documents Available at:** [www.uclaplanroom.com](http://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](http://www.uclaplanroom.com)

**Dates:**

Prequalification Document Availability:  
July 17, 2014

Mandatory Prequalification Conference:

July 24, 2014  
Beginning promptly at 10:00 a.m.  
(THERE IS NO GRACE PERIOD)

Prequalification Submittal Deadline:  
3:00 p.m., August 6, 2014

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

THE REGENTS OF THE UNIVERSITY OF  
CALIFORNIA



UCLA

**ADVERTISEMENT FOR CM/CONTRACTOR  
PREQUALIFICATION  
\*\*RE-ADVERTISED\*\***

NOTE: Bidders who successfully prequalified during the initial prequalification period for this project are not required to submit any further documentation, nor attend the below-specified Prequalification Conference.

The following is a summary of a full Advertisement for Prequalification (CM/Contractor) posted on the UCLA Online Planroom website (<https://www.uclaplanroom.com/>). **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 CM at Risk contract (on which the University is considering utilizing Best Value Selection methodology) are sought from prospective general contractor bidders (hereafter “bidders”) for the following project:

**Project Name:** Football Performance Center

**Project Number:** 943971.01

**General Description of Work:** Football Performance Center: The Project shall construct a 72,000 gsf building to accommodate the football program at UCLA. **Site Precinct Scope:** The site precinct scope shall upgrade existing infrastructure including sewer, storm drain, electrical and telecommunications to support the new building and future development within the adjacent area. **Refer to website for complete description.**

**Anticipated Contract Value** is \$43,000,000.

**Prequalification Documents Available at:** <https://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  
<https://www.uclaplanroom.com>

**Dates:**

Prequalification Document Availability:  
July 17, 2014

Mandatory Prequalification Conference:  
July 24, 2014

Beginning promptly at 1:30 p.m.  
(THERE IS NO GRACE PERIOD)  
Prequalification Submittal Deadline:  
3:00 p.m., August 5, 2014

**License Requirement:** B-License (General Building)

THE REGENTS OF THE UNIVERSITY OF  
CALIFORNIA

## Global Construction

Continued from page 5

Arcadis also notes the new phenomena of “mega disputes.” The company says it is now involved in three conflicts that belong to that category and have “a disputed sum in excess of U.S. \$1 billion.” One is the Panama Canal expansion project.

In a part of the report about Asia, Arcadis says correct payment is a big problem in that part of the world, the result of poor contract administration by all parties.

And across Asia, Arcadis writes, the contracting forms are shaped by custom and practice more than commercial sense with a “daunting spectrum of ad-hoc, bespoke, amended standard contract forms.”

In addition, “The driving force for any tender process, regardless of “scenery” purporting to award based on capability, is still lowest price.”

As the report’s title suggests, getting the basics right is important.

Source: <http://enr.construction.com>

## Motivation Techniques

Continued from page 7

Relax!

Sometimes you just need to take a time out and relax. Put the world on pause, and put on your favorite CD. Go out for a cup of coffee, get a massage, and let your worries melt away for the day. Rushed and stressed managers often make terrible decisions. Taking a day off and getting away from the hustle and bustle of the workplace can help you come back to work with a fresh perspective on the current situation. Encourage your co-workers to take breaks, or hold meetings in outdoor, casual environments.

Reevaluate your Priorities

Sometimes our personal and professional lives get so fragmented that we lose sight of what’s important, and become creatures of habit and routine, rather than passion and motivation. Think of your mind as a hard drive desperately in need of defragmentation, where disassembled volumes are scattered carelessly about rather incoherent volumes. Meditation, exercises and prayer – depending on your personal preferences – can help center your spirit and allow you to see what’s truly important in your life.

Connect with Loved Ones

Our personal connections with family and friends are often sacrificed in the name of our careers. Reconnecting with friends and family can put us back in our place, motivating us to either try harder or to relax more. You might be earning a lot of money, but if you’ve become so alienated from the important people in your life, is all that cash worth it? It’s doubtful that you can stay motivated if no one is there to share your success.

Other Sources of Motivation

The key to staying motivated is simple – stay positive. Inspect yourself from time to time and ask yourself if you’re truly happy, and can stay positive. If you can’t, it’s time for a change.

