



Voice of Small, Emerging Diversity Owned Businesses Since 1984

# SHOP Spells Relief for Small Business

## Supporting Small Businesses

**Covered California will help small businesses shop for a variety of health plans. Employers with fewer than 25 full-time employees also may qualify for federal tax credits**

**146 DAYS 5 HRS 4 MINS**  
Until New Coverage Begin For Millions Of Californians  
Health care coverage begins January 1, 2014



For years, small business owner Douglas Ogden wanted to provide his employees health insurance, but just couldn't afford it.

The Beverly Hills resident, who runs a dry cleaning business in West Hollywood with nine employees, knows the importance of having health insurance.

When he was diagnosed with central sleep apnea earlier this year – a condition that if left untreated could lead to heart disease and strokes -- insurance companies flatly refused to cover him because of his pre-existing condition. It was quite by accident, he said, that he found out about California's Pre-Existing Condition Health Insurance Program, a stopgap program under the Affordable Care Act (ACA) that offers health insurance at an affordable cost. He enrolled in it.

Starting January 1, when the ACA is fully implemented, insurers will be banned from denying health insurance to anyone with a pre-existing health condition.

"But I am still not able to provide employer-sponsored insurance to my employees because of the cost of coverage for individual plans," lamented Ogden who has been operating dry

cleaning businesses in different parts of Southern California for more than two decades.

Last week, he was among the state's small business owners that lauded the announcement by Small Business California that come Jan. 1, 2014, Covered California, the state's online health insurance marketplace, will offer choices of health insurance to small businesses and keep premiums in check.

"For nearly a decade, increasing health care costs have been the top concern for California's more than 3 million small business owners," said Scott Hauge, president of Small Business California. "The plans and prices announced today should help control costs and put health insurance within reach for many."

Under the Small Business Health Options Program, or SHOP, California businesses with 50 or fewer employees will be able to choose from one of six plans. The employer will pick a level of coverage and employees can pick any plan at that level.

While rates vary by region, premiums are generally comparable to 2013 small-group rates, according to Covered California's executive director Peter Lee. They can even save

small businesses money on their premiums. Lee called the rates "a game leveler."

"Covered California is offering plans that will encourage thousands of employers to participate, ultimately increasing the number of insured Californians," said Lee, "which is the mission of the landmark federal law."

The SHOP will provide small business owners with a single, consolidated bill to help minimize the time and paperwork employers often face when providing health coverage for their employees.

The SHOP is part of an important effort to control health care costs. The U.S. Department of Health and Human Services recently evaluated proposed insurance premiums in six states, reporting that prices for small business plans in those states have come in an average of 18 percent lower than the premiums employers were paying prior to the ACA.

While small businesses are not required to provide health insurance under the ACA, those that do may be eligible for subsidies to purchase it, said Lee, starting now. It is currently 35 percent and goes up to 50 percent of the premium on January 1.

Ogden said he is "cautiously optimistic" about last week's announcement.

"I am concerned about the Affordable Care Act and the SHOP program being watered down and delayed by the Republican- controlled Congress and special interest groups like the Chamber of Commerce, who have historically been vehemently opposed to employer-mandated health insurance and worker rights in general," he said.

"I have experienced first hand what my employees are faced with worrying about on a daily basis: the threat of financial ruin by a catastrophic health incident due to lack of insurance."

To learn more visit [www.healthlaw-guideforbusiness.org](http://www.healthlaw-guideforbusiness.org).

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### Inside this issue:

For Ethiopian Women, Construction Jobs	Page 2
Sub-Bid Request Ads	Pages 3-6, 10
Community Outreach	Page 7
SBE Southern California News and Events	Pages 9-10
Public Legal Notices	Pages 11-14
Banking & Finance	Page 15
SBE Subscription Form	Page 16

# For Ethiopian Women, Construction Jobs Offer A Better Life



Mekedes Getachew, 19, has been working at construction sites in Addis Ababa, Ethiopia, since she was 15 years old. Except for the heaviest lifting, she says, the laborers "all do the same work and we don't really say this is a man's job, but when it comes to salary there's a difference." She earns \$1.50 a day. Men earn \$2. Photo Credit: Gregory Warner/NPR

## By Gregory Warner

Earlier this summer in the Ethiopian capital Addis Ababa, I heard a complaint from many professionals that they could no longer find cheap house cleaners and nannies.

The apparently endless supply of girls and young women from the countryside who would work for peanuts just for a chance to move to the capital was drying up. It turns out more and more of them are finding work on one of the city's many construction sites.

Unlike her male coworkers, Mekedes Getachew does not wear a hard hat, but instead sports a bright purple headscarf with tassels under a newsboys cap. She says a hard hat is just too heavy.

The 19-year-old Mekedes is one of six women working alongside 60 men at a construction site that will next year be a new wing of a city hospital. She wears a paint-spattered sweatshirt and a skirt over her jeans, a nod to her Orthodox Christian upbringing.

While she typically does lighter jobs like cleaning and shoveling sand, roles on the site are always fluid. She's tackled even the heaviest lifting jobs since she showed up to work as a day laborer at age 15.

"[I feared] that it might be a difficult job," she says. "I was also scared of the boys because they were very huge, and I see them lifting heavy stuff and that used to be a little scary."

## Less Than \$1 A Day To Start

She was paid 75 cents a day initially; the men were paid \$2. She didn't take issue with the salary, reasoning to herself it was because she'd be doing lighter jobs.

But then one day they were mixing cement from bags weighing about 110 pounds, heavier than Mekedes. One of the foremen looked around for someone to haul the bags and his eyes landed on her.

"My boss told me to do it and I did not want him to find out that I'm scared or I did not want him to know that I may not be able

to do it," she says.

She needed the job, and it was either haul the bag of cement or haul herself back to Semen Shewa, the tiny village in the north where she was born.

"If I was going to lift it on my own maybe I may not have been able to do it, but the boys are the ones who lifted it and put it on my back, so, I did it," she says. "I carried it ... so that gave me the confidence."

Growing up, she never would have imagined herself working alongside men in the open air and climbing scaffolding of raw timber. Girls from her village usually drop out of school by fourth grade to prepare for an arranged marriage.

"My father's plan was to give me a husband. He wanted me to get married and have a family," she says.

Young Mekedes had other plans, however. The first was to finish her education, and for that she needed money. Against the pleas of her father she went to Addis Ababa and, at the age of 11, found work as a live-in maid earning \$4 a month.

She looked after three children — aged 6, 8 and 12 — washing laundry, picking them up after class and preparing their lunches.

That meant rising before dawn in the cold to cook injera, a spongy flatbread. In the end it was the cold that got her; she caught pneumonia and the woman of the house kicked her out, withholding six months of her salary, a whole \$24. That left her little to take back home to her father.

## Returning Home

"He saw me and he started crying, and then I was also very shocked. I couldn't control my tears. I also cried with him," she says. "I disappointed him and that made me feel very bad."

Mekedes helped her dad in his shop while she nursed herself back to health. In some other period of Ethiopian history that is where her story might have ended. At 13, unable to make a good marriage because of her relatively advanced age and the smell of the city on her, she would be consigned to the role of the spinster daughter taking care of her aging parents.

But Mekedes' convalescence came timed with a remarkable uptick in Ethiopia's economy. In 2007, Ethiopia's GDP was growing at more than 6 percent per year. On the radio in her father's shop she would hear stories of women finding work in construction sites in the city. The stories were almost always presented as lurid cautionary tales about a young woman's descent into prostitution or drugs, confirming her father's worst fears about city life.

"Usually people in the village believe that people in the city can easily be exposed to bad life, so he was scared I might also have bad friends and they [would have a] bad influence on me," Mekedes says.

Mekedes listened to the same stories on the radio and heard something entirely different: a second chance. Girls were actually leaving, getting out, making salaries and becoming independent. So at 15, she found herself on a bus back to Addis Ababa.

"Now I am freer, I get paid monthly, I am self-dependent and I can save a little," she says. "But construction work is a very difficult job for a woman; it's very difficult carrying heavy stuff."

## Still More Challenges

It's not just the heavy lifting that makes it difficult, however. Mekedes often has to fend off advances from her male coworkers, and while those radio stories in her father's shop had steered her against the dangers of temptation, she had not counted on the seductive math of economics. Men on the construction site are paid more, and combined with a man's salary, she could achieve her goal of getting to school much faster.

"When you work together, when you are two, life can be better," she says. "You live together, you make money together and you can have a better life."

But she saw what happened when a good friend on the site moved in with a man. Instead of getting a better life, she got pregnant and abandoned. That, she says, is exactly what her father fears.

So Mekedes lives alone, though that means she spends more on rent. She now makes \$1.50 a day. In a good month, she saves \$10. And at age 19, while she hasn't quite given up on pursuing her education, she has a short-term goal. These days her vision of achieving independence is having her own small shop in the city.

"If I can save good money, I want to have a shop that has everything in it," she says. "It could be juice, fruits, anything, but a little shop with everything in it."

A little shop with everything in it, and, she adds, nothing too heavy to lift.

Source: ©2013 NPR



At this future wing of a city hospital, six female laborers work alongside some 60 men.

