

# SMALL BUSINESS EXCHANGE

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YEARS

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## Activism built America's infrastructure once, and can do it again

From railroads to electricity, new technology has only benefited the wealthy until the people demanded more.

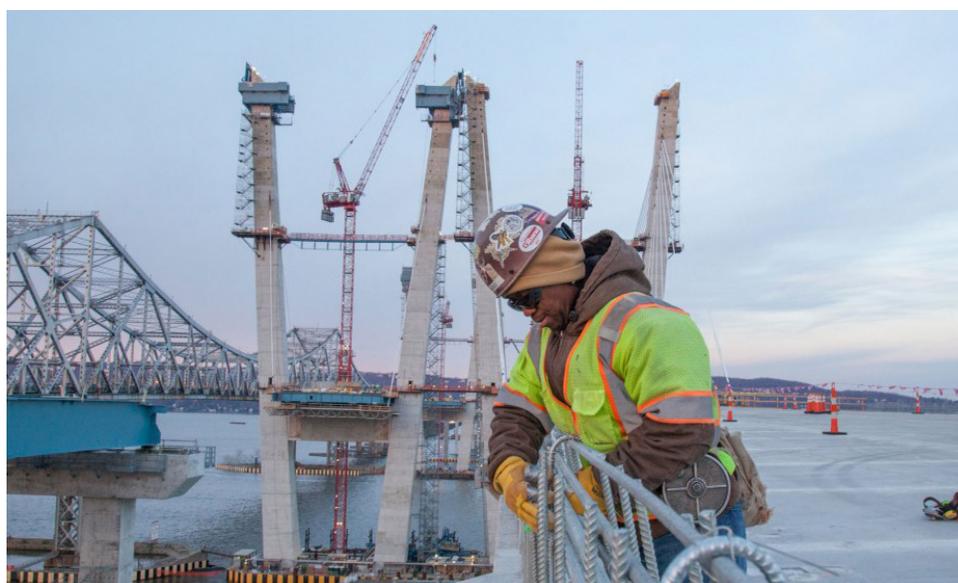


Photo Credit: americanmanufacturing.org

By Christopher Jones,

The United States faces an infrastructure crisis. Report after report warns that the nation's networks are old, brittle and vulnerable. Systems that were once the envy of the world now suffer from chronic underfunding and neglect. If you've traveled in western Europe or parts of China recently, you probably noticed the unfavorable comparison between roads and subways in the U.S. and those abroad. A culture enthralled with disruptive innovation has ignored the fundamental importance of maintaining its technological backbones.

The need for infrastructure revitalization is so pressing that, despite today's polarized politics, it actually draws bipartisan agreement. President Barack Obama's 2015 State of the Union address called for "rebuild[ing] our infrastructure." The Republican presidential candidate Donald Trump has argued that "we have to rebuild our infrastructure: our bridges, our roadways, our airports," and

his Democratic opponent Hillary Clinton pledged \$275 billion in additional spending for infrastructure upgrades.

Can we make U.S. infrastructure great again? Yes, and clearly financial investment is essential. But that is not all. Infrastructure is not, and never has been, simply a collection of material objects. The secret of the country's infrastructure success lies in a forgotten political history: the demands by millions of Americans over time for fairer and more equitable access to rails, pipes, wires, roads, and more. The wondrous U.S. infrastructure achievements happened when citizens participated in infrastructure decisions. One can even propose a rule: the better the democracy, the better the infrastructure.

Citizen engagement, not technical ingenuity, deserves credit for the widespread historical benefits of U.S. infrastructure. When new systems first appeared,

Continued on page 6

## Mayor Garcetti launches Complete Streets Program

The first project will reconstruct a 2.3-mile stretch of Roscoe Blvd. in Van Nuys

Mayor Eric Garcetti celebrated the launch of Complete Streets — a first-of-its-kind program to repair streets and install safety measures across Los Angeles.

Mayor Garcetti joined State Senator Bob Hertzberg and Councilwoman Nury Martinez to break ground on the first of six projects — a 2.3-mile stretch of Roscoe Boulevard from Woodman Avenue to the 405 Freeway.

"Every community deserves a vibrant main street they can be proud of — a street that is safe and smooth and reflects our city's diversity and beauty," said Mayor Garcetti. "From laying down new pavement to restoring side-

walks and increasing pedestrian safety, the Complete Streets program is one of many ways we're transforming communities and commutes."

The \$8.6 million project will renew a 2.3-mile stretch of Roscoe Boulevard, repair damaged curbs and gutters, and install infrastructure to capture stormwater. LADOT Vision Zero work will include traffic signal improvements, bus stop relocations, and safety enhancements for cyclists and pedestrians. The project — which is expected to be complete next summer — is made possible by funding from the state's SB-1 program and local funding generated by Measure M.

To maximize the effectiveness of Complete Streets, all projects will occur on the Vision

Zero High Injury Network (HIN) Priority Corridors in areas that have demonstrated the greatest need for repair.

"Since being elected, I have fought to bring the Valley its fair share of city services. I'm excited that my district has been chosen to launch the first Complete Streets Project. These infrastructure upgrades are more than simple repairs and beautification, this impor-

tant project is about saving lives," said Councilwoman Nury Martinez. "Roscoe is one of the busiest streets in the City of Los Angeles and every day there are near misses, accidents and injuries. When this project is complete the pedestrians and motorists who utilize Roscoe through this section will be safer."

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# ABLE: Asian Black Latino Enterprises



## The First Black Woman to Own and Run a Billion-Dollar Company Says That Trusting Yourself Is Key to Success

By Nina Zipkin,

**The ActOne Group founder and CEO Janice Bryant Howroyd shares the mindset that helped her build an international business over the course of a four-decade career.**

Janice Bryant Howroyd didn't set out to be an entrepreneur, but a taste of being in charge changed everything. She's since made history, becoming the first African American woman to run a company that makes more than \$1 billion a year, which has garnered her a net worth of \$420 million.

In 1976, with \$900 to her name, she headed to Los Angeles to see her big sister and got a temp job working as a secretary for her brother-in-law at Billboard, while she decided what she wanted to do full time. But when a conference sent her brother-in-law to Europe, Howroyd got to run things while he was gone.

"When he returned he did not recognize his office. But he did recognize that it was functioning better. He was the one who recommended that I consider hanging my own shingle," the Tarboro, N.C., native recalls to Entrepreneur. "I did not come West to find my pot of gold. ... I didn't find the job I was looking for, so I created my job. It just so happens that it was in the business of helping other people to achieve the jobs and careers they want."

With that experience in her back pocket, in 1978 she officially set up shop in Beverly Hills and launched human resources firm The ActOne Group. Forty years later, How-

royd's business has grown to a global enterprise, with a presence in 19 countries and more than 17,000 clients and more than 2,800 employees.

When asked if there had been a counterintuitive or surprising way that she had opened doors for herself, Howroyd simply laughed. "Janice Bryant Howroyd is an African American female of a certain age," she said. "You add that formula up and it's a formula designed for failure, right? I'm not supposed to be sitting here having this conversation with you. Then again, yes I am."

Looking back on her trajectory, she says she has been able to accomplish all she has because she didn't sacrifice what she believed in to fit someone else's idea of success.

"Never compromise who you are personally to become who you wish to be professionally. It is very difficult to pay yourself back for any moment you've cheated yourself from living life truthfully to who you are. If you don't believe that ... speak to any minority who has not felt comfortable to bring their whole self to work," Howroyd says. "The list can go on and on and you won't find anybody who is of conscious mind who can tell you that any measure of financial or business success is worth the failure of personal success."

Howroyd shared her insights about how to recover from setbacks and be your own best advocate.



Image credit: Courtesy of Janice Bryant Howroyd

**Janice Bryant Howroyd, Chief Executive Officer, HOWROYD-WRIGHT EMPLOYMENT AGENCY, INC.**

**What has being in this industry taught you about how you pursue opportunity?**

I have a heritage of watching people create opportunities oftentimes from need, many times from desire and inspiration. [When I define] how I stay in business, [it's] not just a matter for me of whether or not I'm going to service one skill set versus another and identify myself as a niche business.

One of the things that I tell people often is that jobs don't have futures -- people do. This industry is so rife with opportunity. It's the people who have the opportunity. You don't look to the company, you look to the industry and the people. It can reinvent itself in so many dynamic ways.

