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# SMALL BUSINESS

## EXCHANGE

Vol 31, Edition 24 • SEPTEMBER 3, 2015 Voice of Small, Emerging Diversity Owned Businesses Since 1984

• NEWS • INFO • BIDS

## Inclusion of Minority-Owned Businesses in Federal Contracting Improving



"The federal government is the largest procurer of goods and services with 400 to 500 billion dollars to spend, of which 23 percent is supposed to get into the hands of small businesses," Shoraka explains. "That's 80 to 90 billion dollars that is spent on small business good and services every year. The Administration understands that that can be the engine of growth and development."

**John Shoraka**  
Associate Administrator  
U.S. SBA

By Cheryl Hentz, SBE Staff Writer

In recent years there has been an enhanced effort by the federal government to get more minority businesses involved in federal contracting. And, each year the government issues a Scorecard to show how well each federal agency has done.

Specifically, the annual Scorecard is an assessment tool that measures how well federal agencies reach their small business and socio-economic prime contracting and subcontracting goals and reports agency-specific progress. Every fiscal year, the SBA works with each agency to set their prime and subcontracting goals and their grades are based on the agreed-upon goals. Each federal agency has a different small business prime contracting goal. The statutory Small Business contracting goals set by Congress include Small Business (23% overall spend), Small Disadvantaged Business (5%), Women-Owned Small Business (5%), Service-

Disabled Veteran-Owned Small Business (3%) and small businesses located in Historically Underutilized Business or HUBZone businesses (3%). The SBA ensures that the sum total of all of the goals exceeds the target established by law. Agency specific data from previous years can be found at: <http://www.sba.gov/content/small-business-procurement-scorecards-0>

When comparing goals to actual results, the Scorecards show that over the last several years there have been positive trends in overall business spend by the federal government, including women-owned small businesses.

"We haven't necessarily met the goal, but we have seen positive trends and it is a trend that is continuing," says John Shoraka, associate administrator for government contracting and business development with the U.S. Small Business Administration, adding that the situation is similar with service-disabled owned businesses, veteran-owned

small businesses and small disadvantaged-owned businesses. "So in all those socio-categories and in small business spend overall (by the federal government) that trend of improvement and performance (has improved and) will continue to be present."

He attributes the continued growth to the fact that when the Obama Administration first took over it put small business procurement on the front burner.

"The federal government is the largest procurer of goods and services with 400 to 500 billion dollars to spend, of which 23 percent is supposed to get into the hands of small businesses," Shoraka explains. "That's 80 to 90 billion dollars that is spent on small business good and services every year. The Administration understands that that can be the engine of growth and development."

Therefore, the SBA and the Obama Administration have been trying to do everything possible to make sure that small businesses have an opportunity to "play in this market, to benefit from this market and to take advantage and leverage small business procurement to advance economic growth and development," he adds.

### Procurement Task Force Established

Initially a small business task force was established on procurement, from which many White House asks and best practices resulted in order to hold agencies and departments accountable to their goals. This and some of the steps that followed created visibility on small business procurement.

"Holding agencies accountable has meant that on a year-by-year basis agencies have to focus on making sure that they meet their small business procurement goals," says Shoraka, adding that senior level officials are also held accountable.

"Our goals are statutory, they're in the Small Business Act, and we work with all of our sister agencies to not only negotiate specific goals for agencies, but to also work with them to share best practices, and to oversee their implementation of their small business practices to make sure that at the end of the year when we report back to Congress we're actually hitting the 23 percent goal," he says.

Another thing that came out of the task force was a regular meeting of the White House Small Business Procurement Group. The meetings are attended by the administrator of the Small Business Administration and deputy secretaries from all agencies. When it's elevated to that level, along with the annual Scorecard that comes out where agencies are given a grade on how well they performed in meeting their goals, Shoraka says it's a great way to keep agencies accountable because nobody wants to be seen as doing poorly, especial-

■ Continued on page 8



**Granite Rock Company**  
120 Granite Rock Way, San Jose, CA 95136  
Phone (408) 574-1400 Fax (408) 365-9548  
Contact: Vicki Narciso  
Email: [estimating@graniterock.com](mailto:estimating@graniterock.com)  
**West Sunset Playground Renovation**  
Contract No.: 3207V (ID NO. FCP15123)  
Owner: City & County of San Francisco  
Engineers' Estimate: \$8,250,000.  
**BID DATE: September 9, 2015 @ 2:30 PM**

■ See Page 3 for the full ad



**O.C. Jones & Sons, Inc.**  
1520 Fourth Street • Berkeley, CA 94710  
Phone: 510-526-3424 • FAX: 510-526-0990  
Contact: Jean Sicard  
REQUEST FOR DBE  
SUBCONTRACTORS AND SUPPLIERS  
**San Tomas Expressway Projects**  
**El Camino Real to Homestead Road**  
County of Santa Clara  
**BID DATE: September 10, 2015 @ 2:00 PM**