Photo Credit: Gregory Warner/NPR

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## AWARDS

- CITY OF LOS ANGELES Black Business Association, Outstanding Entrepreneur Mayor's Advisory Board, Outstanding Achievement as a Vendor/Supplier

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## MEMBERSHIPS



ISSN 0892-5992

SBE is a certified DBE - CA UCP Firm #5988

# NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS



Current and On-going procurement opportunities for the Expo II Project are Available through the project procurement website:

<https://partners.myskanska.com/usa/clients/buildexpo/Expo2/Outreach/Lists/Bidding%20Opportunities/Bids%20Due.aspx>

Bid Packages Currently available are: Signage & graphics, Flatwork - City of LA, AC Paving, Floor & Wall tile, Bike Racks/Lockers, Permanent Striping & signs

Bid packages will be posted to the site on a continual basis. Plans, Specs and additional information are also available on the site. If you need assistance, please contact Christine Burton at 310-500-1466. SBE and DBE certified firms are encouraged to participate.

Skanska Rados is an Equal Opportunity Employer



Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**Regional Connector Transit Corridor Design-Build Project**

**Owner: LACMTA**

**RFP No.: C09080**

**DBE Goal: 20% Design & 18% Construction**

**Subcontractor Proposal Due Date: August 5, 2013, 2:00PM**

**Website: www.teamrcc.com**

Team RCC, lead by Skanska, is interested in soliciting in Good Faith all subcontractors as well as certified DBE subcontractors related to the scopes of work below for the Regional Connector Transit Corridor Project. Quotes will be requested from Subcontractors, Vendors, Professional Service and Trucking companies. Please visit our website for the RFP documents and addenda, Subcontracting Requirements, Sample Contracting Documents, Project Announcements, Outreach and Contact Information. **If you are interested in joining our team for this project, please visit our website, fill out and return the Invitation to Bid form to the fax number below. All Quotes are due Aug. 16th, 2013.**

Requested scopes include, but are not limited to the following:

**Subcontractors:** Demolition, Clear & Grub, Excavation Earthwork and Support Systems, Shoring & Lagging, Temp. Tunnel Ventilation, AC Paving, Concrete Curbs, Gutters and Sidewalks, Pavement Striping & Marking, Cast-In-Place and Prestressed Concrete, Exposed Concrete Finishes, Arch. Pavers, Stone, Granite, Masonry, Misc. Metal, Welding, Steel Rail, Fencing, Rough Carpentry, Sheet and Pre-Applied Sheet Waterproofing, Painting & Coatings, Fire Protection, Suppression & Stopping, Metal Doors, Frames & Hardware, Glazing, Equipment, Mechanical Piping & Materials, Ventilation Fans & Equipment, Plumbing, Electrical & Electrical Supply, Low Voltage Systems, Hazardous Material Remediation & Hauling, Trucking

**Services/Vendors:** Monitoring: Sound, Vibration, Geo, and Air Quality, Security, Office Supplies, Reprographics, Sweeper Truck, Water Trucks, Jobsite Sanitation, Janitorial, SWPPP, Progress Photography, Catering

Team RCC will assist qualified subcontractors, vendors, and suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. Please visit our website listed above for detailed contracting requirements

**Team RCC is an Equal Opportunity Employer**

Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 Fax: (951) 788-2449 Email: info@teamrcc.com

## Hunters Point Shipyard Opportunity to Provide Architectural Consulting Services

HPS Development Co, LP is requesting qualified, interested Companies to respond to a public request for proposals through the Successor Agency to the Redevelopment Agency of the City and County of San Francisco.

For more information, please visit:

<http://mission.sfgov.gov/OCABidPublication/BidDetail.aspx?K=7066>

**Proposals must be submitted by September 6, 2013.**

## SKANSKA

Sub-Bids Requested From Qualified DVBE Subcontractors & Suppliers

**FOR CONSTRUCTION ON STATE HIGHWAY IN SAN DIEGO COUNTY IN AND NEAR SAN DIEGO ON ROUTE 11 FROM ROUTE 11/905 SEPERATION TO ENRICO FERMI DRIVE AND ON ROUTE 905 FROM 0.1 MILE EAST OF LA MEDIA ROAD UNDERCROSSING TO 0.2 MILE WEST OF AIRWAY ROAD UNDERCROSSING District 11 on Routes 11, 905**

**Contract No.:11-056324**

**NO DVBE Goal: But encourages bidders to obtain DVBE Participation**

**Bid Date: August 22, 2013 - 2:00PM**

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

Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Type III Barricade, Temp Fencing, Erosion Control, Portable Delineator, Temporary K-Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Box Culvert), Structural Concrete (Bridge & Bridge Footing), Minor Concrete, PTFE Bearing, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Box Culvert), Furnish Sign Structure, Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving (Rock Cobble), Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Concrete Barrier, Chain Link fence & Gates, Steel Pipe Gate, Terminal System, Crash Cushion, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Lighting Parking Lot, Lighting & Sign Illumination, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System

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

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

**Skanska is an Equal Opportunity Employer**

**Skanska Estimating Dept:** 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: Tom.Mehas@Skanska.com

Sub Bids Requested From Qualified MBE, WBE, DBE, UDBE Subcontractors & Suppliers for

**City of Lincoln**

**Regional and Reclamation Pipelines**

**Location: Lincoln, CA**

**Bid Date: August 29, 2013 @ 2:00 PM**

McGuire and Hester is seeking qualified subcontractors in the following trades: electrical & instrumentation; tree removal/clearing; saw cutting; grinding; rebar; bore & pipe jacking; rock drilling & blasting; fencing; hydroseeding and revegetation; painting & coating; striping; horizontal directional drilling; traffic control; surveying; and trucking.

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

**McGuire and Hester**

9009 Railroad Avenue • Oakland, CA 94603

Phone: (510) 632-7676 • Fax: (510) 562-5209

**Contact: Don Crivello**

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A Joint Venture in Association with LAN I TV Lin

Procurement opportunities through Skanska-Shimmick-Herzog will be diverse and ongoing.

Please visit: [www.sshjv-c700.com](http://www.sshjv-c700.com)

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

# NORTHERN CALIFORNIA

# SUB-BID REQUEST ADS

Sub-Bids Requested from Qualified DBE Subcontractors & Suppliers:

**I-15 Cajon Pass Rehabilitation Design Build Project**

**District 8 Route 15**

**Contract No.: 08-0Q7404**

**Owner: CALTRANS**

**Bid Date: August 23, 2013 at 2:00 PM - Quotes Due: August 16, 2013 at 5:00PM**

Quotes requested for supplies & services including, but not limited to: AC Milling, Aggregate Base, AC Dike, AC Paving, Asphaltic Oils, Cement, Concrete Aggregates, Concrete Barrier Rail, Construction Area Signs, Curb & Gutter, Dowel Bars, Dowel Baskets, Electrical, Excavation, Fly Ash, Grind PCC, Geogrid Materials, Grind Rumble Strip, Joint Sealing, Landscape, Erosion Control, Metal Beam Guard Rail, Misc. Metals, Overhead Sign Panels, Pavement Removal, Precast Concrete Pavement Panels, QC Testing, Reinforcing Steel, Roadside Signs, Spall & Crack Repair, Striping & Marking, SWPPP, Lead Compliance Plan, Concrete Panel Replacement, Hauling.



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

Phone: (858) 536-3100 • Fax: (858) 586-0164

Contact: Mitch Gamache • Email: [mitch@coffmanspecialties.com](mailto:mitch@coffmanspecialties.com)

Plans & Specifications are available for view at our main office in San Diego or by calling (858) 536-3100

Coffman is interested in soliciting in Good Faith with DBE's for this project. Please call if you need assistance/advice with obtaining Bonds/Insurance/Credit. Subcontractors may be required to furnish 100% Payment & Performance Bonds by an admitted surety and subject to approval by Coffman. 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. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Waiver of Subrogation will be required. In order to assist DBE Contractors and suppliers, we will divide total requirements into smaller tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. 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.

**DeSilva Gates Construction-Robert A. Bothman A Joint Venture**

REQUEST FOR QUALIFIED SBE'S SUBCONTRACTORS AND SUPPLIERS FOR:

**Civil and Station Improvements Contract, Santa Clara - Alum Rock Bus Rapid Transit Project Contract C830 (13058)**

**Owner: SANTA CLARA VALLEY TRANSPORTATION AUTHORITY**

3331 North First Street, Building A, San Jose, CA 95134

**Bid Date: August 27, 2013 @ 3:00 pm.**

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

**DESILVA GATES CONSTRUCTION -**  
Estimator: Grant Rhodes - Phone No. 925-829-9220 Fax No: 925-803-4263:

CLEARING AND GRUBBING/DEMOLITION, MINOR CONCRETE STRUCTURE, STREET ELECTRICAL, PCC GRINDING, CONSTRUCTION AREA/ROAD SIGNS, SLURRY SEAL, STRIPING, SWPPP, UNDERGROUND, QC/QA, TRUCKING, CLASS 2 AGGREGATE BASE MATERIAL SUPPLIER, CLASS 4 AGGREGATE BASE MATERIAL SUPPLIER, HOT MIX ASPHALT (TYPE A) MATERIAL SUPPLIER, CLASS 3 AGGREGATE BASE MATERIAL SUPPLIER, GEOTEXTILE WRIP SUPPLIER, SURVEY AND COMMUNITY RELATIONS OFFICER

**ROBERT A. BOTHMAN -**  
Estimator: Michael Maldonado - Phone No. 408-279-2277 Fax No: 408-279-2286:

SAW CUTTING, DRILLING (PIERS), ELECTRICAL (STATIONS), REBAR, GUARD RAIL/METAL RAILING, CAULKING/SEALANTS, ANTI GRAFFITI/PAINTING, METAL FABRICATION (BUS SHELTERS), TRUCKING, MASONRY, CONCRETE PUMPING, FENCING (ORNAMENTAL FENCING), LANDSCAPING AND CONCRETE READY MIX

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-Robert A. Bothman, A Joint Venture of DeSilva Gates Construction and Robert A. Bothman Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates-Robert A. Bothman 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-Robert A. Bothman A Joint Venture**

11555 Dublin Boulevard

P.O. Box 2909

Dublin, CA 94568-2909

(925) 829-9220 / FAX (925) 803-4263

Website: [www.desilvagates.com](http://www.desilvagates.com)

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**DBE SUBCONTRACTORS/SUPPLIER BIDS REQUESTED**

**CONTRACT NO. C0980**

**REGIONAL CONNECTOR TRANSIT CORRIDOR DESIGN/BUILD PROJECT**

(Construct the underground stations, guide-ways and tunnels from Alameda and First Street (Gold Line) to the existing 7th Street Metro Center Station (Blue Line) located at 7th and South Flower Street.)