**What is your approach to helping people find the opportunities that are right for them?**

In our company, we say the applicant is the center of the universe. Many of the people who I've competed with and continue to compete with today have approached it that the company paying the fee is where they place the emphasis. For me it was always about, what is this applicant truly looking for? [Are] they just looking for a job? Is that job a process or a step on the way to a career? And then matching them in the best, healthy way toward that.

That's a skill that transfers beyond jobs as well. When you listen to people and under-

■ Continued on page 6

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**CALIFORNIA CERTIFICATIONS**

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# MBDA to Award More Than \$11 Million For Innovative Proposals

## Agency Releases FY 2018 Broad Agency Announcement, Funding Grants for Minority Business Development

The Minority Business Development Agency (MBDA) within the Department of Commerce launched a search for innovative ideas to benefit minority-owned businesses, from projects that increase access to capital to resources that increase disaster preparedness and relief. MBDA's Broad Agency Announcement (BAA) is designed to solicit proposals that will positively impact minority-owned businesses and the communities they serve.

MBDA expects to award up to \$11.65 million in grants to fund and implement innovative projects across the country.

"Under the Trump Administration, the economy has seen unparalleled expansion while unemployment has fallen to the lowest level in nearly 50 years," said Secretary of Commerce Wilbur Ross. "Minority business enterprises play a key role in our expanding economy as they not only provide over seven million jobs in the United States but also contribute billions to the national GDP."

The BAA is open to for-profit entities (including but not limited to sole-proprietorships, partner-

ships, limited liability companies, and corporations), non-profit organizations, institutions of higher education, commercial organizations, state and local government entities, quasi-government entities, Indian Tribal governments, Tribal entities, and Native Hawaiian entities.

"We are excited to begin this year's application process and look forward to receiving the proposals," said Acting National Director Edith McCloud. "Minority-owned businesses contribute greatly to our economy, and through the BAA, we can work to meet the needs of this community with the ultimate goals of continued expansion, growth and job creation."

The focal points of the BAAs are aligned with the Agency's key priorities in support of minority-owned businesses. Priorities include:

- Access to Capital
- American Indian, Alaska Native, Native Hawaiian Entities and/or Initiatives
- Aquaculture
- Disaster Readiness

- Disaster Recovery
- Entrepreneurship Education Program for Formerly Incarcerated Persons
- Global Minority Women Economic Empowerment Initiative
- Historically Black Colleges & Universities Initiative
- Inclusive Infrastructure Initiative
- Research
- Space Commerce
- Sustainable Business Model
- Technology Transfer and Commercialization
- Virtual Business Centers

New this year, MBDA included BAA categories for formerly incarcerated persons and research projects to quantify and address the needs and challenges of minority-owned businesses. Recognizing the critical role of entrepreneurship in reducing recidivism and unemployment for

released prisoners, the Agency saw an opportunity to support the Department of Commerce's efforts to reduce crime, enhance public safety and improve the lives of all Americans through educational entrepreneurship programs.

Two pre-application teleconferences to educate potential applicants about the federal funding opportunity announcement are scheduled for June 18 and 21, 2018 from 2:00 – 3:00 pm Eastern Time. MBDA encourages applicants to attend at least one of the pre-application teleconferences.

The deadline to submit completed applications for the broad agency announcement is 11:59 pm Eastern Time on July 11, 2018. Applicants are encouraged to submit applications as soon as possible to receive funding for Fiscal Year 2018. For more information and to register for a pre-application teleconference visit <https://www.mbda.gov/page/2018-mbda-broad-agency-announcement> or <https://www.mbda.gov/>.

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# California Sub-Bid Request Ads

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

PMI requests proposals/quotes from all qualified and certified Small Business (SB) subcontractors, suppliers, and truckers for the following project:

**M-LINE TUNNEL LIGHTING UPGRADE  
VARIOUS STATIONS IN SAN FRANCISCO  
BART #15AA-110**  
Bids: 08/07/2018 @ 2 pm  
LSB GOAL – 18%

The work in this contract includes but is not limited to: Selective Structure Demo; Haz Mat's Abatement; Concrete Restoration/Reinforcing/Finishing; Metal Welding; Cold-Formed Mtl Framing; Metal Fabrications; Firestopping; Joint Protection; Painting; Identification of Facility Services; Electrical;

PMI will provide assistance in obtaining necessary bonding, insurance, equipment, supplies, materials or other related services. 100% Payment & Performance bonds will be required from a single, Treasury-listed surety company subject to PMI's approval. PMI will pay bond premium up to 1.5%. Subcontractors awarded on any project will be on PMI's standard form for subcontract without any modifications. For questions or assistance required on the above, please call 510-671-0000. PMI is signatory to the Operating Engineers, Carpenters, and Laborers Collective Bargaining Agreements.

**We are an Equal Opportunity Employer**

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

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

**APRON RECONSTRUCTION PHASE II  
CITY OF PALO ALTO, AIRPORT DIVISION  
CIP: 16000-080**  
Bids: July 17, 2018 @ 3 pm  
SUBCONTRACTING GOAL – DBE – 11.2%

The work consists but not limited to the following: Clearing/Grubbing; Excavation & Embankment; Controlled Low-Strength Material; Cement Treated Subgrade; Aggregate Base Course; Hot-Mix Asphalt Pavements; Bituminous Prime Coat & Tack Coat; Emulsified Asphalt Seal Coat; Structural Portland Cement Concrete; Runway & Taxiway Marking; Hydro Seeding; Pipe for Storm Drains & Culverts; Manholes, Catch Basins, Inlets & Inspection Holes; Apron Area Lighting; Underground Electrical Duct Banks & Conduits; Electrical Manholes & Junction Structures; Aircraft Tie-Downs; Low-Voltage Electrical Power Conductors & Cables; Grounding & Bonding, Hangers & Supports, Raceways & Boxes; Underground Ducts & Raceways, Identification for Electrical Systems; Lighting Poles & Standards; LED Exterior Lighting.

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

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

**We are an Equal Opportunity Employer**

**AECOM**

300 South Grand Avenue . Los Angeles, CA 90071  
(213) 593-8100 tel (213) 593-8178 fax

REQUEST FOR CBE/DBE SUBCONSULTANT INTEREST  
AECOM is bidding on the following project as a Prime Contractor:

**On-Call Consultant Services  
for Water Quality Monitoring and Related Services  
for Projects Throughout Los Angeles County  
(Project ID: AED7740127)**  
**Bid Due Date: Monday, July 16, 2018, 2:00 pm**

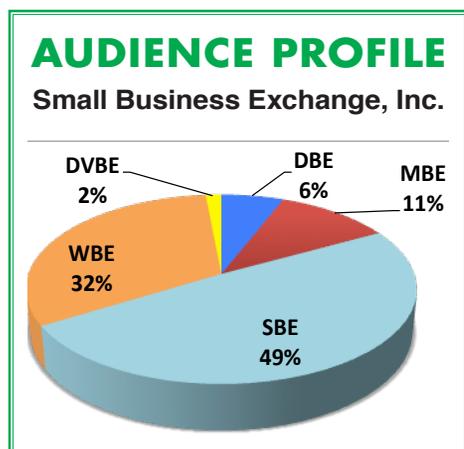
AECOM is soliciting qualificatins from Community Business Enterprises (CBEs) and other subcontractors for the following: experience with LA County Watershed Management Modeling System (WMMS); TMDL experience in LA County with Time Schedule Orders (TSOs); public meeting facilitation and presentations; floodplain master planning experience; contaminated sediment plan experience.

Local experience and previous relevant work with County of Los Angeles are preferred. This proposal is in alignment with the County of Los Angeles CBE Program requirements, and certified CBEs are encouraged to respond. The CBE Program includes business enterprises owned by disabled veterans, disadvantaged business enterprises, and minority- and women-owned business enterprises. Read more about the County of Los Angeles CBE program here: [dcbalacounty.gov/community-business-enterprise/](http://dcbalacounty.gov/community-business-enterprise/)

AECOM intends to conduct itself in good faith with regard to all firms.

Interested businesses should email a brief overview of relevant qualifications and experience, along with CBE documentation **no later than Wednesday, July 11th, 2018** to Lesley Grant at [lesley.grant@aecom.com](mailto:lesley.grant@aecom.com), or by Phone (213) 593-8672.