■ See Page 3 for the full ad



**Arntz Builders, Inc.**  
19 Pamaron Way, Novato, CA 94949  
Phone: (415) 382-1188 • Fax: (415) 883-7529  
**Highland Hospital Resident**  
**Sleep Area**  
Alameda County  
**Highland Atr Project #2043**  
**Bid Date: September 15, 2015**

■ See Page 4 for the full ad

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Permit No. 820



# Community Outreach

## Berkeley Exhibit Exposes Illegal Bay Area Occupation That Paved The Way For The Americans With Disabilities Act (ADA)

The Paul K. Longmore Institute on Disability at San Francisco State University commemorates the 25th anniversary of the Americans with Disabilities Act (ADA) by smashing stereotypes with an exhibit "Patient No More: People with Disabilities Securing Civil Rights." The audacious installation about a little-known but momentous local event invites visitors to identify with protesters from 1977 by shouting into a bullhorn and posting "selfies" with protest signs. It is on display at the Ed Roberts Campus, the physical and symbolic center of the Bay Area disability community, above Ashby BART in Berkeley, CA until December 18.

At a time when one in five Americans identify as having significant disabilities, the exhibit is an important reminder that the ADA was not handed down from government. It has a deep grassroots history forged by disability rights activists since the 1960s.

"Patient No More" tells the story of how in April 1977 more than 100 people with disabilities occupied 50 UN Plaza in San Francisco, not for a day or two as was the case in nine other cities across the US, but for nearly a month to demand that a precursor to the ADA be signed. Supported by groups such as the Black Panthers, Delancey Street, Glide Memorial Church, and politicians such as Philip Burton, George Miller, and Mayor George Moscone, the protesters emerged victorious after a 26-day sit-in.

"Almost nobody knows about this amazing Bay Area story even though it remains the longest occupation of a federal building in US history," says Catherine Kudlick, Professor of History and Di-

rector of the Longmore Institute at San Francisco State University. "How did a bunch of people with different disabilities who didn't know each other organize for the long haul without access to showers, telephones, food, water, and other basic necessities? How did they rally support, attract media attention, and ultimately get politicians to listen?" Kudlick asks.

Visitors can watch eleven video stories woven together from interviews that San Francisco State Journalism and History students conducted with surviving participants of the occupation. High profile interviewees include Elaine Brown, former head of the Black Panther Party, former U.S. Representative George Miller (D - CA District 11) and Judith Heumann, the Special Advisor on Disability Rights for the US State Department under President Obama.

The exhibit content both celebrates and challenges the progress brought by the Americans with Disabilities Act. "Once you think of the ADA as a jumping off point rather than a dreary list of compliance issues, lots of new creative possibilities open up for everyone whether you're disabled or not," Kudlick says.

"Patient No More" is at the Ed Roberts Campus 3075 Adeline St, Berkeley, CA 94703 through December 18 from 8am-6pm with occasional weekend and evening programs. An additional traveling exhibit will visit several locations throughout the greater Bay Area. To learn more,

■ Continued on page 9



Hollynn D'Lil and Dennis Billups, San Francisco State University alumnus, exchange information at Patient No More, an exhibit held by the Paul K. Longmore Institute on Disability in the lobby of San Francisco State's administration building. (James Chan / Xpress)

## SBA & Small Business Majority Address Nation's Youth Unemployment

The U.S. Small Business Administration (SBA) and Small Business Majority announced their joint commitment to encourage small employers to create job opportunities for young people as part of a national sign-on campaign. The campaign aims to help bridge the gap between youth who are out of school and out of work, and small businesses needing to fill key entry-level positions.

"Unemployment remains stubbornly high for young Americans, with one in four Millennials currently out of work," said SBA Ad-

ministrator Maria Contreras-Sweet. "Youth unemployment impedes the growth of local economies, with a disproportionate negative impact on underserved communities. Together with Small Business Majority, SBA is working to ensure that today's youth have the career options they need to thrive and succeed and that small businesses—the engine of our economy—have a strong, dedicated workforce. Connecting youth and small business owners will not only help address unemployment, but it could spark the next generation of entrepreneurs."

Over the next year, the SBA and Small Business Majority will strive to help today's youth get back to work by having small businesses pledge to one or more actions outlined in the campaign. Pledge companies will commit to increasing the number of youth hires within their company, expanding full or part-time internships, or providing mentorship opportunities.

This campaign builds on existing efforts by the SBA and Small Business Majority to create more opportunities for youth and Millennials across the country, including youth of color. Last year, Presi-

dent Obama launched the "My Brother's Keeper Initiative" to ensure that all young people can reach their full potential. The SBA's commitment to this initiative aims to help create pipelines for all young people, including young people of color, to enter the workforce, and, perhaps, one day own their own business.