**BID SUBMITTAL DATE: AUGUST 30, 2013 AT 2:00 PM**

**OWNER: LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (Metro)**  
**PERFORMANCE/PAYMENT/SUPPLY BOND WILL NOT BE REQUIRED**  
**ALL WORKERS' COMPENSATION AND GENERAL LIABILITY INSURANCE IS PROVIDED BY THE CONTRACTOR CONTROLLED INSURANCE PROGRAM (CCIP)**

**THIS ADVERTISEMENT IS IN RESPONSE TO Metro's DBE PROGRAM. SHEA/WALSH/PTG JOINT VENTURE INTENDS TO PROVIDE AN EQUAL OPPORTUNITY AND CONDUCT ITSELF IN "GOOD FAITH" WITH DBE FIRMS REGARDING PARTICIPATION ON THIS PROJECT. DRAWINGS AND SPECS MAY BE REVIEWED IN OUR OFFICE MONDAY THROUGH FRIDAY, 8:00 AM TO 5:00 PM. QUOTES ARE REQUESTED NO LATER THAN AUGUST 21, 2013 SO THAT ALL BIDS CAN BE FAIRLY EVALUATED. PLEASE SUBMIT BIDS FOR THE FOLLOWING WORK (BUT NOT LIMITED TO):**

Soil and rock excavation, hauling, excavation support systems, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, curb and sidewalk, fencing, landscaping, geotechnical and structural instrumentation, asbestos and hazardous materials handling and disposal, secant piles, soldier piles, shoring, traffic decking, traffic control, cast-in-place concrete structures, reinforcing steel, ground stabilization, tunnel construction, cross-passage construction, directional grout hole drilling, soil-nails, rock-bolts, steel dowels, steel arch support, shotcrete, concrete pumping, placing and finishing, concrete sealants, masonry, waterproofing, service utilities, grouting, electrical services, mechanical, plumbing and fire protection, architectural finishes, doors and hardware, track works, signals, pest control, IT Services, waste disposal and cleaning services.

We are actively soliciting bids for all trades and material supply quotes from DBE firms certified by the California Unified Certification Program (CUCP) by bid/proposal due date. Proposals submitted should not include any cost for Worker's Compensation or General Liability Insurance. Subcontractors will be responsible for providing vehicle liability insurance only. All contractors and subcontractors must agree to sign the letter of assent agreeing to the terms of the Project Labor Agreement (PLA).

Any business seeking to participate as a DBE for this Contract must be DBE certified by the California Unified Certification Program (CUCP) in accordance with 49 CFR Part 26 by bid/proposal due date.

The Joint Venture has established an FTP site where interested firms can view all plans and specifications for their convenience. Please contact Candice Gill at (909) 594-0990; Via Email: [candice.gill@jfshea.com](mailto:candice.gill@jfshea.com) or Jim Honeycutt at (909) 444-4260; Via Email: [jimmy.honeycutt@jfshea.com](mailto:jimmy.honeycutt@jfshea.com) to receive instructions on accessing the FTP Site.

**Shea/Walsh/PTG Joint Venture, An EEO Employer**  
(J.F. Shea Construction, Inc./Walsh Construction Company/Parsons Transportation Group, Inc.)

667 Brea Canyon Road, Suite 22; Walnut, CA 91789

Phone 909-594-0990, Fax 909-869-0827

Please visit our website: <http://www.shea-walsh-ptg-regionalconnector.com>



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## FIND

Subcontractors, Vendors,  
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# NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS

## SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**PALM AVENUE GRADE SEPARATION**  
**San Bernardino Associated Governments**  
**Contract No.: C13108**

**DBE Goal: 9%**

**Bid Date: August 20, 2013 - 2:00PM**

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

**Plans and Specifications** are available for view at our main office in Riverside or may be obtained from A&I Reprographics at (909) 514-0704.

**Quotes requested** for contractors, suppliers and service providers include, but are not limited to: Biological Monitor, Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Fencing, Erosion Control, Temporary Pavement Marking, Temporary Traffic Stripe, Plastic Traffic Drum, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving, Minor Concrete, Rock Slope Protection, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Wrought Iron Fence, Chain Link Fence, Survey Monument, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Waterline, Street Lighting

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

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## SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**Replace and Widen Genesee Bridge at Route 5**  
**District 11 on Route 5**  
**Contract No.: 110223U4**

**DBE Goal: 8%**

**Bid Date: September 12, 2013 - 2:00 PM**

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

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

**Quotes requested from Subcontractors, Suppliers and Service Providers include, but are not limited to:** Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Type III Barricade, Fencing, Portable Delineator, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete (Structure), Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Rock Blanket, Soil Nail, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Seal Pavement Joint, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Structure Concrete (Box Culvert), Minor Concrete, Shotcrete, Treat Bridge Deck, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish & Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Roadside Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Rock Slope Protection, Slope Paving, Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Pipe Handrail, Cable Railing, Transition Railing, Terminal System, Crash Cushion, Concrete Barrier, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Fiber Optic Conduit, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System, Slope Inclinometer, Landscape and Irrigation

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

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

**State Highway in Santa Cruz County in and near Santa Cruz at Various Locations from 0.1 mile south of South /Aptos Underpass to 0.1 Mile North of Route 9**  
**Caltrans No. 05-0R9104 Federal Aid Project NoACHSNHG-P001(578)E**  
**Engineer Estimate: \$1,570,000 - 155 Working Days**

**Goal: DBE 14%**

**Bids: August 13th, 2013 @ 2:00 PM**

**Requesting Sub-quotes for (including but not limited to)** Asphalt Dike, Electrical, Rebar, Striping/Markers, Trucking, Erosion Control, Concrete Barrier, Guard Rail, Clear & Grub, Structural Concrete, Traffic Control, and Storm Drain.

**Scope of Work:** Construct concrete barrier, barrier slab and metal beam guard railing

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 the Caltrans website [www.dot.ca.gov/hq/esc/oe/](http://www.dot.ca.gov/hq/esc/oe/). Contact John Pitsch 925-606-2400 for any questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

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Sub-Bids Requested From WBE and MBE Subcontractors & Suppliers for:

**SMD 1 Sewer Conveyance Pump Station**

**Owner: City of Lincoln**

**Location: Lincoln, CA**

**Bid Date: 9/4/2013 @ 2:00 PM**

**TRADES:** Irrigation System, Landscaping, Epoxies, etc., Concrete, Saw-cutting, Erosion Control, Fencing, AC Paving, CMP Culverts, Filter Fabric, Demolition, Dewatering, Blasting, Surveying, SWPPP, Submersible Pumps, Structural Aluminum, Misc. Metal, Waterproofing, Caulking & Sealants, Painting, Pre-cast Concrete Building, Electrical, Monorail Hoist & Trolley, Instrumentation, RCP, DIP, Polyethylene Pipe, Slide, Flap & Stop Gates, HVAC

**SYBLON REID**

P.O. BOX 100 • Folsom, CA 95763

Phone: (916) 351-0457 • Fax: (916) 351-1674

Contact: **Karen Reichenberger**

If a portion of the work is too large for you to handle, contact us and we will try and break it into smaller portions

Plans and specs are available for review at Syblon Reid office and upon request will provide assistance with drawings and specifications.

Subcontractors and suppliers must be licensed to conduct business in the state of California. Must be able to provide payment and performance bonds. Upon approval of surety company SRC will pay bond premium up to 1.5% of subcontract amount and will assist with insurance compliance. SRC will work with subcontractors on joint check agreements. Plans and specs are available for viewing at our Folsom office and upon request will provide assistance with plans and specifications or help meet other requirements.