AECOM is an Equal Opportunity Employer



# California Sub-Bid Request Ads



**BROSAMER & WALL, INC.**

An Equal Opportunity Employer is requesting quotations from all qualified DBE Professional services, Sub-contractors, Material suppliers, and Trucking for the following project:

Contract No. 06-Q2804

**RECONSTRUCT LANES AND SHOULDERS WITH CRCP, MODIFYING ELECTRICAL SYSTEM**

**CONSTRUCTION ON STATE HIGHWAY IN KERN COUNTY IN BAKERSFIELD ON ROUTE 99 FROM 0.3 MILES SOUTH OF PALM AVENUE OVERCROSSING TO BEARDSLEY CANAL BRIDGE AND ON ROUTE 178 AT ROUTE 99/178 SEPARATION.**

**Bid Closing Date: August 7, 2018 @ 2:00 PM**

Please come meet the B&W Team at the Mandatory Pre-bid July 19th @ 10:00 am  
1824 Norris Rd., Bakersfield, CA

**DBE GOAL: 16%**

**CONTACT:**

Robert Rosas  
Brosamer & Wall Inc.  
1777 Oakland Blvd, Suite 300 • Walnut Creek, California 94596  
PH: 925-932-7900 FAX: 925-279-2269

**PROJECT SCOPE:**

**Brosamer & Wall Inc., is requesting quotes from all qualified subcontractors and suppliers including certified DBE firms for all items of work type, including but not limited to:**

- AC DIKE
- AGGREGATE BASE & ASPHALT PAVING
- AGGREGATE SUPPLY
- ASPHALT OIL SUPPLY
- CLEAR AND GRUB
- CONCRETE AGGREGATE SUPPLY
- CONCRETE BARRIER TYPE 26A
- CONCRETE BARRIER TYPE 60
- CONCRETE CEMENT SUPPLY
- CONCRETE PAVEMENT MATERIALS
- CONSTRUCTION AREA SIGNS
- CONTINUOUSLY REINFORCED CONCRETE PAVEMENT (CRCP)
- DEMOLITION
- DRILL AND BOND DOWELS
- EARTHWORK/GRADING/RDWAY EXC.
- ELECTRICAL
- EROSION CONTROL
- FENCE
- GROUND ANCHOR - SUBHORIZONTAL
- IMPORT BORROW
- IRRIGATION - PERM & TEMP
- JOB SITE MANAGEMENT
- JOINT SEAL
- JOINTED PLAIN CONCRETE PAVEMENT
- K-RAIL
- LANDSCAPE
- LEAD COMPLIANCE PLAN
- METAL BEAM GUARD RAIL
- MINOR CONCRETE
- PERMANENT STRIPING/MARKING
- REBAR
- REMOVE CONCRETE PAVEMENT
- REMOVE CULVERT
- REMOVE/ADJUST INLETS
- ROADSIDE SIGNS
- ROCK SLOPE PROTECTION
- SAW CUT GREENSAW
- SHOTCRETE
- SIGN STRUCTURES
- STREET SWEEPING
- STRUCTURE CONCRETE - RETAINING WALL
- SURVEYING
- SWPPP
- TEMPORARY STRIPING
- TRAFFIC CONTROL
- TRUCKING
- UNDERGROUND - STORM DRAIN

For the complete list of the Actual Project Bid Items go to:  
<http://www.dot.ca.gov/des/oe/weekly-ads/oe-biditems.php?q=06-Q2804>

**Requirements:** Brosamer & Wall, Inc. will work with interested subcontractors/suppliers to identify opportunities to break down items into economically feasible packages to facilitate DBE Participation. Brosamer & Wall, Inc. is a union signatory contractor. Subcontractors must possess a current contractor's license, insurance coverage and worker's compensation for the entire length of the contract.

All subcontractors will be required to sign our standard Subcontract Agreement. 100% payment and performance bonds may be required. If you have any questions regarding this project or need assistance in obtaining/waiving insurance, bonding, equipment, materials and/or supplies please call or email Robert Rosas contact information below.

Plans and specifications can be viewed at our office located at 1777 Oakland Blvd Suite 300, Walnut Creek, Ca. 94596 or at no cost from Caltrans website. B&W will also make plans electronically please email [rrosas@brosamerwall.com](mailto:rrosas@brosamerwall.com) for free online link. Brosamer & Wall INC., intends to work cooperatively with all qualified firms seeking work on this project. If you are interested in submitting a subcontractor bid for this project, you may contact Robert Rosas Chief Estimator at 925-932-7900 or fax us your quote at 925-279-2269. PLEASE SUBMIT A COPY OF YOUR CURRENT DBE CERTIFICATION WITH YOUR BID. Subcontractors, Dealers/Suppliers and Brokers please provide your designation code to us on or before the bid date. B&W, INC., IS AN EQUAL OPPORTUNITY EMPLOYER.



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

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

**APRON RECONSTRUCTION PHASE II**  
CIP: 16000-080 IFB No. 171727

**Disadvantaged Business Enterprise Goal Assigned is 11.2%**

**OWNER: CITY OF PALO ALTO PUBLIC WORKS DEPARTMENT - AIRPORT DIVISION**  
250 Hamilton Avenue, Palo Alto, CA 94301

**BID DATE: July 24th, 2018 @ 3:00 P.M.**

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to:

**ADJUST IRON, ELECTRICAL, HYDROSEEDING, JOINT SEAL, MINOR CONCRETE STRUCTURE, PRIME OIL SUPPLIER, ROADWAY EXCAVATION, SAWCUTTING, SLURRY SEAL, SWPPP/WATER POLLUTION CONTROL PLAN PREPARE, TEMPORARY EROSION CONTROL, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, FAA AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (FAA) MATERIAL, ASPHALT OIL SUPPLIER, CEMENT TREATED SOIL.**

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:17pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the Owner's site.

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

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

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



## SWINERTON INVITATION TO PREQUALIFY FOR PHASE II TERMINAL AREA IMPROVEMENTS AT LONG BEACH AIRPORT

### DUE DATE FOR PREQUALIFICATIONS

Requesting completed prequalification forms from Subcontractors by Monday July 9, 2018 2:00PM PST

### PRE-BID MEETING

July 11th in Long Beach, CA  
For more information and to RSVP:  
<https://conta.cc/2Kjw8Ox>

### DUE DATE FOR BIDS & AWARD OF CONTRACTS

Bid Due - Component 1A:  
Thursday, July 26, 2018 2:00PM PST  
Bid Due Date for remaining components will be published at a later date.

### PROJECT INFORMATION AND DESCRIPTION

The Project will focus on increasing customer service and the safe movement of vehicular and pedestrian traffic through the Terminal Area.  
The Project will include construction of:

- Component 1A - Checked Baggage Inspection System (CBIS) facility
- Component 1B - Baggage Claim Area Improvements
- Component 2 - Ticketing Facilities
- Component 3A - Terminal Renovation
- Component 3B - Rental Car Customer Transaction Services
- Component 4 - PreSecurity Concessions, Meet and Greet Plaza, and Restrooms
- Component 5 - Roadway and Signage Improvements
- Component 6A - Rental Car Vehicle Storage
- Component 6B - Ground Transportation Improvements

### TRADES

**Component 1A:** Rough Carpentry, Architectural Woodwork, Thermal Insulation, Membrane Roofing, Flashing and Sheet Metal & Wall Panels, Doors Frames & Hardware, Sliding Exterior Automated Doors, Framing, Drywall, Plaster, Fireproofing, Acoustical Ceilings, Parking Control Equipment, Tiling, Resilient Flooring, Terrazzo Flooring, Fluid-Applied Flooring, Carpeting, Interior & Exterior Painting, Signage, Toilet Compartments, Corner Guards & Fire Ext, Site Concrete and Deck Overlay, Joint Sealants, Wall Coverings, Audio-Visual Equipment, Window Treatments, Furnishings and Accessories, Site Furnishings, Asphalt Paving, Pavement Markings, Fences and Gates, Landscaping, Electrical, Plumbing, Mechanical, Fire Alarm, Fire Protection, Baggage Handling System.