"Last year, we pledged to find 100 small employers who were committed to providing opportunities for young Americans and are proud

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Outstanding Entrepreneur  
Mayor's Advisory Board,  
Outstanding Achievement as a Vendor/Supplier

#### • COUNTY OF LOS ANGELES

Black Business Association,  
Outstanding Entrepreneur

#### • BAY AREA CONTRACT COMPLIANCE

OFFICERS ASSOCIATION  
Champion of Diversity

#### • NAMCSC

Minority Advocate

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

Minority Advocate

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#### • San Francisco Contracts Monitoring Division

SBE is a certified DBE - CA UCP Firm #5988

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# Business Development

## South Africa's bold priorities for inclusive growth

By Acha Leke, David Fine, Richard Dobbs, Nomfanelo Magwentshu, Susan Lund, Christine Wu, and Paul Jacobson

In the two decades since South Africans worked together to transform their political landscape and usher in a new democracy, the country has made remarkable progress. In particular, GDP has nearly doubled in real terms, lifting millions of people out of poverty and into the middle class and greatly expanding access to services. Yet since 2008, average annual GDP growth has slowed to just 1.8 percent, while unemployment has stubbornly remained at 25 percent. Given the country's vibrant public life and dynamic business sector, South Africa has no shortage of ideas, but a tone of pessimism is growing as many worry that the economy is stuck in a low-growth trap.

A new McKinsey Global Institute report, South Africa's big five: Bold priorities for inclusive growth, recommends reigniting the country's economic progress by focusing on five opportunities:

advanced manufacturing, infrastructure, natural gas, service exports, and the agricultural value chain. If government and businesses prioritize them, these five initiatives alone could by 2030 increase GDP growth by a total of 1.1 percentage points per year, adding 1 trillion rand (\$87 billion) to annual GDP and creating 3.4 million new jobs.

### EXECUTIVE SUMMARY

It has been just over two decades since South Africa's transition from apartheid to democracy captured the world's imagination and brought Nelson Mandela to power as president. Since then, the country's GDP has almost doubled in real terms, millions have emerged from poverty, and an ambitious infrastructure development programme has widened access to water, sanitation, electricity, and transport. The signs of economic progress are most evident in South Africa's major cities, which are hubs of development and innovation. Many of the country's largest companies have become successful global players, and key industries from agriculture to financial services to telecommunications have achieved impressive growth as

Focusing on five priorities could raise South Africa's GDP by 1 trillion rand and create up to 3.4 million new jobs by 2030.

	Incremental GDP, 2030		Incremental jobs, 2030	
	%	billion rand	thousands	
1 Advanced manufacturing	0.7	540	1,500	
2 Infrastructure	0.3	260	660	
3 Natural gas	0.3	250	330	
4 Service exports	0.3	245	460	
5 Agricultural value chain	0.2	160	490	
<b>Total (estimated)<sup>1</sup></b>	<b>~1.1%</b>	<b>1 trillion rand</b>	<b>~3.4 million</b>	

■ Continued on page 12

## SUB-BID REQUESTS CALIFORNIA

**Granite Rock Company**  
 120 Granite Rock Way, San Jose, CA 95136 • Phone (408) 574-1400 Fax (408) 365-9548  
 Contact: Vicki Narciso • Email: [estimating@graniterock.com](mailto:estimating@graniterock.com)

REQUESTING SUB-QUOTES FROM QUALIFIED LBE / MBE / WBE / OBE SUBCONTRACTORS/SUPPLIERS/TRUCKERS FOR:

**West Sunset Playground Renovation**  
**Contract No.: 3207V (ID NO. FCP15123)**  
**Owner: City & County of San Francisco**  
**Engineers' Estimate: \$8,250,000.**  
**BID DATE: September 9, 2015 @ 2:30 PM**

Items of work include but are not limited to: Hazardous Materials, Building Demolition, Irrigation, Planting & Landscape, Synthetic Turf, Site Furnishings, Trucking, Doors, Windows, Electrical, Plumbing, Painting, Waterproofing and Fencing.