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## NORTHERN &amp; SOUTHERN CALIFORNIA

## SUB-BID REQUEST ADS

## SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers  
**City of Lincoln Wastewater Treatment and Reclamation Facility Expansion**  
 Contract No.: 184030298

**Encouraged DBE/MBE/WBE/HUB Certified Firm Participation**  
**Bid Date: September 10, 2013 – 2:00 PM**

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

**Plans and Specifications are available for view/purchase at the following locations:**

- Skanska USA Civil Office, located at 1995 Agua Mansa Rd., Riverside, CA 92509
- Stantec Consulting Services Inc., located at: 3875 Atherton Rd, Rocklin, CA 95765
- For Purchase: ARC Sacramento PlanWell. Please call 916-443-1322

**Quotes requested from Subcontractors, Suppliers and Service Providers include, but are not limited to:**

**Materials:** Construction Area Signs, Utility Line Marking, Watering and Water Development, Corrugated Metal Pipe Culvert, Landscape Rock, Structural Steel, Structural Aluminum, Grating, Treads, Floor Plates, Metal Framing, Steel Platforms, Mechanical Identifying Devices, Bio filter Media Replacement, Fiberglass Launder Covers, FRP Weirs and Baffles, Polyethylene Storage Tanks, Davit Cranes, Seismic Equipment Restraints, Seismic Piping Restraints, Temporary Railing, Erosion Control, Fiber Rolls, Class 2 Base, Joint Seal, Plastic Pipe, Reinforced Concrete Pipe, Welded Steel Pipe, Alternative Flared End Section, Misc Metal, Misc Iron and Steel

**Works scopes:** Survey, Quality Control and Testing, Pipe Chlorination, Pipe Testing, System Startup and Testing, System Training, Clear and Grub, Fence Removal, Excavation Dewatering, Structure Excavation and Backfill, Trenching and Backfill, Storm Water Pollution Plan, Hydroseed, Sheet piling and Shoring, Chain Link Fence, Hot Mix AC Paving, Cast in Place Manhole Bases, Minor Concrete Structures, Concrete Saw cutting, Pipe Railing, Overhead Coiling Doors, Painting and Finishing, Mechanical Process Equipment Installation, Pre Engineered Metal Building and Canopy, Cathodic Protection of Underground Pipe, Process Piping, Process Electrical Systems, Site Lighting, Instrumentation and Controls, Thermoplastic Pavement Marking.

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

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# Community Outreach

## The Return of Segregation

By **Corinna Wu**

**Racial integration in US schools has declined in the wake of recent court decisions to release districts from earlier desegregation orders.**

In the mid-20th century, one prominent means of effecting social change in the United States was use of the judicial system. In 1954, for instance, the landmark decision by the US Supreme Court in *Brown v. Board of Education* dealt a powerful blow against racial segregation in public schools. In the decades that followed, federal courts issued integration orders to scores of school districts, particularly in the South. By the early 1970s, the majority of black students in Southern districts attended integrated schools.

But what happens when the courts change direction? In the 1990s, the Supreme Court issued a series of decisions that made it easier for school districts to gain release from court oversight. Until recently, it wasn't clear whether that shift had allowed some districts to undergo resegregation. A team of researchers led by Sean Reardon, professor of education and sociology at Stanford University, has now studied that question.

The team compiled a list of every US school district that had ever been under a court order to desegregate. That task, Reardon notes, "turns out to be harder than you'd think." After gathering

information from the US Department of Justice and from federal courts, he and his colleagues identified 483 school districts with more than 2,000 students that had been under court oversight as of 1990.

Next the researchers determined how many of those districts had been released from oversight. "We ended up calling hundreds of school districts and talking to their attorneys or superintendents," Reardon says. Their extensive legwork led them to find that the courts had released 215 districts from oversight by 2009.

Reardon and his colleagues compared that set of districts with the set of districts that were still under court oversight. The degree of segregation had gone up noticeably in schools that belonged to the first group, they discovered, whereas the racial makeup of schools in the second group had remained stable.

Many districts had complied with earlier integration orders by busing students across neighborhood boundaries. After release from court order, these districts often returned to a neighborhood school system. Because patterns of residential segregation remain common in the United States, these districts have tended to experience an increase in racial segregation, according to the researchers.

Reardon and his colleagues are now exploring whether the shift toward resegregation has affected student achievement.

Previous studies have shown that the educational outcomes of black students improve when they attend integrated schools. (For white students, meanwhile, the integration of schools tends to have no effect on outcomes.) "The worry is that if students become more segregated, then resources among schools become more unequal," Reardon says.

On the whole, the recent move toward resegregation isn't as dramatic as the transformation that occurred in the aftermath of *Brown*. "It's not like it's back to the pre-1954 South," Reardon says. For that reason, he suggests, any change in achievement levels might not be as dramatic, either.

*Sean F. Reardon, Elena Tej Grewal, Demetra Kalogrides, and Erica Greenberg, "Brown Fades: The End of Court-Ordered School Desegregation and the Resegregation of American Public Schools," Journal of Policy Analysis and Management, 31, 2012.*

*Corinna Wu has worked as a science journalist for more than 15 years on the staffs of U.S. News & World Report, Science News, and the radio show Science Update. As a freelance writer, editor, and producer, her journalism has been published in Nature, Science, Technology Review, and Prism, and her radio pieces broadcast on the Marketplace Morning Report, KQED's Pacific Time, and Scientific American's 60-Second Science.*

Source: Stanford Social Innovation Review

## Are We There Yet? Urban Farming

In urban neighborhoods, the interest in moving away from corporate farms and stores and toward local, organic food sources has boosted interest in urban farms. Cities across the country are changing ordinances to permit the sales of home-grown produce — and even allowing the raising of farm animals — as residents demand access to high-quality food and greater connection to the source of that food.

Baltimore's urban agriculture movement, for example, has taken root with a cadre of small-time entrepreneurs launching urban farms and rooftop gardens with the support of local foundations, city agencies, a city food policy director and "healthy food zoning." One urban farm is run by the city school district, another by a Montessori charter school and a third by an urban service corps.

Other farmer/entrepreneurs are starting "crop circles" and rooftop gardens to provide members of this "community sponsored agriculture" program with shares of the harvest. Baltimore's Big City Farms is creating a national network of urban farms on underutilized land in U.S. cities with the goal of aggregating these efforts and getting big contracts with major customers such as Whole Foods.

Baltimore's urban farmers were able to get the support of the city, which created a Food Policy Task Force after urban farming was deemed a key strategy in the city's sustainability plan. First steps included drafting a zoning code allowing residents to grow and sell produce in higher-density neighborhoods and on city-owned vacant lots. The city is requesting

proposals to turn city-owned vacant lots into farms and is providing a central site for composting. Beth Strommen, director of the city's Office of Sustainability, says her role is to help urban farmers navigate city bureaucracy. "The concept of farming in the city is new," she tells *grist.org*. "I'm trying to help farmers keep their costs down."

But even with the right zoning and government support, urban farmers still face substantial challenges in urban environments, where dust containing lead from vehicle exhaust, lead-based paint and manufacturing facilities has worked its way into the soil. Studies show that lead levels are highest around the foundations of buildings and within a few feet of city streets. The number of programs helping residents test their yards for lead has increased, partly in response to the growing urban farming movement.

### Who We Are:

Reconnecting America is a national non-profit that integrates transportation and community development

Reconnecting America advises civic and community leaders on how to overcome community development challenges to create better communities for all. Reconnecting America develops research and innovative public policy, while also building on-the-ground partnerships and convening players needed to accelerate decision-making.

Source: © 2013 All Rights Reserved. Reconnecting America



## SHOUT-OUTS

### Eating Right

In the absence of a quality grocery store located in every neighborhood, communities have gotten creative. We'd like to give shout-outs to:

The Healthy Corner Store Program in Minneapolis sets retailers up with produce-handling training and a store operations manager at a local food co-op to develop a merchandising plan and get help on pricing and margins.

Under Philadelphia's Philly Bucks program people get \$2 in credit for every \$5 they spend at participating farmers markets, which also accept food stamps.

Baltimore's public library has created a virtual supermarket allowing residents to order food online from a full-service supermarket.

The food is delivered to the public library for residents to pick up, and the city pays for delivery.

The Mid-Ohio Regional Planning Commission is working to integrate a local food system that includes community gardens, a neighborhood campus that teaches classes in food production, transportation planning focused on food access, and a healthy food team.

In Spartanburg, South Carolina, 40 community vegetable gardens have been planted to supply two weekly farmers markets and a mobile food truck that sells fresh fruits and vegetables to low-income neighborhoods.

The Miami-Dade Health Department is revising policies and practices to increase the availability of healthy foods at schools, work-sites, hospitals and other community institutions.

Source: © 2013 All Rights Reserved. Reconnecting America



## Gov. Brown steps in to prevent BART strike



**Jerry Brown**, California Governor



**Jacob Appelsmith**, director of the Department of Alcoholic Beverage Control since 2011

By **Käto Cooks**  
SBE Southern California Editor

In an executive maneuver to avert the impending Bay Area Rapid Transit (BART) System strike, California Governor Jerry Brown appointed a board to review the particulars of the contract dispute. The action ends the threat of a strike in the short term.

At the request of BART, Brown appointed the board of investigation under the authority of California Government Code §3612 (a), which allows for such an action when the public's health, safety, and welfare are threatened. Named to the board are Jacob Appelsmith (chairman), Robert Balgenorth, and Micki Callahan.

In a letter to BART general manager Grace Crunigan and the three Union locals representing BART workers, Brown directed the board to provide a written report within the next seven days. Additionally, he urged, "in the strongest terms possible" for the parties to "meet quickly and as long as necessary to get this dispute resolved."

Brown also cited Government Code §3612(b), indicating that it "prohibits any strike or lockout while the board completes its investigation."

**The state's web site provided the following:**

Jacob Appelsmith (chairman) has been senior advisor to the Governor and director of the Department of Alcoholic Beverage Control since 2011. He was a special assistant to the Attorney General and chief of the California Bureau of Gaming Control from 2008 to 2011. Appelsmith served in multiple positions in the Office of the Attorney General from 1994 to 2008 including deputy attorney general, general counsel for personnel and equal employment opportunity matters and lead supervising attorney for the Employment, Regulation and Administrative Section. He was an attorney at Pillsbury, Madison & Sutro from 1988 to 2004. Appelsmith was recently hired as chief campus counsel at the University of California, Davis. He will assume his new duties in September.