### REQUIRED SUBMITTALS

1. Swinerton Prequalification:  
<http://www.swinerton.com/subcontractors/subcontractor-prequal>

2. Project-Specific Prequalification Packet  
(Provided upon request to our office)

**If interested in prequalifying and bidding, please contact [EstimatingOC@swinerton.com](mailto:EstimatingOC@swinerton.com) or call 949.622.7075 for the prequalification forms.**

**Do NOT contact the City of Long Beach, Long Beach Airport, Architect or any of the project Consultants. All queries of any nature should be directed to Swinerton.**

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran Employer

## Complete Streets Program

Continued from page 1

The City's Bureau of Engineering is leading the Complete Streets Program in partnership with the Department of Transportation (LADOT), the Bureaus of Street Services, Street Lighting, Contract Administration, and L.A. Sanitation.

"By bringing departments together, we are able to move more quickly from designing improvements to construction," said Gary Lee Moore, City Engineer. "We expect this project to take one year to complete."

SOURCE: [www.lamayor.org/](http://www.lamayor.org/)

**D'Arcy & Harty Construction, Inc**  
(415) 822-5200 Phone • (415) 822-0747 (Fax)  
Estimator: [willie@darcyhart.com](mailto:willie@darcyhart.com)

**City of Fairfield  
Sanitary Sewer 2018 Improvement Project**

**Bids: 7/31//2018 at 2:00 PM**

**DBE sub-bids requested for:  
Saw-cutting, Trucking**



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

Requests sub-bids from qualified California Unified Certification Program (CUCP) certified Disadvantaged Business Enterprise (DBE), Subcontractors, Consultants, and/or Suppliers seeking to participate in the Construction on State Highway in Sacramento County in and near Sacramento from 1.1 Miles South of Elk Grove Boulevard to American River Viaduct Project.

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

Subcontractors and Suppliers for the following project:  
**I-5 American River Viaduct Lane Rehab Project  
Contract No. 02-0E1804**

**Federal-Aid Project: ACSB1IM-005-6(349)E  
Owner: Caltrans**

**Bid Date: August 9, 2018 at 2:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

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

AC Surfacing, Aggregate Supply and Install, Bridge Removal, CIDH Piling, CISS Piling, Clear and Grub, Cold Plane AC Pavement, Concrete Barriers, Concrete Pumping, Concrete Reinforcement, Concrete Supply, Core Concrete, Crack and Seal, Data Core, Decorative Railing, Earthwork, Electrical, Erosion Control, Fence Removal and Installation, Grind Existing Bridge Deck, Grind Existing Concrete Pavement, Ground Anchoring, Guardrail, High Friction Surface Treatment, HMA Dike, HMA Paving, Hydraulic Mulch and Dry Seed, Joint Seal, Lighting, Lime Stabilized Soil, Message Signs, Minor Concrete, Misc Metals, Pavement Markings & Striping, Paving Fabric, PCC Materials, Pedestrian Barricades, Pipe Supply, Polyester Concrete Overlay, Precast Concrete, Prepare Bridge Deck Surface, Remove/Relocate/Install Sign Structures, Roadside Signs, Sound Walls, Structural Shotcrete, Traffic Control Systems, Utilities, Vegetation Control, SWPPP, Survey, Biologist, Noise Monitoring, Environmental Compliance, Hazardous Material Abatement & Trucking, Trucking & Hauling, Sweeping, Water Trucks.

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

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

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

**Subcontractor and Supplier Scopes are due**

**August 3, 2018 and Quotes**

**NO LATER THAN August 8, 2018 at 5 PM.**

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

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

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

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

**Davis-Bacon Act Applies**

**Buy America Requirements Apply**

**An Equal Opportunity Employer**

CA Lic. 433176

DIR # 100001147

# California Sub-Bid Request Ads



SKANSKA • TRAYLOR • SHEA

Skanska-Traylor-Shea JV of 5055 Wilshire Blvd, Suite 700, Los Angeles, CA requests sub-bid quotes from certified DBE's for Project Fuel on the Westside Subway Extension Section 1 project. Owner: LACMTA (Metro). Contract No. C1045 RFP No. 066WS Bid Date: July 27, 2018 at 2:00pm.

Plans & Specs can be viewed at our office Monday - Friday 8am to 4pm (call for appointment) or downloaded free at: <https://skanskausa.sharefile.com/1/3f2aa23dc434bf1b>

Should you have any questions or desire to quote on this project, please contact Teresa Maxwell, DBE Coordinator at 213.598.2237 or [teresa.maxwell@skanska.com](mailto:teresa.maxwell@skanska.com). Assistance in bonding, insurance, lines of credit or obtaining equipment, supplies and materials is available upon request. This advertisement is in response to Metro's DBE program. Skanska-Traylor-Shea JV intends to conduct itself in good faith with DBE firms regarding participation on this project. More info about this project is available at [www.skanska-traylor-shea.com](http://www.skanska-traylor-shea.com).

Skanska-Traylor-Shea JV is an EEO/AA/Vet/Disability Employer.

**PROJECT: CAJON AIR CENTER CENTER AIRCRAFT TRANSIENT APRON**  
 Project No. 1021017 RFB 8938  
 OWNER: COUNTY OF SAN DIEGO  
**\*\*GOALS: SBE = 36% / SDVOB = 3% \*\***  
**BID DATE: JULY 6TH, 2018 BID TIME: 2:00 P.M.**  
**\*\*Please respond by 5:00 p.m., JULY 5TH, 2018\*\***

Coffman Specialties, Inc. (CSI) is requesting quotes from all qualified subcontractors and suppliers for the following items of work, including but not limited to:

- TRUCKING / IMPORT BORROW
- EQUIPMENT RENTAL
- LEAD COMPLIANCE PLAN / ADL WORK
- SWPPP / WPC
- SURVEY / QC
- CONSTRUCTION AREA & ROADSIDE SIGNS
- PAVEMENT MARKING / STRIPING
- TRAFFIC CONTROL
- WATER TRUCK
- EARTHWORK / GRADING / ROADWAY EXCAVATION
- EROSION CONTROL
- METAL BEAM GUARD RAIL (MBGR) / FENCING
- STREET SWEEPING
- REBAR
- CONCRETE / MINOR CONCRETE
- ASPHALT / ASPHALT PAVING / ASPHALT DIKE
- COLD PLANING / PULVERIZING
- CLEAR & GRUB
- ELECTRICAL
- LANDSCAPING
- ROCK SLOPE PROTECTION
- STORMDRAIN / UNDERGROUND UTILITIES
- AGGREGATE SUPPLY / AGGREGATE BASE
- DEMOLITION / BRIDGE REMOVAL

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment/Materials and/or supplies. **\*\*Subcontractors must provide a current contractor's license number and Department of Industrial Relations (DIR) current registration number with their quote.**

Plans and specs are available at no cost at <https://buynet.sdcountry.ca.gov>. We are an EOE & seriously intend to negotiate with qualified firms.

\*\*Please send quotes via email to [estimating@coffmanspecialties.com](mailto:estimating@coffmanspecialties.com) or via fax to (858) 586-0164

If you have any questions or need further information, please contact Joe Eckardt @ (858) 536-3100



9685 Via Excelencia, Ste 200 • San Diego, CA 92126

Phone: (858) 536-3100 • Bid Fax: (858) 586-0164 • e-mail inquiries to: [estimating@coffmanspecialties.com](mailto:estimating@coffmanspecialties.com)

**Shimmick Construction Company Inc.**  
 8201 Edgewater Drive, Suite 202 • Oakland, CA 94621  
 Phone (510) 777-5000 • Fax (510) 777-5099

**LBE & DBE Subcontractor/Supplier Bids Requested For:**

**San Francisco Public Utilities Commission**  
 General Contractor: Sundt/Walsh, A Joint Venture  
**Southeast Water Pollution Control Plant Bruce Flynn Pump Station Improvements**  
 Contract No. CWWSIPSE02  
**BID DATE: July 23, 2018 at 2:00PM**  
 Email all quotes to [northwest.estimate@shimmick.com](mailto:northwest.estimate@shimmick.com)

Requesting certified LBE & DBE Subcontractor and Supplier Quotes on: *Architectural, Structural, Mechanical, HVAC*

Contract Documents are subject to a non-disclosure agreement.

Please contact Jamie Helmick at [jhelmick@shimmick.com](mailto:jhelmick@shimmick.com) for more information.

Bidders are hereby notified that work to be performed under this contract will be in full or in part financed by the Clean Water State Revolving Fund (SRF), administered by the United States Environmental Protection Agency (US EPA) and the State Water Resources Control Board (SWRCB). The Bidder shall comply with all applicable terms and conditions, special provisions, and reporting requirements, as set forth in these specifications, and as may be required by federal law, rule, or regulation. Refer to Contract Section 00 48 10.01 for more information.