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

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# Fictitious Business Name

<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359318-00</div><div>Fictitious Business Name(s): <b>Dependent I.C.</b> Address <b>1070 Filbert Street, San Francisco, CA 94133</b> Full Name of Registrant #1 <b>Erik B. Schiller</b> Address of Registrant #1 <b>1070 Filbert Street, San Francisco, CA 94133</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>7/1/2014</b> Signed: <b>Erik Schiller</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/9/2014</b>  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Maribel Jaldon</b> <b>Deputy County Clerk</b> <b>7/9/2014</b>  <b>7/17/14 + 7/24/14 + 7/31/14 + 8/7/14</b></div></div>	<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359319-00</div><div>Fictitious Business Name(s): <b>Eriiri Limo Services</b> Address <b>670 Larch Way, San Francisco, CA 94115</b> Full Name of Registrant #1 <b>Chinonye Uzoma</b> Address of Registrant #1 <b>670 Larch Way, San Francisco, CA 94115</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>N/A</b> Signed: <b>Chinonye Uzoma</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/9/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Melissa Ortiz</b> <b>Deputy County Clerk</b> <b>7/9/2014</b>  <b>7/17/14 + 7/24/14 + 7/31/14 + 8/7/14</b></div></div>	<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359297-00</div><div>Fictitious Business Name(s): <b>1.) Local Futures</b> <b>2.) International Society For Ecology and Culture</b> Address <b>2017 Mission Street 2nd Floor, San Francisco, CA 94110</b> Full Name of Registrant #1 <b>International Society For Ecology and Culture (CA)</b> Address of Registrant #1 <b>2017 Mission Street 2nd Floor, San Francisco, CA 94110</b>  This business is conducted by <b>A Corporation</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>7/1/2014</b> Signed: <b>Victoria Clarke</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/8/2014</b>  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Jennifer Wong</b> <b>Deputy County Clerk</b> <b>7/8/2014</b>  <b>7/10/14 + 7/17/14 + 7/24/14 + 7/31/14</b></div></div>	<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0358575-00</div><div>Fictitious Business Name(s): <b>Resource Supply LLC</b> Address <b>1555 Yosemite Avenue, Suite 36 San Francisco, CA 94124</b> Full Name of Registrant #1 <b>Resource Supply LLC (CA)</b> Address of Registrant #1 <b>1555 Yosemite Avenue, Suite 36 San Francisco, CA 94124</b>  This business is conducted by <b>A Limited Liability Company</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>3/27/2014</b> Signed: <b>Greg Hulcher</b>  This statement was filed with the County Clerk of San Francisco County on <b>5/28/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Jeanette Yu</b> <b>Deputy County Clerk</b> <b>5/28/2014</b>  <b>6/26/14 + 7/03/14 + 7/10/14 + 7/17/14</b></div></div>	<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359234-00</div><div>Fictitious Business Name(s): <b>Sara Ibanez Marin Interior Design</b> Address <b>3344 16th Street, San Francisco, CA 94114</b> Full Name of Registrant #1 <b>Sara Ibanez Marin</b> Address of Registrant #1 <b>3344 16th Street, San Francisco, CA 94114</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>3/7/2014</b> Signed: <b>Sara Ibanez Marin</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/3/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Jeanette Yu</b> <b>Deputy County Clerk</b> <b>7/3/2014</b>  <b>7/10/14 + 7/17/14 + 7/24/14 + 7/31/14</b></div></div>	<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359045-00</div><div>Fictitious Business Name(s): <b>Williams Mobile Auto Repair</b> Address <b>1850 Sunnydale Ave., San Francisco, CA 94134</b> Full Name of Registrant #1 <b>Kendrick D. Williams</b> Address of Registrant #1 <b>1850 Sunnydale Ave., San Francisco, CA 94134</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>6/23/2014</b> Signed: <b>Kendrick Williams</b>  This statement was filed with the County Clerk of San Francisco County on <b>6/23/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Sharlene Carter</b> <b>Deputy County Clerk</b> <b>6/23/2014</b>  <b>6/26/14 + 7/03/14 + 7/10/14 + 7/17/14</b></div></div>
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<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359421-00</div><div>Fictitious Business Name(s): <b>Yuzu Bodywork</b> Address <b>435 Dolores Street, San Francisco, CA 94110</b> Full Name of Registrant #1 <b>Naoko Katakami-Koch</b> Address of Registrant #1 <b>435 Dolores Street, San Francisco, CA 94110</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>N/A</b> Signed: <b>Naoko Katakami-Koch</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/15/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Jennifer Wong</b> <b>Deputy County Clerk</b> <b>7/15/2014</b>  <b>7/17/14 + 7/24/14 + 7/31/14 + 8/7/14</b></div></div>
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<div><div>FICTITIOUS BUSINESS NAME STATEMENT</div><div>File No. A-0359420-00</div><div>Fictitious Business Name(s): <b>Tibet Styles</b> Address <b>1667 Haight Street #204, San Francisco, CA 94117</b> Full Name of Registrant #1 <b>Ugyen Dolma</b> Address of Registrant #1 <b>1667 Haight Street #204, San Francisco, CA 94117</b>  This business is conducted by <b>An Individual</b>. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on <b>7/15/2014</b> Signed: <b>Ugyen Dolma</b>  This statement was filed with the County Clerk of San Francisco County on <b>7/15/2014</b>.  Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law  Filed: <b>Jennifer Wong</b> <b>Deputy County Clerk</b> <b>7/15/2014</b>  <b>7/17/14 + 7/24/14 + 7/31/14 + 8/7/14</b></div></div>
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## AECOM’s \$6B Offer for URS