Micki Callahan has been director of Human Resources for the City and County of San Francisco since 2007, where she served as employee relations director in 2005. Callahan held multiple positions at the State Mediation and Conciliation Service from 1996 to 2005, including supervisor of conciliation from 2000 to 2005. She worked at the California Nurses Association in 1995 and was a union representative at the Service Employees International Union from 1982 to 1994.

Robert L. Balgenorth is president emeritus of the State Building and Construction Trades Council of California, where he served as president from 1993 to 2012. He served on the California High-Speed Rail Authority Board from 2011 to 2012. Balgenorth was a commissioner at the California Transportation Commission from 2002 to 2006 and served as chair in 2004. He was business manager and financial secretary at the International Brotherhood of Electrical Workers Local 441 from 1989 to 1993 and executive secretary of the Orange County Building Trades Council from 1982 to 1989. He entered the construction trades as an apprentice electrician in 1965.

The compensation for each board member is \$100 per diem.

The administration has worked with all parties to prevent BART service disruptions. When BART and its unions failed to reach an agreement last month, California Labor Secretary Marty Morgenstern sent two of the state's top mediators – the chair of the Public Employment Relations Board and the chief of the State Mediation and Conciliation Service – to facilitate discussions.

Secretary Morgenstern and the state's mediators were instrumental in driving BART and its unions to agree to end a brief strike in July.



**Micki Callahan**, director of Human Resources for the City and County of San Francisco



**Robert L. Balgenorth**, president emeritus of the State Building and Construction Trades Council of California

### About Käto Cooks



The Small Business Exchange welcomes Mr. Käto Cooks as editor of its SBE Southern California section. Käto began service in the title with the June 13, 2013 edition of the paper.

Käto has served as a contributing editor to the Small Business Exchange since 2008. He is a member of American Mensa, the high-IQ society; vice president of the Bay Area Contract Compliance Officers Association; and a freelance writer and labor compliance consultant based in Walnut, a suburb of Los Angeles.

Käto's broad experience includes time as a construction specialty contractor, prevailing wage investigator, contract administration manager, labor compliance manager, DBE

administrator, newspaper reporter, photo-journalist, and news bureau chief. He is presently editor-in-chief of Peter Mack Media, a small business and entrepreneurship micro-publishing house and syndicator, and he's the Anaheim, California small business correspondent for the online news organization, Examiner.com.

Along with producing and executive producing independent documentary films and videos, Käto edits online and print content for Los Angeles-based Limitless Abundance Productions. He also produces content for celebrity interviewer Renisha Marie's YouTube video channel.



# SBE Southern California

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



## How Will Light Rail Change Inglewood?

Metro (Los Angeles County Metropolitan Transportation Authority) and the Inglewood Public Library are pleased to present Metro Speaks, a free community meeting on Saturday, August 17th, 2013, from 11:00 a.m. to 1:00 p.m. in the Gladys Waddingham Lecture Hall at the Main Library, 101 West Manchester Boulevard, Inglewood, CA, 90301.

This meeting will introduce the people of Inglewood to the concept of TOD (Transit-Oriented Development), a new kind of construction designed to take advantage of the future Crenshaw Line light rail that will connect our city by rail to Downtown Los Angeles, LAX, and everywhere else in the Metro network. The City of Inglewood will also introduce the com-

munity plan for a TOD at Florence and La Brea. The meeting topics include:

- **What is a TOD (Transit-Oriented Development)?**
- **Learn about the City's plan for the Florence/La Brea TOD.**
- **Learn more about the history and future of the Crenshaw Line.**
- **Bring your questions!**

Mayor James T. Butts invites the citizens of Inglewood to learn about the Crenshaw Line and participate in the future development of the light rail stations at Florence/La Brea and Florence/West. "The Crenshaw Line will trans-

form the City of Inglewood in the 21st century, and our community will welcome visitors from Los Angeles County and around the world through these new rail portals...let's make them great!"

This free program is open to all. Funding is provided by the Inglewood Public Library. Metered and paid parking is available on-site, or take Metro bus lines 40, 111, 115, 211, 212, 215, 311, 312, 442, 607 and 740.

For more information about this program, call (310) 412-5380.

**SOURCE: Inglewood Public Library**

## End of the line for Expo legal challenge

A long-running legal challenge to the Exposition Line light rail project, now under construction from Culver City to Santa Monica, was stopped in its tracks this week by the California Supreme Court.

In a 6-1 decision, the court ruled against the group called Neighbors for Smart Rail, which contended in its lawsuit that the environmental reviews for the second and final phase of the Expo project had been inadequate.

The high court said the environmental information considered was sufficient, although they did agree with the plaintiffs on one point: they found that the project should have considered 2015 conditions—not 2030 conditions—in assessing potential impacts. But even so, the justices found, the process "did not deprive the agency or the public of substantial relevant information on those impacts."

Expo backers hailed the ruling as the last chapter in a lengthy legal battle and said it clears the way for completion of the project, which will provide a transit alternative on a route that for the most part parallels the heavily-congested 10 Freeway.

"With this litigation now behind us, Westside residents can look forward to an exciting new public transit option when the Expo Line is scheduled to open in 2015," Supervisor Zev Yaroslavsky, a member of the Exposition Light Rail Construction Authority board, said in a statement.

The high court ruling comes after two lower courts also rejected Neighbors for Smart Rail's arguments. An injunction that would have stopped work on the project while the Supreme Court considered the group's appeal was turned down in November, 2012.

Construction has been continuing at a brisk pace since then.

"We were free to move forward, and as a result we were able to construct about almost 50% of the project," said Samantha Bricker, the construction authority's chief executive officer. "The contractor is moving full steam ahead."

"I think it's a win for future riders," she added, "as the project will be able to be delivered, as it stands right now, on time and on budget."

**Continued on page 14**

## EVENTS & SEMINARS

**Tuesday, August 13, 2013**

How to Do Business with Metro Workshop. This two-hour orientation and business workshop is held on the second Tuesday of each month and provides firms with information on Metro's certification program, vendor registration, contract look-ahead schedules and other useful information. Metro's procurement staff conducts one-on-one interviews with firms during the workshop. Please note that the workshop starts promptly at 9:30am.

The next workshop will be held:

**Tuesday, August 13, 2013**

**9:30am to 12:00pm**

**Metro Headquarters**

**West Patio**

**One Gateway Plaza  
Los Angeles, CA 90012**

### Topics

- Highway Program Forecast
- How to Market Your Firm to Prime Contractors
- Contract Look Aheads
- Two Months Procurement Forecast
- Speakers
- Doug Failing, Executive Director, Highway Programs, Metro
- Brandon Shamim, President, Beacon Management Group
- George Hanible, Western Regional Compliance Officer, Skanska USA Civil West

**Link to the Registration form:**

<https://metrodeod.wufoo.com/forms/how-to-do-business-with-metro-workshop-aug-2013/>

For further questions, please contact **Sherman Gay, Ph.D. (HC)** at [Gays@metro.net](mailto:Gays@metro.net) or at **213.922.3502**.

Upon request, foreign language, sign language interpretation, materials in alternative formats and other accommodations are available to the public for Metro-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone 213.922.2631 between 8am and 4:30pm, Monday through Friday. Individuals with hearing or speech impairment may use the California Relay Service 711 + 213.922.2631

**Thursday, August 15, 2013 6:00-8:30 p.m. \$25**

**Federal/State Basic Payroll Tax Seminar**

Rancho Santiago  
CommunityCollege District  
2323 N. Broadway, Board Room 107  
Santa Ana, CA 92706

# Transportation Bids & News

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

## New light rail car designs in the works

As previously reported, the Metro Board of Directors recently approved purchasing new light rail vehicles from Kinkisharyo International. Metro's Creative Services group has since been hard at work creating distinctive styling and graphics for the new rail cars as well as the entire rail fleet.

"The forward looking design is intended to capture the vibrant spirit of Los Angeles," said Jorge Pardo, Director of Art & Design for Creative Services. "We are seeking to transform Metro's trains into gleaming, contemporary vehicles that express L.A. as a world class urban center. We're creating a safer train and doing it with a sense of style that the world now expects of L.A."

The the workhorse Nippon Sharyo P2020 car were the first in Metro's fleet to receive the bold reflective yellow markings and white super-graphics overlaid onto painted cool grays of the vehicle chassis (these cars are used on the Blue and Expo Lines). A "mocked up" vehicle with the new trimmings will roll out next week and be under close performance assessment. Slight variations and tweaks may occur until the styling is perfected and agreed to by Metro department stakeholders — they want to make sure the cars work both aesthetically and can be maintained.

Incorporating enhanced safety was a critical objective of the design. Improvements include bright, large scale, reflective white and yellow decaling that make trains more highly visible — particularly at night — and therefore create safer conditions for customers approaching trains and at intersections.

"The increased reflectiveness of the train surfaces is impressive," said Lee Hetherington, a 16-year veteran Metro Rail Body/Paint Leader in Fleet Services. "These trains are sure to stimulate new ridership. Other transit agencies across the nation will be envious of our bold, fresh looking trains."

With its new styling, Metro trains will present a cohesive and more visible rolling billboard for the agency county-wide, encouraging discretionary riders and creating a safer and more attractive ride for our customers.

Designs are still being finalized. Stayed tuned for updates in the coming months.

**Source: Metro - Los Angeles County Metropolitan Transportation Authority - The Source**



Detail of the new, bright yellow and white reflective markings and paint scheme rail car styling designed by Metro Creative Services. A test "mock up" was applied to an older car model by Lee Hetherington (right) in Blue Line Fleet Services and his capable team.