Subcontractors and Suppliers interested in this project may contact Jerry Blazek by email at [jblazek@shimmick.com](mailto:jblazek@shimmick.com).

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



**Barnard Bessac Joint Venture**  
**DBE Opportunities**

Barnard Bessac Joint Venture, an Equal Opportunity Employer, is seeking quotes from interested and qualified Disadvantaged Business Enterprises (DBE's) and other subcontractors and suppliers for the following:

**PROJECT:**  
**Gravity Pipeline Progressive Design Build Project**  
**OWNER: Silicon Valley Clean Water**  
**Initial Publish Date: February 22, 2018**  
**Proposal Deadline: July 9, 2018**

Firms that are certified by one of the following programs are qualified: Entities owned and/or controlled by socially and economically disadvantaged individuals, MBE, WBE, SBE, SBRA, LSAF and HUB.

**OPPORTUNITIES INCLUDE**  
**(For July 9, 2018 Deadline):**

Shaft - Slurry wall; Jet Grout; Earth Pressure Balance Tunnel Boring Machine fabrication & delivery; Concrete foundations (flat work); Concrete demolition & off-haul (shallow structures); Site clearing & grading; Site fencing; Trucking (spoils off-haul & disposal); Office Janitorial services; Office Supplies; Security; Quality control testing and other laboratory testing services; Trucking of materials & equipment; Equipment rental (Loaders, Skidsteers, Excavators, Manlifts, Forklifts); Raw material supply (iron/steel, consumables, fluids); Fabrication; Jobsite supplies (PPE, tools, etc...); Printing services (plotting / signs / banners); Traffic control supply and/or services; Utility relocation; Trench excavation and shoring; Potholing; Geotechnical investigation (Borings, CPT's); Instrumentation & Monitoring; Pre-condition surveys (buildings, roadways, utilities); Rebar supply and/or installation; Ready-Mix concrete supply; Street sweeping / cleaning; Utility inspections; Water treatment systems; Concrete pumping and placing; and Dimensional lumber supply.

Please contact either of the following names to get your name on the bidders list:

Shannon Cozino:  
[shannon.cozino@barnard-inc.com](mailto:shannon.cozino@barnard-inc.com) (site office)

Brittany McNamee:  
[brittany.mcnamee@barnard-inc.com](mailto:brittany.mcnamee@barnard-inc.com) (HQ office)

Pacific Structures is seeking qualified and certified **MBE/WBE/SBE/LBES**

Subcontractors, Suppliers, for the project below:

**160 Folsom - 40 Story Condominium**  
**Location: 160 Folsom, San Francisco, CA 94105**  
**Bid Due Date: September 1, 2018**

**Description of work:**  
 Pumping/ Placing/ Finishing for Pads, Curbs, and Built-up Slabs

**Pacific Structures**  
 3004 16th Street • San Francisco, CA 94103  
**Phone: (415) 606-3572 • Contact: Natalie Besser**  
**Email: [Natalie.Besser@pacific-structures.com](mailto:Natalie.Besser@pacific-structures.com)**  
 An Equal Opportunity Employer



10704 Shoemaker Ave., Santa Fe Springs, CA 90670  
 Tel: (562) 946-1816, Fax: (562) 946-3823  
 Contact Mitul Lad at [mitul.lad@kiewit.com](mailto:mitul.lad@kiewit.com)

Kiewit Infrastructure West Co. (Kiewit) is seeking sub-quotes from Disadvantaged Business Enterprises (DBE) firms, including Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Small Business in Rural Area (SBRA), Labor Surplus Area Firm (LSAF), Historically Underutilized Business (HUB) firms; and all other business enterprises to perform as Subcontractors and Material Vendors/Suppliers. DBEs must be certified by one of the following agencies prior to bid opening: The US Environmental Protection Agency (USEPA), The Small Business Administration (SBA), California Department of Transportation (Caltrans) with U.S. citizenship, Tribal, State and Local governments, or an independent private certifying organization.

**Project Owner:** Sanitation District of Los Angeles County

**Project Name:** Valencia Water Reclamation Plant UV Disinfection Facilities

**Project Location:** 28185 The Old Road, Valencia, CA 91355

**Project Bid Date / Time:** July 19, 2018 at 2 pm PST.

**Project Description:**

The work consists of construction of five (5) closed-vessel UV chambers and appurtenant electrical systems, flow diversion structure, UV feed wet well/pump station, electrical building, junction structures, tertiary effluent piping, UV influent and effluent piping, and recycled water piping, modifications to the existing chlorine contact tanks, modifications to the sodium hypochlorite, ammonia, sodium bisulfite, washwater and sampling systems, and tie-in to the existing plant electrical power distribution and control systems, and all appurtenant work.

Kiewit is requesting quotes in the areas described, but not limited to:

**Aggregate, trucking & hauling, demolition, shoring and underpinning, slope protection & erosion control, ductile iron pipe, reinforced concrete pipe, plastic pipe (PVC), clay pipe, plastic polyethylene pipe (HDPE), asphalt paving, curbs and gutter, fences/gates/guardrails, landscaping contractors, ready mix supply, concrete reinforcing installation, masonry work, metals, welding services, stainless steel pipe (fabricated only), steel pipe (fabricated only), metal deck, membrane roofing, flashing and sheet metal, sheet metal roofing, joint sealer, metal doors and frames, plaster and gypsum board, paints and coating, equipment, water supply & treatment equipment, mixers and flocculator, chemical feed equipment, hydraulic gates & valve, bolts and gaskets, hangers and support, mechanical insulation, valves, pipes and tubes, plumbing fixtures and equipment, heating, ventilation and air conditioning (HVAC) and electrical work.**

All responsive subcontractors must possess a valid California Contractor's license and provide acceptable insurance. Responsible subcontractors and material contractors will be required to provide bonding for 100% of their contract value. Bond premium will be reimbursed by Kiewit. *Plans and specifications are available at the address listed above or provided to you through Kiewit's electronic use of SmartBidNet by contacting Kiewit.*

Kiewit intends to conduct itself in good faith with all DBEs and all other business enterprises regarding participation on this project. For further information, assistance or questions regarding the project, to discuss your specialty or scope of work, project schedule, requirements of the contract, licensing, insurance or bonding, equipment, supplies, materials, related assistance or services, please contact the Lead Estimator listed above.

Kiewit Infrastructure West Co. is an Equal Opportunity Employer. We encourage qualified women, minorities, veterans, individuals with disabilities, and others to apply.

## Looking for Subcontractors, Vendors, and Suppliers?

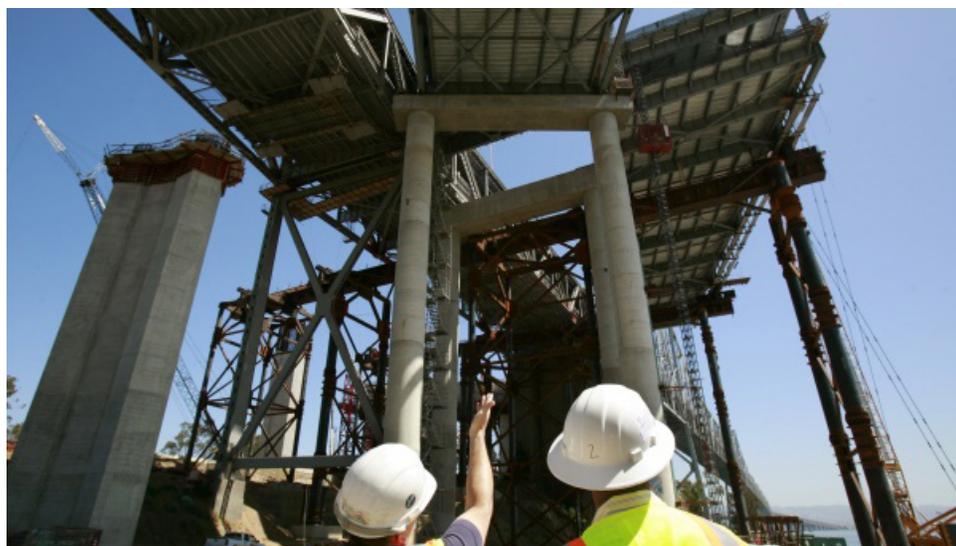
Advertise your Sub-Bid Requests in the **Small Business Exchange.**

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

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



## Activism built America's infrastructure once, and can do it again



■ Continued from page 1

they were frequently celebrated as technical marvels accompanied by parades, ribbon-cuttings, and grand speeches. But they never appeared equitably. Indoor plumbing, gas, and electricity made the lives of the elite more comfortable, while leaving the vast majority of Americans behind. Whether it was railroads in the 19th century, transmission wires at the turn of the 20th century, or roads in the 20th century, the pattern was the same. All initially served the already powerful, and often allowed them to increase their control over markets and labor. The first deployments of infrastructure have therefore usually benefited small groups and exacerbated social inequality.