Continued from page 3

She added, “While scale is becoming increasingly important in the E&C industry, scale matters most in oil and gas and power, where the combined company is still insignificant versus its peers.”

The firms’ executives did not expect to immediately ramp up construction capabilities to become competitive with firms such as Fluor and CB&I on, for example, oil-and-gas megaprojects. Koffel told analysts on the July 14 call that AECOM has \$2 billion in construction work through its Tishman Construction unit, acquired in 2010, and that URS offers construction “as a service. We never purported to be a construction firm.”

According to Burke, the combined firm “will get bigger over time” but not immediately, as it focuses on debt paydown.

Burke said, however, that more clients are seeking integrated services, which the combined firm can provide. He noted that about 40% of global water projects are design-build, up from 10% just a decade ago.

“We will have some clients who want integrated services and some who don’t. We want to offer both and be agile,” said Burke.

Burke says that while the combined AECOM-URS may not compete directly with large firms such as Fluor, CB&I on large-scale work in the O&G and energy sector, he sees many opportunities to design and build “enabling infrastructure” for projects such as ports and rail.

Burke said he did not anticipate any problems with projects or clients because of the transaction nor any significant antitrust issues. He noted required filings in just three countries, adding that the industry’s top five firms have just 20% of the total market.

The firms are expected to integrate quickly. An already developed organization chart is “evidence” of that, said the source.

Burke would not say if the combined company might have a new name when the deal is completed.

While observers say URS has been more adept at integration, Burke emphasized the firms’ “extensive integration experience.” Koffel added that leadership has the “talent to conceive of and execute” a 95,000-person organization.

AECOM will elect two URS board members to its board, but the firms did not identify any current role for URS Chairman and CEO Martin M. Koffel, who is set to step down from the firm this year. The firms also did not specify the highest-ranking URS executive name and title in the combined firms’ organization.

Randall Wotring, president of URS’ federal business, will lead the combined firms’ work in the federal sector, according to a source close to the transaction.

But The source also speculated that Koffel may have some role in company operations “for a year or two.”

John M. Dionisio, AECOM executive chairman, will be the combined firm’s chairman.

In a statement, the two firms said they foresee benefits to employees and clients “as the organization integrates its leadership talent and capitalizes on its greater scale to ... compete globally,” the statement added.

The transaction, set for completion in October, would link the industry’s first and third-largest global engineers. AECOM ranks at No. 1 on ENR’s list of the Top 500 Design Firms, with \$7.2 billion in global revenue; URS ranks at No. 3, with \$5.27 billion.

URS also ranks at No. 16 on ENR’s list of the Top 400 Contractors, with \$4 billion in global construction revenue. AECOM ranks at No. 6 on ENR’s list of the Top Construction Management for Fee companies, with \$912 million in 2013 revenue.