## SOUTHERN CALIFORNIA

## SUB-BID REQUEST ADS

### "NOTICE INVITING BIDS"

**Transit Partners (Pulice Construction/Dragodis-USA, Joint Venture),  
3200 Park Center Drive # 600, Costa Mesa, CA 92626**

Requests sub-bid quotes from certified DBE/OBE subs and suppliers for all items of work on

**MRL MOL NORTH HOLLYWOOD STATION WEST  
ENTRANCE CONTRACT NO C1013R  
Owner: Los Angeles**

**County Metropolitan Transportation Authority  
Bid Date 8/27/2013**

Requesting quotes on all items to complete the project including but not limited to the following: A/C Paving, Demo, Shoring, Striping, Fencing, Landscape, Survey, Waterproofing, Acoustical Ceilings, Rollup Doors, Elevators/Escalators, Fire Protection, Glass/Glazing, Granite Tile, HVAC, Lath & Plaster, Painting, Plumbing, Rebar, Sheet Metal, Signage, Structural Steel, Electrical and Design.

#### Plans & Specs available at Metro.

The complete IFB documents (on DVD) is available free of charge when picked up Monday through Friday (except holidays) between the hours of 9:00 a.m. and 4:00 p.m. at the Reception Desk of Office of Procurement & Material Mgmt (9th Floor), One Gateway Plaza, Los Angeles, CA 90012; or \$10 if the DVD is to be mailed. Mail request must be accompanied by payment to Metro in the form of a money order, a company check, a cashier check, or a certified check. Personal checks or cash are not acceptable forms of payment. Please make check payable to Metro. IFB documents fee is non-refundable.

Should you have any questions or desire to quote on this project, please contact:

**John Hickman at (657) 229-7820 or [jhickman@Dragodis-USA.com](mailto:jhickman@Dragodis-USA.com).**

Bonds from a surety acceptable to **Transit Partners** may be required. 100% Performance & Payment bonds may be required. **Transit Partners** to pay bond premium or 2% of subcontract amount, whichever is less. Assistance in bonding, insurance, lines of credit or obtaining equipment, supplies and materials is available upon request. This advertisement is in response to the Owner's DBE program. **Transit Partners** intends to conduct itself in good faith with DBE/OBE firms for participation on the project.

**"TRANSIT PARTNERS IS AN EQUAL OPPORTUNITY EMPLOYER"**

### TAFT ELECTRIC COMPANY,

1694 EASTMAN AVENUE, VENTURA, CA 93003

Invites sub-bids from qualified union DBE businesses for the following project:

**PROJECT: Bid #73064 -DS13-12**

**Ventura Road at Ninth St.**

**LOCATION: Oxnard, CA**

**OWNER: City of Oxnard**

**APPROXIMATE PROJECT VALUE: \$170,000.00**

**BID DATE/TIME: August 21, 2013 @ 2:00**

**CONTACT: Katie Faulise (805) 642-0121 ext. 239 Fax: (805) 650-9015**

**\*\*SEEKING:** Clearing & Grubbing, Access Ramp, Striping & Sealing, Signal Heads, Pedestrian Heads, Relocate Street Sign, Emergency Vehicle Detection System, Diameter Loop, Bicycle Detection Loop, and Traffic Control.

We are an Equal Opportunity Employer and intend to seriously negotiate with qualified Disadvantaged Business Enterprise subcontractors and suppliers for project participation.

Payment and performance bonds may be required. Please contact us at the above listed number for further information regarding bidding on this project. To the best of our abilities we will help with bonds/insurance/credit. Plans are available for viewing at our office.

**We Are An Equal Opportunity Employer**

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## SOUTHERN CALIFORNIA

## SUB-BID REQUEST ADS



UCLA

## ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a Unit Price Job Order ("UPJO") contract are invited for the following work:

**FLOORING UNIT PRICE JOB ORDER - FACILITIES MANAGEMENT 2013**  
Project Number 3744155

**DESCRIPTION OF WORK:** The University is seeking to hire a contractor to perform flooring construction work on an "as needed" basis that will be delivered by Unit Price Job Order (UPJO), and occurring on the UCLA Westwood campus. As described in more detail in the Bidding Documents, work under the UPJO will be limited to the following:

Flooring construction work related to Minor Capital Improvement Projects as well as work which includes repairs of, or alterations to, campus buildings, structures, or facilities to continue their usability at the designed level of service. Each Job Order shall have at least 51% of the work within the advertised license classification specified herein. Work outside said license classification may be self-performed by Contractor when said work is considered incidental and supplemental. In such cases, the value of said incidental and supplemental work shall not exceed 5% of the Job Order Sum. If the work outside the Contractor's license classification exceeds 5% of the Job Order

Sum, then Contractor must either hold the appropriate additional specialty license classification or subcontract the work to an appropriately licensed subcontractor.

Refer to Exhibit 20 of the bidding documents for flooring construction work excluded from this UPJO.

The total combined cost for all Job Orders issued will not exceed the Maximum Contract Value of \$1,000,000.00 during the 1-year Base Term and \$1,000,000.00 during each 1-year Option Term, if exercised by University. When the work of a job consists only of the trade of this UPJO, the cost of any individual Job Order Authorization will be from \$50,000.00 to \$500,000.00. When the work of a job consists of multiple trades, the cost of any individual Job Order Authorization for this UPJO will be from \$500.00 to \$500,000.00.

**BIDDING DOCUMENTS:**

1. Bidding Documents will be available beginning on August 7, 2013, and will be issued at:

ARC  
2435 Military Ave.  
Los Angeles, CA 90064  
Telephone (310) 477-6501

Website: <http://socal.fordgraphics.com/>

2. Bidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

**BID DEADLINE:** Bids will be received only at the following location:

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

and must be received at or before:

**2:00 p.m., September 4, 2013**

**MANDATORY PRE-BID CONFERENCE:** A mandatory Pre-Bid Conference will be conducted on August 14, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in the Conference in its entirety, will be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at [www.ucla.edu/map](http://www.ucla.edu/map)). For further information, contact Steven Chang at 310-983-3151.

*(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference will last at least 2 hours.)*

**LICENSE REQUIREMENTS:** The successful Bidder will be required to have both of the following California current and active contractor's licenses at the time of submission of the Bid:

**C-15 License (Flooring and Floor Covering) AND**

**C-54 License (Ceramic and Mosaic Tile)**

**PREQUALIFICATION:** To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website listed below. Bidder's completed Prequalification Questionnaire must be received at the above-listed University Contracts Administration office in a sealed envelope no later than:

**3:00 p.m., August 21, 2013**

Bid Security in the amount of \$25,000 shall accompany each Bid. The surety issuing the Bid Bond shall be, on the Bid Deadline, an admitted surety insurer (as defined in California Code of Civil Procedure Section 995.120).

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

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

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

(Visit our website at:  
<http://www.capitalprograms.ucla.edu>)



UCLA

## ADVERTISEMENT FOR BIDS

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

**CO-GENERATION PLANT UST**  
Project Number 3119522

**DESCRIPTION OF WORK:** Repair of three, diesel fuel, underground storage tanks at the Co-Generation Plant on the UCLA campus. All work is under OSHPD jurisdiction and shall be OSHPD approved. Work shall be performed in three phases and shall include the following:

1. Preparation of fabrication drawings and a Sequence of Operation schedule.
2. Temporary connections to emergency systems.
3. Provision of temporary fencing.
4. Removal of existing manhole covers and adjacent tank pad.
5. Excavation of sumps. Includes soil testing per LAFD Inspector.
6. Repair of leaking secondary piping at Tank #3.
7. Installation of new seals on all conduits.
8. Installation of new sump penetration seals.
9. Installation of new test boots.
10. Replace of fill containment buckets.
11. Backfill & compaction of all excavations.
12. Installation of new OSHA approved lift-assisted manhole covers.
13. Replacement of tank pad.
14. Testing of tank for SB 989 compliance.

The existing leak monitoring systems, sensors, and electrical systems shall remain in place and will not be replaced as part of this project.

The estimated construction cost is \$100,000.00.

**BIDDING DOCUMENTS:**

1. Bidding Documents will be available beginning on August 2, 2013 and will be issued at:

ARC  
2435 Military Ave.  
Los Angeles, CA 90064  
Telephone (310) 477-6501

Website: <http://socal.fordgraphics.com/>

2. mBidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

**BID DEADLINE:** Bids will be received only at the following location:

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

and must be received at or before:

**2:00 p.m., September 6, 2013**

**MANDATORY PRE-BID CONFERENCE & JOB WALK:** A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on August 9, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in both the Conference and the Job Walk, in their entirety, will be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow

signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at [www.ucla.edu/map](http://www.ucla.edu/map)). For further information, contact Kirk Findley at 310-825-8341.

*(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference/Job Walk will last at least 2 hours.)*

**LICENSE REQUIREMENTS:** 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 License (General Engineering)**

**PREQUALIFICATION:** To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website listed below. Bidder's completed Prequalification Questionnaire must be received at the above-listed University Contracts Administration office in a sealed envelope no later than:

**3:00 p.m., August 16, 2013**

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.

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# NORTHERN CALIFORNIA

# PUBLIC LEGAL NOTICES



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

Contract No. 2018J  
(ID No. FCE13104)

SUNSET ELEMENTARY/AP GIANNINI  
MIDDLE SAFE ROUTES TO SCHOOL  
FEDERAL AID PROJECT NO. CML 6328 (052)  
FTIP / ESTIP ID: SF-110029

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 28, 2013**, 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 Ortega Street between 20th Avenue and the Great Highway, and consists of traffic striping, traffic islands, curb ramps and bulb-out construction, sewer replacement, traffic routing, and all other related and incidental work. The time allowed for completion is 180 consecutive calendar days. The Engineer's estimate is in excess of \$400,000. For more information, contact the Project Manager, Ken Spielman at 415-437-7002.