Crucially, people did not simply accept the iniquity. Average Americans organized, demanding that their lives be considered. By pressuring corporations, electing reform-minded representatives, and in some cases building their own networks, citizens enacted changes that transformed infrastructure from the province of the elite to genuinely public systems.

For example, consider first the railroad network, pioneered in the late 1820s and developed rapidly over the rest of the century. For mid-19th-century Americans, the "iron horse" symbolized modernity and the transformative potential of infrastructure. Railroads facilitated the movement of people and goods across the nation, opened wide swaths of land to white settlers, and helped reshape conventional ideas of time and space.

Railroads might have ushered in a new era, but many citizens soon found their initial enthusiasm for this brave new world turning to anger. Fraudulent financing allowed Jay Cooke and other Gilded Age investors to grow rich selling artificially inflated railroad stock. Large government giveaways to railroad companies revealed the questionable ethics of many elected officials. But rates drew the most virulent reactions. Farmers and small business owners found that railroad companies charged them high prices for shipping their goods while granting much lower rates to large businesses. Mom and pop enterprises were in effect subsidizing the Rockefellers, the Swifts, and the Carnegies.

By the late 19th century, frustration with the railroads helped to galvanize protests such as the Grange and the Populist farming movements to demand more equitable treatment for the public. Millions of Americans banded together to push for legislation that could rein in corporate excess such as the Interstate Commerce Act in 1887 and the Sherman Antitrust Act in 1890. In addition, they established

regulatory commissions that forced railroads to adopt non-discriminatory rates. Only in response to these external pressures did railroads provide rates and a service that enhanced the livelihoods of a wide swath of the U.S. populace.

Electrification too required civic action for public gain. Thomas Edison and other pioneers sparked widespread fascination with electricity during the 1870s and '80s. Dramatic displays of light at world's fairs such as the Columbian Exposition in Chicago in 1893 connected electricity in the popular imagination to social progress.

Yet it soon became clear that electricity did not mean progress for all. In its first two decades, it was too expensive for the vast majority of Americans, and even 50 years after its first introduction, a third of U.S. households lacked service. As with railroads, residential consumers often paid rates five times higher than large corporations. In factories, electrical machines often lowered wages by replacing skilled workers, and the glow of its lights made unpleasant graveyard shifts more common.

Fair and widespread access to electricity came only after reformers organized and agitated to reach groups whom the electric companies had chosen to ignore. They demanded that public utility commissions regulate rates, and pressured companies to expand coverage. If this failed, citizens often built publicly owned electricity systems. In 1935, the Rural Electrification Administration—a program of the New Deal—provided government support to rural consumers who wished to build their own transmission wires and electricity cooperatives. Only after they saw the success of these initiatives did utilities begin to provide an electricity service to rural consumers.

The accomplishment of a truly public infrastructure has never been complete. The recent crisis of water infrastructure in Flint, Michigan, is a notorious example. Thousands of other cases, such as Louisiana's "Cancer Alley" reveal that, for poor and minority communities, infrastructure has often been more a threat than a benefit. Despite these shortcomings, citizen advocacy has changed infrastructure from a tool of the elite into networks that have given many more individuals a fair shake at achieving the American Dream. It is a history that should guide our thinking in the present.

In sum, infrastructure is not just concrete, pipes, or wires: it is a collection of systems—material, social, and political—that provide individuals with the opportunity to fully participate in social and

■ Continued on page 8

## California Sub-Bid Request Ad

**SUKUT**  
CONSTRUCTION

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

**Signs, Erosion Control, Fencing, Landscape, Trucking, Rip Rap, Guardrail, Traffic Control, Treated Wood Waste, Rebar, Steel Pipe Arch, Corrugated Steel Pipe**

**FOR CONSTRUCTION ON STATE HIGHWAY IN SAN BERNARDINO COUNTY  
NEAR LUDLOW FROM 0.3 MILE EAST OF CRUCERO ROAD  
TO 0.4 MILE WEST OF BADGER WASH**

**In District 08 On Route 40**

**Contract No. 08-0R1604 Federal-Aid Project ACHSIM-040-1(084)E  
DBE Goal 14%**

**BID DATE July 10, 2018 @ 2:00 p.m.**

**Sub & Vendor Scopes and Bids Due Prior**

**Sukut Construction, LLC**

**4010 W. Chandler Avenue, Santa Ana, CA 92704**

**Contact: Jerry Pabbruwee**

**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, via Sukut's FTP site, 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 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**

## The First Black Woman to Own and Run a Billion-Dollar Company

■ Continued from page 2

stand what they want to achieve, sometimes it's not what they are saying so much as what they're trying to get to. Then you have to be honest about what your ability is to help them with that. Trust is so huge when you're working with a candidate who's looking for work. I would even say that people who don't achieve healthy, good, rewarding, life supporting work often don't succeed in other ways. It can lead to so many dysfunctions and traumas and illnesses.

**How do you handle setbacks? What are you thinking about to get yourself unstuck in those moments?**

Understand that you're going to fall down sometimes. But you learn from it and you move forward. The thing that I've found is that many people experience a setback and then [they] let that cripple them. They can't focus on anything else but that one failure.

The people I grew up around, they grew up in a very different society than we have today. They may have had more setbacks than successes but it's the end measurement that they made worth it. These are people for who setbacks facts were built into the fabric of how they would create a life. And sometimes those were social setbacks, sometimes they were legal setbacks. Most of the time they were economic disadvantages or ex-

clusionary setbacks. So they knew. They came ready. They expected it.

I grew up in a mindset where I was taught oftentimes you're going to have to do twice as much to get half as far. It did build readiness [in me] to hit the road running and not stop when you come to the potholes.

**What is your advice for being your own best advocate?**

You've got to really learn to trust yourself. Be very clear about who you are. Sometimes that means you've got to ask someone other than yourself who you are. Shakespeare encouraged us to know thyself. I encourage us to do that, and understand how other people see you. If you want to be your own best advocate, you've also got to understand who are you advocating to. Not just who are you advocating for.

What you're worth to yourself is immeasurable, what your worth to someone paying you for it is a combination of things that may include your skill set and the value you can bring to outcomes for them. It also may include where they are at that point. One company may be prepared to pay you in one way differently than another company. And so being very clear about who you are as you advocate for yourself is one thing. But being very clear about who you're advocating to is a very key element that sometimes is missed.

**SOURCE: [www.entrepreneur.com](http://www.entrepreneur.com)**

# Public Legal Notices



**CITY & COUNTY OF SAN FRANCISCO  
DEPARTMENT OF PUBLIC WORKS**

**ARGUELLO BOULEVARD  
TRAFFIC SIGNAL UPGRADE  
Contract ID No. 100009784  
PW ARGUELLO BLVD TRAF SGNL UPG**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30:00 p.m. on August 8, 2018**, 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 Public Works Electronic Bid Documents Download site at [www.sfpublicworks.org/bid-docs](http://www.sfpublicworks.org/bid-docs). Please visit the Contracts, Bids and Payments webpage at [www.sfpublicworks.org](http://www.sfpublicworks.org) for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work is located at various intersections along Arguello Boulevard between Turk Street and Lake Street and consists of upgrading traffic and pedestrian signal infrastructure, curb ramp installation, traffic control, and all associated work. The time allowed for completion is 270 consecutive calendar days. The Engineer's estimate is approximately \$800,000. For more information, contact the Project Manager, Steven T. Lee at 415-558-5226.