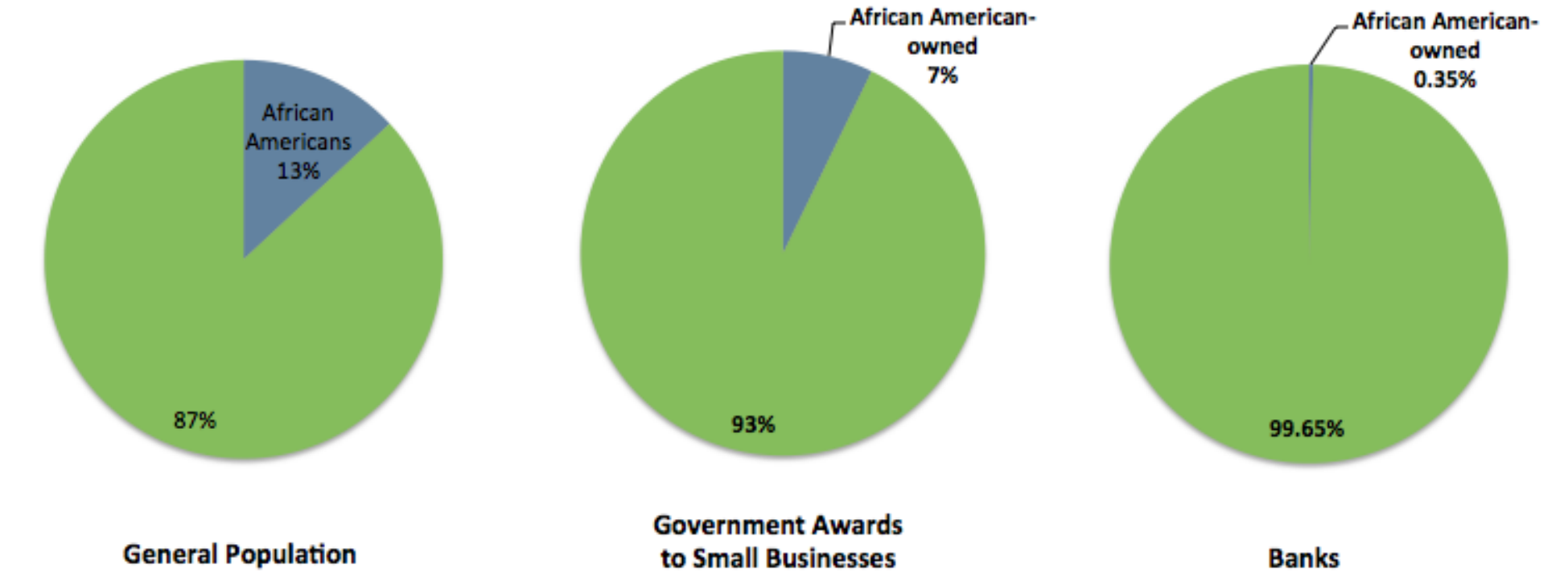
The companies said URS stockholders “will receive per-share consideration equal to \$33.00 in cash and 0.734 shares of AECOM common stock for each URS share and will own 35% of the combined company when the deal is completed.”

Both company boards have unanimously approved the agreement, the firms said, adding that the combined company would be located in Los Angeles, where AECOM has its corporate headquarters. It also will maintain “a key operational presence” in San Francisco, where URS is based, the firms noted.

AECOM, which will release third-quarter results on Aug. 5, said it “continues to target diluted earnings per share (EPS) in the lower end of its range of \$2.50 to \$2.60 for fiscal 2014, excluding transaction-related costs.” But it said backlog, which AECOM noted was \$30 billion for the combined firms, remains at record levels.

Continued on page 16

# Support Growing for More Black-Owned Banks



by John Gower

There are more than 40 million African-Americans living in the U.S., but less than 1 percent of all federally chartered banks are black-owned. That's a disappointing fact that several banking organizations, universities and nonprofit advocacy groups are working hard to change.

NerdWallet recently analyzed Federal Reserve data on banks owned by minority groups to discover that, although 13.1% of the U.S. population is African-American, only 0.35% (24 in total) of U.S. banks are black-owned.

That finding is strongly contrasted by African-American's participation in the broader economy. Some 7% of all U.S. government awards to small businesses went to black-operated companies in 2012. That's still not up to par with the demog-

graphics of the country as a whole, but it is far more representative than the dearth of black-owned banks in America would suggest.

The number of black-owned banks also lags behind the number of financial institutions owned by Asian-Americans, who made up 5.1% of the total U.S. population of about 314 million people in 2012. Asian-Americans own 40 banks nationwide, according to the Federal Reserve.

Hispanics or Latinos, who represent 16.9 percent of the general U.S. population, control just 15 banks, according to the government.