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 Unit Price basis. Progressive payments will be made.

Bidders are advised that this is a federal-aid project subject to equal employment opportunity provisions and Caltrans Race-Conscious Disadvantaged Business Enterprise (DBE) program. CMD Bid Discount is not applicable to this Contract. The DBE participation goal is 20%. Only Caltrans certifications can be used to calculate the DBE participation. Call Selormey Dzikunu at 415-554-4059 for details.

A pre-bid conference will be held on **August 13, 2013; 1:30 p.m.**, at 1680 Mission Street, 3rd Floor.

Contractor shall perform not less than 30 percent of the original contract work with the Contractor's own organization.

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 contracts awarded by the City and County of San Francisco to include performance and payment bonds for 100% of the contract award.

**Class "A"** license required at time of award.

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 and the Federal General Prevailing Wage Determinations of the Secretary of Labor under the Copeland Act. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC Chapter 12P, Minimum Compensation Ordinance.

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

8/8/13  
CNS-2516513#  
SMALL BUSINESS EXCHANGE

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

Contract No. 2159J  
(ID No. FCE14015)  
AS-NEEDED PAVING  
CONTRACT NO. 9

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 28, 2013**, 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 St., 4th Fl, SF, CA, 94103, tel: 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 on an as-needed basis at various locations in San Francisco, California and consists of pavement renovation, curb ramp replacement, sewer replacement, traffic routing and all related and incidental work. The time allowed for completion is 730 consecutive calendar days. The Engineer's estimate is in excess of \$4,500,000. For more information, contact the Project Manager, Ramon Kong at 415-554-8280.

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 de-

tails. 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 **August 14, 2013; 1:30 p.m.** at 1680 Mission St., 3rd Fl.

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 contracts awarded by the City and County of San Francisco to include performance and payment bonds for 100% of the contract award.

**Class "A"** license required to bid.

In accordance with SFAC 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 Sec. 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 Dept. of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC Chapter 12P, Minimum Compensation Ordinance.

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

8/8/13  
CNS-2516881#  
SMALL BUSINESS EXCHANGE

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**Resolution 242-12:** On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13: African American, Chinese, Hispanic.

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- CSU Monterey Bay
- CSU Office of the Chancellor
- City of Ontario
- CSU Stanislaus
- DPR Construction Inc.
- Golden Gate Bridge District
- Los Angeles Co DPSS

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

...and many more!

# NORTHERN & SOUTHERN CALIFORNIA PUBLIC LEGAL NOTICES

## UNIVERSITY OF CALIFORNIA SAN FRANCISCO

### ADVERTISEMENT FOR BEST VALUE PREQUALIFICATION OF

#### CONSTRUCTION MANAGERS/GENERAL CONTRACTORS (CM/CONTRACTORS)

Subject to the conditions prescribed by the University of California, San Francisco responses to the University's prequalification documents for a Lump Sum (Best Value) contract are sought from bidders for the following projects.

PROJECT NAMES/NUMBERS: UCSF CLINICAL SCIENCES BUILDING AND UC HALL SEISMIC RENOVATION PROGRAM:

1. CSB SEISMIC RENOVATION/M2615
2. UCH SEISMIC RENOVATION/M2664
3. CSB SITE WORK/M3604
4. UCH SITE WORK/M3605
5. UCH SUITE U76-U80 – CSB DECANT/M3602
6. LABORATORY OF RADIOBIOLOGY PARTIAL DEMOLITION & ALTERNATE USE/M3606
7. MR IV DEMOLITION & ALTERNATE USE/M3607
8. SURGE/WOODS DEMOLITION & SITE RESTORATION/M3608
9. CSB OFFICE DECANT – MULTIPLE PROJECTS – TBD
10. UC HALL INTERIM MEASURES/M2670
11. MT. SUTRO TRAIL IMPROVEMENTS/M3609

#### PREQUALIFICATION OF PROSPECTIVE BIDDERS:

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

#### B - GENERAL BUILDING

#### GENERAL DESCRIPTION OF WORK:

The listed projects make up the current UCSF Clinical Sciences Building (CSB) and UC Hall (UCH) Seismic Renovation Program.

This program will include multiple projects, including: abatement of asbestos and other identified hazardous materials; utilities relocations; demolition and partial demolition of existing buildings, spaces, and site improvements; exterior and interior historic rehabilitation, consistent with the Secretary of the Interior's

Standards for the Treatment of Historic Properties (U.S. Dept. of the Interior, National Park Service, ©1995); seismic improvement of existing buildings; build out of new instructional space, academic work space, and residential space; accompanying adjacent streetscape and site improvements and small renovation projects to support the program. The work of the Program may also include the build out of the Big Room for the Program Team (as defined below). The University will provide the space for the Big Room on the Parnassus campus for the Program Team.

The program delivery method will be Construction Manager (CM) at Risk. As noted above, the CSB and UCH Seismic Renovation Program shall be managed as eleven (11) separate and distinct Projects with Design Build Subcontractors for critical systems. It is the University's intent to utilize design/build delivery for the major subcontracts (mechanical, electrical, plumbing, building controls, audio/visual (A/V), fire protection, life safety/fire alarm, and telecommunications and data systems). The design and construction process will be organized using Building Information Modeling (BIM). Lean Construction methods, including, without limitation, Target Value Design and Set-Based Design processes, Waste Elimination and Continuous Improvement, Pull Planning, Information Center Meetings, 5S and Visual Management, Built in Quality, Standardized Work, Total Station Layout, Just in Time delivery, and Last Planner™ production management techniques, including Takt-Time organization of workflows on the Program's Projects' sites. The team will include the architects, their sub-consultants, CM/Contractor, design/build subcontractors and major trades, who will work together on site for the duration of the program with any other significant members of the team.

The selected CM/Contractor shall manage these projects as separate and distinct projects and will provide pre-construction services, including scheduling and cost estimating as well as bidding multiple bid packages to contract with design/build subcontractors. The University's Executive Design Professional's (EDP) engineering subconsultants will provide support services during the Programming and Design phases, will prepare Performance Specifications and Design Criteria to facilitate bidding of the selected Design/Build trades, and also will provide subsequent Peer Review Services. The EDP and sub-consultants will assist the CM/Contractor with the preparation of documents for Design/Build subcontractors and documents for other trades as needed for the various projects in the program. The program duration for the design and construction is anticipated to be complete approximately mid-2019. Applicable projects will be required to be

LEED Silver certified at a minimum, with LEED Gold as the target and LEED Platinum as the stretch goal.

Estimated construction cost per project is in the following ranges:

1. CSB SEISMIC RENOVATION/M2615 - \$50,000,000 - \$59,000,000
2. UCH SEISMIC RENOVATION/M2664 - \$61,000,000 - \$70,000,000
3. CSB SITE WORK/M3604 - \$2,000,000 - \$3,000,000
4. UCH SITE WORK/M3605 - \$2,000,000 - \$3,000,000
5. UCH SUITE U76-U80 – CSB DECANT/M3602 - \$700,000 - \$850,000
6. LABORATORY OF RADIOBIOLOGY PARTIAL DEMOLITION & ALTERNATE USE/M3606 - \$4,500,000 - \$5,000,000
7. MR IV DEMOLITION & ALTERNATE USE/ M3607 - \$1,200,000 - \$1,450,000
8. SURGE/WOODS DEMOLITION & SITE RESTORATION/M3608 - \$550,000 - \$650,000
9. CSB OFFICE DECANT – MULTIPLE PROJECTS/TBD - \$1,000,000 - \$2,000,000
10. UC HALL INTERIM MEASURES/M2670 - \$1,000,000 - \$2,000,000
11. MT. SUTRO TRAIL IMPROVEMENTS/M3609 - \$110,000 - \$165,000

Prequalification Documents will be available beginning **August 5, 2013, at 10AM** by requesting via e-mail to [prequal@ucsf.edu](mailto:prequal@ucsf.edu) with the following information: Company name, address, phone and fax nos. Please reference Project No. CSB & UCH CM@Risk in the subject line. You will be sent an e-mail with a link to the questionnaire. The questionnaire has been created using SurveyMonkey software.

Questionnaires are to be completed by **August 19, 2013 at 3 PM.**

Any questions or requests for clarification or interpretation of the Prequalification Documents must be submitted in writing to Nora Klebow, Senior Project Manager – Capital Programs, UCSF Capital Programs, at email address ([nora.klebow@ucsf.edu](mailto:nora.klebow@ucsf.edu)) by **12:00 PM, August 13, 2013**. Questions received after the above-noted deadline may be answered at the discretion of the University.

Any person or entity not satisfied with the outcome of the prequalification must file a writ challenging the

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

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

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

Subsequent to completion of the prequalification process, the Announcement to Prequalified Bidders and Advertisement for Bids will set forth the dates, times and location for receiving and opening of bids.

The lowest responsible bidder will be selected on the basis of the Best Value to the University. The Best Value to the University will be determined using objective criteria described in the Bidding Documents with the resulting selection representing the best combination of price and qualifications.

Information submitted by the bidder shall not be open to public inspection to the extent that information is exempt from disclosure under the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title of the Government Code).