**On July 1, 2014, the registration program under section 1725.5 of the California Labor Code went into effect. The program requires that all contractors and subcontractors who bid or work on a public works project register and pay an annual fee to the California Department of Industrial Relations ("DIR").**

**No contractor or subcontractor may be listed in a bid or awarded a contract for a public works project unless registered with the DIR as required by Labor Code section 1725.5 [with limited exceptions from this requirement for bid purposes only under Labor Code section 1771.1(a)].**

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 ("Administrative Code") Section 6.25 and Chapter 25 of the Environment Code, "Clean Construction" is required for the performance of all work.

This Contract is subject to the requirements of Administrative Code Chapter 12X, which prohibits the City from entering into any Contract with a Contractor that has its United States headquarters in a state ("Covered State") with laws that perpetuate discrimination against LGBT populations or where any or all of the work on the contract will be performed in any of those states. A list of states on the Covered State List can be found at: <https://oag.ca.gov/ab1887>.

The Specifications include liquidated damages. Contract will be on a Unit Price basis. Progressive payments will be made.

The Contract will be awarded to the lowest responsible responsive bidder.

A bid may be rejected if the City determines that any of the bid item prices are materially unbalanced to the potential detriment of the City.

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is 25%. Call Selormey Dziku at 415-554-8369 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement

by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

**A pre-bid conference will be held on July 19, 2018 at 2:00 p.m., at 30 Van Ness Avenue, 5th Floor Electrical Conference Room.**

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. Administrative Code Section 6.22(a) requires all

construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

**Class "A" or "C-10" license required to bid.**

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 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 Administrative Code 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 Administrative Code Section 6.22(g). 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.

Bidders are hereby advised that the Contractor to whom the Contract is awarded must be certified by the Contract Monitoring Division as being in compliance with the Equal Benefits Provisions of Chapter 12B of the Administrative Code within two weeks after notification of award.

If a bidder objects on any ground to any bid specification or legal requirement imposed by this Advertisement for Bids, the bidder shall, no later than the 10th working day prior to the date of Bid opening, provide written notice to the Contract Administration Division, San Francisco Public Works, setting forth with specificity the grounds for the objection.

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

7/5/18

**CNS-3150081#**

**SMALL BUSINESS EXCHANGE**



**GOLDEN GATE BRIDGE  
HIGHWAY & TRANSPORTATION DISTRICT**

**NOTICE INVITING BIDS**

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for Contract No. 2018-F-088, M.V. Napa, M.V. Del Norte, and M.V. Golden Gate Scheduled Drydockings and Capital Improvements. Interested Bidders must submit bids by way of upload to the District's Procurement Portal: <https://ggbhtd.bonfirehub.com> by Tuesday, July 31, 2018, at 2:00 p.m., PT, at which time bids will be publicly opened and read.

Requests for approved equals, modifications or clarifications of any requirement must be submitted in writing by Tuesday, July 17, 2018, at 4:00 p.m., PT.

The Bid Documents are available for download on the District's Procurement Portal. In order to download and respond to posted solicitations, Proposers will need to register. Once registered, to download the documents:

- 1) Go to the District's Procurement Portal: <https://ggbhtd.bonfirehub.com>.
- 2) Under "Action" column of "Open Public Opportunities" page, click on "View Opportunity" next to desired Project.
- 3) Scroll down to "Supporting Documentation" section to download documents.

For general questions regarding this Contract, please contact Jeff Kellogg, Marine Procurement Officer, at (415) 925-5543.

/s/ Aida S. Caputo, Contracts Officer

Dated: 7/3/18

7/5/18

**CNS-3148902#**

**SMALL BUSINESS EXCHANGE**

**July 2018 Outreach  
Department of Elections**

On July 16, 2018, the Department of Elections will provide voter registration forms for non-citizens who are eligible to vote for members of the Board of Education in the November 6, 2018, election. The registration forms will be available on the Department of Elections' website, [sfelections.org](http://sfelections.org), and at the Department's office in City Hall, Room 48. Eligible non-citizen residents who wish to register to vote in the School Board election will need to complete a registration form and return it to the Department by mail or in person. The Department's website will provide other information related to non-citizen voting, including a notice regarding the federal agencies obtaining non-citizens' personal information, frequently asked questions, and a list of nonprofit organizations that specialize in protecting the rights of immigrants. Non-citizen voting in School Board elections was approved by San Francisco voters in 2016 under Proposition N.

**INVITATION FOR BIDS**

The Port of San Francisco, a department of the City and County of San Francisco announces the following contract for bid: **Contract #2810, HAZARDOUS MATERIALS ABATEMENT - BUILDING 49, CRANES 14 & 30, PIER 70, PORT OF SAN FRANCISCO** consists of abatement of hazardous materials at the following sites: Building 49 and Cranes 14 & 30, all located at Pier 70 in San Francisco, CA. Bidders shall have an active Class "HAZ" California Contractor's license. Estimated construction cost is \$275,000. For questions contact Carol Bach, (415) 274-0568. For additional details and bid dates please refer to [www.sfgov.org/oca](http://www.sfgov.org/oca) and [www.sfgov.org/oca](http://www.sfgov.org/oca).

**COMMENCEMENT OF THE REQUEST FOR PROPOSALS  
PROCESS FOR THE**

**TERMINAL 2 SUNGLASS OR COSMETICS STORE LEASE  
AT SAN FRANCISCO INTERNATIONAL AIRPORT**

The Airport Commission has commenced the Request for Proposals (RFP) process for the Terminal 2 Sunglass or Cosmetics Store Lease. The Lease is comprised of one location totaling 723 square feet in Terminal 2. The proposed minimum financial offer for the Terminal 2 Sunglass or Cosmetics Store Lease is \$125,000.00. The Lease shall have a term of seven years. Rent for the Lease shall be the higher of the Minimum Annual Guarantee or the sum of the percentage rent as follows: 12% of Gross Revenues achieved up to and including \$500,000.00; plus 14% of Gross Revenues achieved from \$500,000.01 up to and including \$1,000,000.00; plus 16% of Gross Revenues over \$1,000,000.01. Small, local, and disadvantaged businesses are encouraged to participate.

The Informational Conference will be held on Wednesday, June 20th, 2018 at 10:00 a.m. at the Terminal 2 Partnering Conference Room, at San Francisco International Airport.

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

The City and County of San Francisco encourage public outreach. Articles are translated into several languages to provide better public access. The newspaper makes every effort to translate the articles of general interest correctly. No liability is assumed by the City and County of San Francisco or the newspapers for errors and omissions.

**CNS-3144061#**



**DIVERSITY OUTREACH**

- Advertise
- ITB to Targeted (NAIC/SIC/UNSPSC) Certified Business
- Telephone Follow-up (Live)
- Agency/Organization Letters
- Computer Generated Dated/ Timed Documentation
- Customized Reports Available

Visit this link for the **OUTREACH ORDER FORM:**

[www.sbeinc.com/services/diversity\\_outreach.cfm](http://www.sbeinc.com/services/diversity_outreach.cfm)

**COMMENCEMENT OF THE REQUEST FOR PROPOSALS PROCESS FOR THE BOARDING AREA C RETAIL CONCESSION LEASES AT SAN FRANCISCO INTERNATIONAL AIRPORT**



The Airport Commission has commenced the Request for Proposals (RFP) process for the Boarding Area C Retail Concession Leases. The RFP includes two retail Leases with the following proposed Lease specifications:

**PROPOSED LEASE SPECIFICATIONS**

<b>Concepts:</b>	Lease No. 1: Retail Marketplace Lease No. 2: Newsstand
<b>Premises:</b>	Lease No. 1: Approximately 1,996 sq. ft. Lease No. 2: Approximately 510 sq. ft.
<b>Term:</b>	Both Leases: Seven years commencing on the Rent Commencement Date, with two (2) one-year options to extend at the Commission's discretion.
<b>Minimum Financial Offer:</b>	Lease No. 1: \$1,150,000.00 Lease No. 2: \$535,000.00

**Annual Rent:** Both Leases: For each Lease Year, the base rent shall be the higher of the Minimum Annual Guarantee ("MAG") or the following tiered percentage rent:

- 12% of Gross Revenues achieved up to and including \$500,000.00; plus
- 14% of Gross Revenues achieved from \$500,000.01 up to and including \$1,000,000.00; plus
- 16% of Gross Revenues achieved over \$1,000,000.00.