The 24 African-American owned banks in operation today represents a sharp drop from the 30 in operation 10 years ago. The number of black-owned bank reached its peak in 2007, at 41 black-owned institutions.

Despite this decline in raw numbers, the proportion of all U.S. banks owned by African-

Americans has remained relatively steady in recent years thanks to a consolidated financial industry. Though not once in the past 10 years have black-owned banks represented more than 1% of the entire industry, it seems things haven't gotten significantly worse.

Still, nearly 20% of African-Americans have no connection to the traditional banking system. Some experts see that as both a cause for concern, and an opportunity for growth.

**Are black-owned banks still necessary?**

That's the question that some industry observers have posed. These institutions once served many people who did not have access to banking services elsewhere, as bankers often refused service to non-white customers.

Prejudice in the financial industry is certainly not as constraining to African-Americans as it was decades ago. However, such disadvantages are by

no means nonexistent today. Big banks such as Wells Fargo have faced legal action recently for discriminatory lending practices. Wells, the nation's largest mortgage lender, agreed to pay a fine of \$175 million in 2012 to settle federal charges that it violated fair lending practices.

Some governmental policies have also been put in place to encourage banks to serve the needs of low- and moderate-income neighborhoods, such as the Community Reinvestment Act, which has been strengthened in recent years. This means that no longer is the owners' race a top consideration when selecting a bank. In one interview with Seaway Bank in Chicago, itself a black-owned institution, customers and bank employees alike asserted that when choosing where to store their money or get a loan, factors such as rates, fees, and customer service are truly the main concerns.

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# Why Business Loans Get Rejected

By Doug Devereaux

*Originally posted on the Manufacturing Innovation Blog*

Access to capital, especially access by small privately held companies, is a component of growth.

According to an article in Forbes magazine, citing data from Pepperdine University's 2014 Capital Markets Report, while nearly 89% of business owners report having the enthusiasm to execute growth strategies, only 46% report having the necessary capital resources to successfully execute the growth strategies. Among the smallest businesses (those with less than \$5 million in revenue) that sought bank loans in the previous three months, only 39% in the same study reported they were

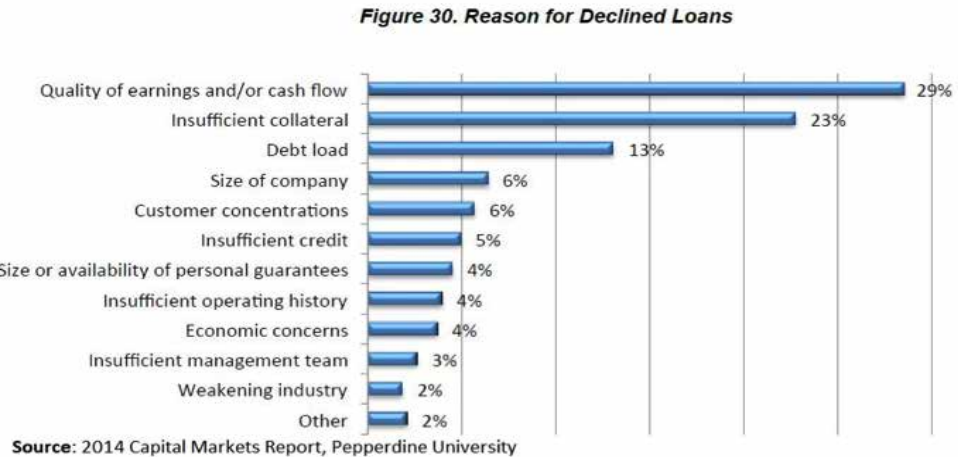
successful in securing a loan. It is also quite common for these small company owners to be turned down for loans and not know exactly the reasons why.

**The Reasons Business Loans are Rejected**

The President of New Markets and Community affairs at Northside Bank in Adairsville, Georgia, acknowledges that he often hears from business owners whose loan applications have been rejected by other banks and many times they are not told the reason for the denial. His bank is currently working with those clients to help them understand any credit-related shortcomings.

The Pepperdine's study found the top reason lenders rejected a business loan application was the qual-

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# The Next Big Thing in Banking Will Be a Firm We've Never Heard Of

By Richard Magrann-Wells

“Chase or Google?” my colleague challenged me, asking which would be more important in ten years’ time.

The answer may well be neither. Thanks to technology, many services that were once the exclusive domain of banks can now be offered by much smaller and nimbler firms like Lending Club, Square and Prosper.