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

THE REGENTS OF THE UNIVERSITY  
OF CALIFORNIA  
University of California, San Francisco  
August, 2013

## UNIVERSITY OF CALIFORNIA SANTA CRUZ

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

### UNIVERSITY TOWN CENTER DOOR ACCESS CONTROLS AND VIDEO SURVEILLANCE SYSTEM UPGRADES Project Number: 12030-005

**Description of Work:** Installation of new doors and access controls, cctv cameras and associated equipment at the University Town Center.

**Bid Deadline:** Sealed bids must be received on or before **Wednesday, August 28, 2013 at 3:00 PM.**

Bids will be received only at:

Physical Planning and Construction,  
UNIVERSITY OF CALIFORNIA, Santa Cruz  
1156 High Street, Barn G, Contracts Trailer  
Santa Cruz, CA 95064  
831-459-2366 / 831-459-5540

A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on **Monday, August 12, 2013** beginning promptly at **2:00 PM.**

PLEASE VISIT OUR WEBSITE AT:  
<http://ppc.usc.edu> FOR THE TEXT OF THE FULL ADVERTISEMENT AND INFORMATION ON HOW TO OBTAIN BID DOCUMENTS.

## CALIFORNIA STATE UNIVERSITY STANISLAUS

### Request for Proposals for Design-Build Project Baseball & Softball Field Lighting, Project Number 0719 CSU Stanislaus One University Circle, Turlock CA 95382

The Trustees of the California State University will receive sealed proposals in MSR290 at the above address, for the design and construction of the Baseball & Softball Field Lighting, Project Number 0719, for the CSU Stanislaus, campus.

Proposals will be received until 2:00 p.m. on August 29, 2013, at the Mary Stuart Rogers Building, MSR290 in accordance with the proposal documents.

In general, the scope of work consists of the design and construction, under a procedure more commonly referred to as "turnkey construction," a major capital outlay project known as the Baseball & Softball Field Lighting Project. The project includes design, supply, and install field lighting including bringing appropriate power to the University baseball and softball fields located on the Turlock campus. Each proposer will submit a technical proposal and cost proposal to design and construct the total project. The budget for this project is limited to \$630,000.

RFP documents will be issued to intending proposers at no cost on or after **August 8, 2013**. Proposers must request them by calling Debbie DaRosa, Financial Services, One University Circle, Turlock, CA, and 95382, telephone (209) 667-3987.

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

Proposers must be prequalified with the Trustees. Prequalification of Prospective Bidders, Form 703.11 can be downloaded from the internet at [http://www.calstate.edu/cpdc/cm/contractor\\_prequal\\_bidders.shtml](http://www.calstate.edu/cpdc/cm/contractor_prequal_bidders.shtml), or proposers may contact the Prequalification Coordinator at (562) 951-4114 to request forms.

This project is a public works project and is subject to prevailing wage rate laws (see Contract General Conditions, Article 35.02-c). Any questions regarding the payment of prevailing wages, or enforcement thereof, should be directed to the Trustees' Labor Compliance Manager at [cocm@calstate.edu](mailto:cocm@calstate.edu).

The Trustees require the successful proposer to achieve three percent (3%) DVBE participation in

contracting construction projects as established in the Request for Proposals.

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

End of Article A, Request for Proposal  
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SMALL BUSINESS EXCHANGE



# BANKING \$ FINANCE

## How to finance your new startup

By **Alyssa Gregory**

After painstaking deliberation, you have decided that your business idea is worth pursuing and now is the time to make that dream come true. Now there is one significant challenge that you need to overcome...where will you get the money to make it happen?

The first step you should take is to develop your business plan. A business plan is a critical tool that will be required for creditors or investors if you apply for some types of financing. But regardless of what path of financing you go down, your business plan should act as a roadmap that guides you to success.

Review some of the options below and consider the size and scope of your proposed business, as well as your own personal financial situation as you determine which option is best for you.

### Self-financing

Self-financing is a method in which the business owner provides his or her own capital to launch the venture. The capital comes from the entrepreneur investing and risking his or her personal assets. The most common sources of personal assets used to finance a business are savings, home equity, stocks, bonds, 401k/retirement accounts, personal credit cards and cash-value life insurance policies.

This type of financing is the most popular form of business startup funding and typically carries the most risk for the entrepreneur. The benefits of self-financing are that the entrepreneur retains total ownership of the business, and there is complete personal accountability for the success or failure of the venture.

### Bank loans

While most of us have utilized banks to conveniently finance our homes, automobiles and lines of credit, obtaining funds for a startup is not quite as streamlined. Even with a solid business plan, securing funds from a bank is a difficult proposition because they require collateral or proof of income to guarantee they will be paid back.

Many financial institutions, however, participate in SBA loan programs. The loans are not supplied by the SBA, but are guaranteed through them, making a business loan easier to obtain. If you meet the criteria specified for a particular type of funding, such as 7(a), Microloan, or CDC/504, you are more likely to secure funding.

### Family and friends

Family and friends can be a low-cost and relatively easy source for financing a new business. This is typically a more viable solution when the amount being borrowed is \$100,000 or less.

For this type of funding, the terms of the agreement should be written down and made into a binding legal document. This helps to protect both borrower and lender financially while potentially limiting the amount of damage caused to an otherwise loving and trusting relationship if the startup were to fail.

### Investors

Finding investors to finance your venture is another viable option given the right circumstances. Unlike borrowing money from family and friends who are looking to recover their loan and possibly some modest interest, investors will exchange financial resources for ownership in the venture. Investors also expect the entrepreneur to make a significant capital contribution in the startup.

Startups that are viewed as potentially high-growth, high-risk and capital intensive are more attractive to and better served by venture capitalists (VCs). Keep in mind that most VCs will require a controlling stake in the venture with the ultimate goal of selling their interests for much more than their initial investment.

### Vendors and Customers

In some cases, you may be able to let vendors finance your startup. Although your startup doesn't have established credit, if you have good personal credit and are willing to pledge a personal guarantee, many vendors will supply equipment, inventory and supplies on net terms.

The same is possible with customers. If you are able to sell your products and services before you have fully created them, you can use those funds to cover your startup expenses.

There are several other financing options available such as small business grants and crowdfunding, so it's important to do your research and explore all of your options before you choose a path. Consider the advantages and disadvantages of each option and keep your business plan in-hand to make sure you're staying in line with what you set out to accomplish.

*Alyssa Gregory is a small business consultant, writer, speaker and collaborator who has been helping start and grow small businesses for 13 years. She is also the founder of the Small Business Bonfire, a free social, educational and collaborative community for small business owners.*

Source: © 2013 U.S. Bank Member FDIC

## Why you should blog and 6 steps to getting started

By **Alyssa Gregory**

Small business owners should be blogging for many reasons. If you're not already blogging, you're missing out on inexpensive (and often free!) opportunities to advertise your products and services, market your business and grow your client base.

### The benefits of blogging include:

- Establishing yourself as an industry expert
- Introducing your company to new clients
- Interacting with customers to get feedback
- Building a community
- Capitalizing on organic search traffic
- Growing your mailing list
- Building professional and business partnerships

If you're ready to get started with using blogging to promote your small business, here are some quick steps to follow.

### 1. Choose your platform

If your website design doesn't have an integrated blog platform, you can link to a blog built on a free platform like WordPress or Blogger. Brand your blog design so it's clear that the blog is officially part of your small business.

Companies with larger budgets should opt for a customized design that integrates seamlessly with the main website on the company's domain. The more professional and polished the blog, the more effectively it will function as a marketing tool.

### 2. Outline your purpose

Before you start blogging, develop a plan to generate content that gets you well on your way to achieving your business goals.

Will your content feature breaking industry news that shows readers you're on the cutting edge of your industry's latest developments? Will you produce content that educates readers and shows them how your business can make their lives easier?

Or will you take an integrated approach and blend several types of content?

### 3. Post new content consistently

The key to great blogging is producing reliable content on a consistent basis. Drafting a schedule will help you get that done. The frequency you establish – whether it's daily, weekly – isn't as important as sticking to it. Building a library of content will keep loyal readers coming back for more as well as make your content easier to find through relevant online searches.

### 4. Proofread everything

Poor grammar and spelling will kill your reputation. At best, these kinds of mistakes make you look careless and rushed; at worst, they make you look incompetent and incapable. Before your posts are live, proofread them for errors. Correct any mistakes you notice after publication as soon as you see them, since some are bound to slip through the cracks.

### 5. Build your readership and engage your audience

The best way to keep readers coming back for more is to engage them. There are several ways to accomplish this, but start by introducing your blog's contributors. Add a dedicated bio or about page that shares a few personal or professional details for each writer.

Another way to engage your audience is to ask questions in your posts and invite readers to respond in the comments. Facilitate further discussion by replying to readers' comments. Use social media outlets to keep your audience talking off-blog and build your business's community.

### 6. Make it easy to subscribe

In order to grow a community of consistent blog readers, it's important to make it easy for your audience to subscribe to new content. Prominently display your subscription features so that fans can be notified by email or RSS when new content is available.

Blogs provide a great deal of opportunity for small business owners. If you can figure out a content plan that works for your business and commit to a consistent posting schedule, blogging can be a powerful and inexpensive way to promote your business online.

*Alyssa Gregory is a small business consultant, writer, speaker and collaborator who has been helping start and grow small businesses for 13 years. She is also the founder of the Small Business Bonfire, a free social, educational and collaborative community for small business owners.*

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**RESOLUTION 242-12**

On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13:

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 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.)

• If choosing fax or email services, list keywords for bid selection:

\_\_\_\_\_

\_\_\_\_\_

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

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

Contact \_\_\_\_\_

Address \_\_\_\_\_

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

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