An Informational Conference will be held on Thursday, July 12, 2018 at 10:00 a.m. at the Aviation Museum at San Francisco International Airport. This is a time when staff will discuss desired concept, minimum qualification requirements, address any questions relating to the Lease and receive comments from participants. Small, local and disadvantaged businesses are encouraged to participate.

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

**CNSB #3150175**

**REQUEST FOR PROPOSALS FOR THE SHOESHINE SERVICE LEASE AT SAN FRANCISCO INTERNATIONAL AIRPORT**



The Airport Commission has commenced the Request for Proposals (RFP) process for the Shoeshine Service Lease.

The Lease comprises four shoeshine locations in Terminals 1, 2 and 3. The Lease term is three years with one (1) three-year option. The annual rent shall be the higher of the Minimum Annual Guarantee, set at \$27,500.00 for the initial year, or five percent (5%) of Gross Revenues. Small, local and disadvantaged businesses are encouraged to participate.

The Informational Conference will be held on Thursday, July 12, 2018, at 2:00 p.m. at the Terminal 2 Partnering Room, at San Francisco International Airport.

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

**CNSB #3150195**



# Fictitious Business Name Statements

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381744-00

Fictitious Business Name(s):  
**Baca Consulting**  
 Address  
**125 Staples Avenue, San Francisco, CA 94112**  
 Full Name of Registrant #1  
**Patrick Baca**  
 Address of Registrant # 1  
**125 Staples Avenue, San Francisco, CA 94112**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **6/4/2018**

Signed: **Patrick Baca**

This statement was filed with the County Clerk of San Francisco County on **6/4/2018**

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

Filed: **Maribel Jaldon**  
**Deputy County Clerk**  
**6/4/2018**

6/21/2018 + 6/28/2018 + 7/5/2018 + 7/12/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381964-00

Fictitious Business Name(s):  
**Dino Greens Micro Farm**  
 Address  
**882 26th Avenue, San Francisco, CA 94121**  
 Full Name of Registrant #1  
**Brent McDowell**  
 Address of Registrant #1  
**1700 Waller Street #3, San Francisco, CA 94117**  
 Full Name of Registrant #2  
**Chris Beck**  
 Address of Registrant #2  
**655 John Muir Dr. E232, San Francisco, CA 94132**  
 Full Name of Registrant #3  
**David Gray**  
 Address of Registrant #3  
**882 26th Avenue, San Francisco, CA 94121**

This business is conducted by **A General Partnership**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **6/15/2018**

Signed: **Brent McDowell**

This statement was filed with the County Clerk of San Francisco County on **6/15/2018**

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**6/22/2018**

7/5/2018 + 7/12/2018 + 7/19/2018 + 7/26/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381682-00

Fictitious Business Name(s):  
**Limousine Airport Services**  
 Address  
**649 Mission Street, 5th Floor, San Francisco, CA 94105**  
 Full Name of Registrant #1  
**Wender Ferreira Da Silva**  
 Address of Registrant # 1  
**23 El Camino Real Apt #4, Burlingame, CA 94010**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/30/2018**

Signed: **Wender Ferreira Da Silva**

This statement was filed with the County Clerk of San Francisco County on **5/30/2018**

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

Filed: **Jessa Lazo**  
**Deputy County Clerk**  
**5/30/2018**

6/21/2018 + 6/28/2018 + 7/5/2018 + 7/12/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381670-00

Fictitious Business Name(s):  
**1.) Proactif**  
**2.) Sifuture**  
 Address  
**160 Brannan Street, Apt #402, San Francisco, CA 94107**  
 Full Name of Registrant #1  
**Cepand (CA)**  
 Address of Registrant # 1  
**160 Brannan Street, Apt #402, San Francisco, CA 94107**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/29/2016**

Signed: **Babak Soltarian**

This statement was filed with the County Clerk of San Francisco County on **5/29/2018**

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

Filed: **Marielyne L. Argente**  
**Deputy County Clerk**  
**5/29/2018**

6/14/2018 + 6/21/2018 + 6/28/2018 + 7/5/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381934-00

Fictitious Business Name(s):  
**Proven Selection**  
 Address  
**167 Wilson Street, San Francisco, CA 94112**  
 Full Name of Registrant #1  
**Emmanuel Jucaban**  
 Address of Registrant # 1  
**167 Wilson Street, San Francisco, CA 94112**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **6/20/2018**

Signed: **Emmanuel Jucaban**

This statement was filed with the County Clerk of San Francisco County on **6/20/2018**

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

Filed: **Giselle Romo**  
**Deputy County Clerk**  
**6/20/2018**

6/21/2018 + 6/28/2018 + 7/5/2018 + 7/12/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381979-00

Fictitious Business Name(s):  
**Rag Picker**  
 Address  
**825 Geary Street #102, San Francisco, CA 94109**  
 Full Name of Registrant #1  
**Kathleen McNamara**  
 Address of Registrant # 1  
**825 Geary Street #102, San Francisco, CA 94109**

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

Signed: **Kathleen McNamara**

This statement was filed with the County Clerk of San Francisco County on **6/25/2018**

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

Filed: **Sonya Yi**  
**Deputy County Clerk**  
**6/25/2018**

7/5/2018 + 7/12/2018 + 7/19/2018 + 7/26/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381734-00

Fictitious Business Name(s):  
**The Keating Group**  
 Address  
**343 San Jose Avenue, San Francisco, CA 94110**  
 Full Name of Registrant #1  
**Maureen Keating Rader**  
 Address of Registrant # 1  
**343 San Jose Avenue, San Francisco, CA 94110**

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

Signed: **Maureen Keating Rader**

This statement was filed with the County Clerk of San Francisco County on **6/4/2018**

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

Filed: **Susanna Chin**  
**Deputy County Clerk**  
**6/4/2018**

6/21/2018 + 6/28/2018 + 7/5/2018 + 7/12/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381849-00

Fictitious Business Name(s):  
**Ritu Indian Soulfood**  
 Address  
**3111 24th Street, San Francisco, CA 94110**  
 Full Name of Registrant #1  
**Shubham Hospitality Group (DE)**  
 Address of Registrant # 1  
**3111 24th Street, San Francisco, CA 94110**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **6/12/2018**

Signed: **Rupam Bhagat**

This statement was filed with the County Clerk of San Francisco County on **6/12/2018**

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

Filed: **Marielyne L. Argente**  
**Deputy County Clerk**  
**6/12/2018**

6/28/2018 + 7/5/2018 + 7/12/2018 + 7/19/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0380961-00

Fictitious Business Name(s):  
**Richard Ventura & Associates**  
 Address  
**325 Sutter Street #425, San Francisco, CA 94108**  
 Full Name of Registrant #1  
**Richard Ventura**  
 Address of Registrant # 1  
**325 Sutter Street #425, San Francisco, CA 94108**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **4/13/2018**

Signed: **Richard Ventura**

This statement was filed with the County Clerk of San Francisco County on **4/13/2018**

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

Filed: **Marielyne L. Argente**  
**Deputy County Clerk**  
**4/13/2018**

5/10/2018 + 5/17/2018 + 5/24/2018 + 5/31/2018

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0381661-00

Fictitious Business Name(s):  
**1.) SFRE Solutions**  
**2.) SF Real Estate Solutions**  
 Address  
**2282 Market Street, San Francisco, CA 94114**  
 Full Name of Registrant #1  
**Intellimove Realty Group, Inc. (CA)**  
 Address of Registrant # 1  
**2282 Market Street, San Francisco, CA 94114**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **1/01/2011**

Signed: **Christopher Sprague, CEO/President**

This statement was filed with the County Clerk of San Francisco County on **5/29/2018**

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

Filed: **Susanna Chin, Deputy County Clerk**  
**5/29/2018**

5/31/2018 + 6/7/2018 + 6/14/2018 + 6/21/2018

## Activism built America's infrastructure

### Continued from page 6

economic life. Attempts to revitalize U.S. infrastructure must recognize this point and move beyond simple technological design. We need to pay attention to access for all Americans, maintenance that prevents catastrophic collapse, and monitoring to protect the health and wellbeing of disadvantaged communities. Democracy, not technological innovation, will make U.S. infrastructure great again.

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

## \$11 Million For Innovative Proposals

### Continued from page 3

The Notice of Funding Opportunity (NOFO) published on June 11, 2018, is the official competition document. The information in this press release is not intended to conflict with or supersede the NOFO in any way.

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

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