Google or Apple may well use their mountains of cash to buy some of these start-ups. Or perhaps banks will see the opportunity and scoop them up instead, as BBVA did with the digital banking platform Simple.

There is, however, another possible — and chaotic — alternative. Web-based newcomers like Uber, AirBNB, and ZipCar have disintermediated the established hospitality and transportation industries in an extremely short period of time. We have not yet seen the killer app that will unseat traditional banks, but it might yet be coming.

The next big thing in financial services may well be person-to-person payments. Google Wallet is striving to become the leader in electronic commerce, but it has yet to truly capture the

public imagination. That leaves plenty of room for disruption from one of the dozens of person-to-person payment systems currently proliferating around the internet, including the wallet app Venmo and Bitcoin startup Circle Financial.

Likewise, peer-to-peer lending is in its nascent stage, but growing quickly. Lending Club’s initial public offering, expected to come later this year, may raise as much as half a billion dollars. The company already boasts a valuation of nearly \$4 billion. Peer-to-peer firms are no longer Internet pipe dreams, but real institutions with real money behind them.

I submit that the future of banking — that collection of services that moves money and investments — may well be dominated by firms whose names are unrecognizable to most Americans at present. If an app were available tomorrow that allowed me to move money from my account to a friend’s securely and simply, I probably wouldn’t care if the logo attached to the app belonged to a Fortune 500 company or a relative newcomer. I am certain that my children, who grew up downloading apps and music from any available website, wouldn’t care.

These upstarts won’t be traditional deposit-taking organizations in need of insurance from the Federal Deposit Insurance Corp. Nor will they seek

access to the Federal Reserve discount window or underwriting securities. They will, however, bring with them a whole new set of risks — from greater fraud threats to heightened cybersecurity dangers.

Regulators will be hard-pressed to keep up with oversight of these new entrants into the fringes of their world. However, the public has repeatedly shown that they are willing to accept those risks in exchange for convenience. I for one now deposit my checks by taking a photo with my phone. I pay for my coffee with a mobile payment app that allows the coffee shop to debit my account. While both of these services present additional risk, they also make my life a little easier. It’s a tradeoff many consumers are willing to make.

If the future of banking lies beyond traditional banks, what are the established institutions to do? The answer is simple: Don’t get left behind. Banks need to find a way to band together to create universal payment systems and broad direct lending alternatives. Otherwise, they risk becoming a part of the old economy.

*Richard Magrann-Wells is a senior vice president and the Financial Services Practice Leader for Willis North America.*

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



Richard Magrann-Wells is a senior vice president and the Financial Services Practice Leader for Willis North America.

# Support Growing for More Black-Owned Banks

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Despite generally improving conditions – with fewer reports of discriminatory practices — many executives of minority-owned banks say they are better equipped to anticipate the needs of their diverse communities. The National Bankers Association, an organization consisting of minority- and women-owned banks, claims that such institutions:

“...serve distressed communities plagued by many social and economic problems. Our institutions are deeply committed to providing employment opportunities, entrepreneurial capital and economic revitalization in neighborhoods which often have little or no access to alternative financial services.”

Black-owned banks, therefore, have the potential to make a significant impact in their communities, especially considering the fact that nearly 18% of African-Americans do not rely on any traditional banking services.

**Aspiring to a more representative share**

Whether or not you think that black-owned banks are a necessary resource in today’s America, it’s hard to argue with the numbers. With a group of people that makes up as large a part of the nation as African-Americans do, it’s distressing to know that they are so sparsely represented in this important industry.

Fortunately, some organizations have taken notice and are working to support and grow this small segment of banks. The National Bankers Association, which describes itself as the “only recognized voice for minority banks in our nation’s

capital,” provides advocacy, networking, and other services to member banks. Last year, the Congressional Black Caucus Foundation, a Washington, D.C.-based nonprofit, made a \$5 million investment in select minority-owned banks in an effort to increase the availability of loans in African-American communities.

At the same time, higher education is doing its part by cultivating strong African-American candidates to enter the financial sector. At the Wharton School of the University of Pennsylvania, for example, students of color represent 30% of the MBA class. Another leading institution, Howard University’s School of Business (a historically black university) reportedly has more African-American alumni than any other institution who are employed by Wall Street firms, are CPAs, or are represented at top graduate schools. In addition, many universities of all types offer scholarships designed for African-Americans entering a financial services field.

**An optimistic future**

As the economy recovers from a tough recession, we can hope to see more African-Americans taking leadership roles in banks and other financial institutions. A rapidly evolving industry in response to technological advances like mobile banking means that a more diverse workforce, especially at the top levels of management, is critical to adapting quickly and better meeting the needs of all consumers.

If you want to support an African-American-owned bank, here’s the full list, as of September 2013 (most recently available data): (See chart to the right)

Source: 2014 NerdWallet, Inc.

Name	Location	Ownership date
Alamerica Bank	Birmingham, AL	10/24/02
Commonwealth National Bank	Mobile, AL	2/19/76
First Tuskegee Bank	Tuskegee, AL	10/12/91
Urban Trust Bank	Lake Mary, FL	12/31/88
Capitol City Bank & Trust Co.	Atlanta, GA	10/3/94
Carver State Bank	Savannah, GA	12/31/59
Citizens Trust Bank	Atlanta, GA	12/31/59
Highland Community Bank	Chicago, IL	11/5/70
Illinois Service Federal Savings & Loan Assoc.	Chicago, IL	12/31/88
Seaway Bank & Trust Co.	Chicago, IL	1/2/65
Metro Bank	Louisville, KY	2/22/12
Liberty Bank & Trust	New Orleans, LA	11/16/72
Advance Bank*	Baltimore, MD	12/31/79
Harbor Bank of Maryland	Baltimore, MD	9/13/82
OneUnited Bank	Boston, MA	8/2/82
First Independence Bank	Detroit, MI	5/14/70
City National Bank of New Jersey	Newark, NJ	6/11/73
Mechanics & Farmers Bank	Durham, NC	12/31/59
United Bank of Philadelphia	Philadelphia, PA	1/5/93
South Carolina Community Bank	Columbia, SC	3/27/99
Citizens Savings Bank & Trust Co.	Nashville, TN	12/31/59
Tri-State Bank of Memphis	Memphis, TN	12/31/59
First State Bank	Danville, VA	12/31/59
North Milwaukee State Bank	Milwaukee, WI	2/12/71

\*Acquired by MECU (a credit union) in October 2013

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## AECOM's \$6B Offer for URS

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URS had hired Citigroup and DBO Partners to contact potential buyers, according to a July 11 Reuters story that said some private equity firms had "passed" on the deal.

According to the transaction source, the private equity offer was not financially acceptable to URS nor did it offer any synergy.

AECOM was one of URS' cited competitors, along with Fluor Corp., Jacobs Engineering, CB&I and Tetra Tech, although Reuters did not say if any of the other firms had made offers.

Paul Zofnass, EFCG president, said, "To me, it was the obvious play. Here are two firms, each of [which] have been pursuing the same strategy for the past 25 years to become the biggest player" in the engineering sector. "What could make more sense than for them to ultimately merge with each other?" Zofnass asked.

He added that the deal could create opportunities for smaller and mid-size firms that "have made it part of their policy to hire away from the consolidators."

Added Zofnass, "This merger should make for good hunting."

Source: <http://enr.construction.com>

## Why Business Loans Get Rejected

■ Continued from page 14

ity of the applicant's earnings or cash flow. Quality of cash flow refers to whether cash generated by the company is mostly driven by nonrecurring sources of cash (e.g. sales of assets like real estate, etc.), by something unusual like late payments to vendors, or by profitable and sustainable sales. The challenges to proving good cash flow may be compounded when a company uses accounting practices that maximize expenses to depress cash and earnings and thereby minimize taxes. This strategy typically hurts owners when it's time to sell the business or apply for a loan, unless they can provide the buyer or lender with additional evidence of the business' profitability and earning power.

Insufficient collateral and debt load were the next most common reasons cited for loan denials according to the same study. Collateral typically includes, equipment, buildings, inventory or accounts receivables. Debt load includes existing outstanding debt, both long term and short term. Some banks may not require collateral for some borrowers, but overall most do for smaller businesses. The Pepperdine 2014 survey found that banks required collateral 100% of the time for loans of \$1 million, and personal guarantees were often required for loans below \$5 million. However, most lenders are not really interested in gaining ownership of the collateral, and are more interested in assurances that the loan will be repaid through sufficient cash flow.

The Significance of Cash Flow to Manufacturing Extension Partnership (MEP) centers working with Clients: It has been said that cash flow is the lifeblood of all business. Because it is cash that repays debt (and not necessarily collateral), dem-

onstrating positive cash flow is key for companies.

MEP services that assist companies in achieving significant improvements in the competitive edge elements of process speed, product quality, costs, and business excellence, can help those companies demonstrate to lenders that they are capable of providing high-quality products as efficiently and profitably as possible while being very responsive to customer demand. MEP Centers that include in such services 'cash to cash' and 'call to cash' discussions with their clients, prepare companies with the insight on what lenders will look for when considering a loan application.

Moreover, company owners considering an ownership transfer at some point in the future will need to think about the value of their company. Since valuations are often based on cash flow or the company's earning power, improving an understanding on how a company ranks (e.g. are expenses too high compared against sales or compared with competitors) relative to those in the same industry or same geographic area, can be an invaluable instrument to help client companies and business owners.

Applying for a business loan can be frustrating and stressful, and it is confusing to have an application denied with little explanation. But while different banks have requirements and standards when it comes to loan applications, the Pepperdine study reveals that the universal requirement cited is still tied to a company's cash flow and quality of earnings—i.e. "Cash is King."

**Doug Devereaux is a Senior Industrial Specialist at MEP**

Source: MBDA

**SMALL BUSINESS EXCHANGE**  
Voice of Small, Emerging Diversity Owned Businesses

## Circulation From Our Database

### Weekly Circulation

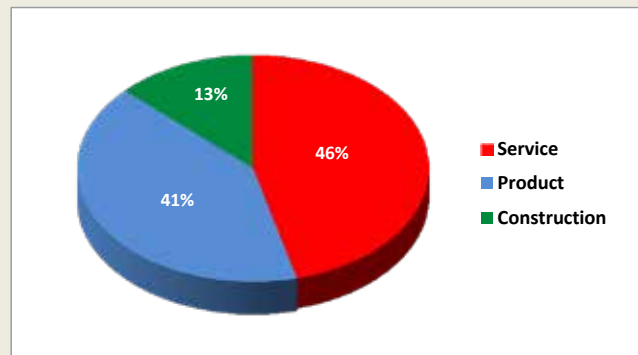
Readers per Copy	4
Readership	75,000

### Circulation

S/D/M/W/DVBES	96%
Government Agencies	2%
Large Corporations	2%
Legislators	1%
Organizations/Associations	1%
Universities/Colleges	1%

### Readership Profile by Industry

Service	46%
Product	41%
Construction	13%



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## Minorities, Millennials, and Boomers Will Drive Housing in Coming Years

■ Continued from page 2

mortgages: From 1993 to 2013, the white share of first-time homeowners fell from 86 percent to just 77 percent, while the Hispanic share climbed from 4 percent to 9 percent, and the Asian/other share increased from 2 percent to 6 percent.

Despite their growing presence in the homeownership market, minorities still struggle to obtain loans. In 2011-12, lending to Hispanics was up just 7 percent and up a modest 5 percent among blacks, in contrast to an increase of 15 percent or more in the volume of loans extended to both white and Asian/other borrowers.

In 2011-12, denial rates for conventional purchase mortgages among Hispanics (25 percent) and blacks (40 percent) are nearly two to three times the rate among whites.

Although obtaining a mortgage is much more difficult than it used to be, the increase in credit restrictions and mortgage protection means that the most stable type of mortgage, a 30-year-fixed rate, is coming back as the most popular. This type of mortgage, says Herbert, was a good investment even during the housing crisis and should be the basis for a strong return to homeownership as part of a long-term retirement plan for aging Americans.

Baby boomers represent the biggest share of the population; within the next decade more than 8 million Americans will be over the age of 70, according to the report. Herbert states that most boomer homeowners wish to age in place, which means modifications must be made to their homes. There also is an increase in this group moving into nursing homes, looking for smaller homes near their families, or moving in with their children. "Home builders are starting to think about multigenerational housing or adding granny flats," Herbert says. There also are naturally occurring retirement communities appearing in urban areas with easy access to basic services, resulting in older households buying entry-level houses and the subsequent need for more affordable housing in these areas. Boomers are such an important part of the housing market that the JCHS along with AARP Cares are releasing a special report on boomers and housing on Sept. 2.

The complete 2014 State of the Nation's Housing report is available online now, along with an executive summary, and a video of the webcast soon will be posted on YouTube.

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