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

**We are an Equal Opportunity Employer**

**Gallagher & Burk, Inc.**  
 344 High Street • Oakland, CA 94601 • Phone: (510) 261-0466 • FAX (510) 261-0478  
 Estimator: Alan McKean • Website: [www.gallagherandburk.com](http://www.gallagherandburk.com)

Gallagher and Burk, Inc. is soliciting for DBEs for the following project:

**MAIN WASTEWATER TREATMENT PLANT ENGINEERS ROAD WIDENING**  
**Specification No. SD-357A**

**OWNER:**  
 EAST BAY MUNICIPAL UTILITY DISTRICT  
 375 11th Street, First Floor, Oakland, CA 94607  
**BID DATE: SEPTEMBER 16, 2015 @ 1:30 P.M.**

We hereby encourage responsible participation of local White Men, White Women, and Ethnic Minorities (Men and Women) Business Enterprises and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

**ADJUST IRON, CLEARING AND GRUBBING/DEMOLITION, ELECTRICAL, FENCING, HYDRO-SEEDING, MINOR CONCRETE, MINOR CONCRETE STRUCTURES, ROADSIDE SIGNS, STRIPING, SURVEY/STAKING, TESTING, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, CLASS 2 AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL.**

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

**An Equal Opportunity Employer**

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

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**San Tomas Expressway Projects**  
**El Camino Real to Homestead Road**  
**County of Santa Clara**  
**BID DATE: September 17, 2015 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Traffic Control System, Type III Barricade, SWPPP, Adjust Utilities, Clearing & Grubbing, Hydroseed, Roadside Signs, Untreated Lumber & Timber, Soundwall, CIDH Concrete Piling, Temporary Fence with Acoustical Barrier, Underground, Curb & Gutter, Minor Concrete, Storm Drain Manhole, Concrete Paver, Fencing, Removable Bollard, Transition Railing, Terminal System, Concrete Barrier, Striping & Marking, Signal Pole and Foundation, Electrical, Detector Loop, Cold Plane AC, Structure Excavation, Structure Backfill, Crack Seal/Filler, AC Dike, Retaining Wall, Microsurfacing, Sound Wall - Precast Panels & Columns, Misc. Iron & Steel, and Construction Materials

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

**Cahill Contractors, Inc.**  
 Contact: Julie Park  
[estimating@cahill-sf.com](mailto:estimating@cahill-sf.com), (415) 986-0600

**Bid Requests from Certified SBE Subcontractors and Suppliers for the following Trades:**  
 Earthwork, Soil Cement Columns, Structural Concrete, Structural Steel, Metal Stairs, and Elevators.

**TRANSBAY BLOCK 7 (SELECT TRADES)**  
 This is a OCII project with construction workforce and prevailing wage requirements.

**Transbay Block 7**  
**255 Fremont Street, San Francisco, CA 94105**  
**Bid Date: 9/14/15 @ 2 PM**

Voluntary Pre-bid Meeting on  
**8/31/15 at 2:00 PM at Cahill Contractors,**  
**425 California Street, Suite 2200, San Francisco, CA 94104.**  
 There will not be a job walk.



# SUB-BID REQUESTS CALIFORNIA



## Kiewit

**Kiewit Infrastructure West Co.**  
4650 Business Center Drive Fairfield, CA 94534  
Attn: Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractors, Consultants, and/or Suppliers seeking to participate in the  
San Joaquin Pipeline No. 1 Replacement at the San Joaquin Valve House Project.

<http://www.sf-hrc.org>

Subcontractors, Consultants and Suppliers for the following project:

**San Joaquin Pipeline No. 1 Replacement Project**  
**Contract No. HH-979**

**Owner: City of San Francisco**

**Bid Date: September 10, 2015 @ 2:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

Local Business Enterprise (LBE), Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Other Business Enterprise (OBE), San Francisco Small & Micro-LBE and SFPUC-LBEs wanted for the following scopes, including, but not limited to:

Excavation & Backfilling, Clear & Grub, Concrete Forms, Concrete Reinforcing, Cast in Place Concrete, Dewatering, Painting & Coatings, Cathodic Protection, Shoring, Traffic Control, SWPPP, Demolition, Welding, Pipe Fabrication, Supply and Installation.

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested LBE, MBE, WBE, OBE, SF Small & Micro-LBE and SFPUC-LBEs certified DBE business suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due**

**NO LATER THAN September 4, 2015 and Quotes by September 9, 2015 at 5 PM.**

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

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

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

Bidders are alerted to the City's Surety Bond Program, which assists LBE contractors in obtaining bonding and financing for contracts awarded by the SFPUC. For further information please email Jennifer Elmore at [bond@imwis.com](mailto:bond@imwis.com)

100% Performance Bond and Payment Bonds are required for this project. Cost of bond will be reimbursable.

All contractors and subcontractors who bid or work on a public works project **must** register and pay an annual fee to the California Department of Industrial Relations (DIR).

**An Equal Opportunity Employer CA Lic. #433176**



## Kiewit

**Kiewit Infrastructure West Co.**  
4650 Business Center Drive Fairfield, CA 94534  
Attn: Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractors, Consultants, and/or Suppliers seeking to participate in The Reconstruction of County Bridge no. 67 (State Bridge No. 35C) on Lower Crystal Springs Dam in the Unincorporated Area of San Mateo County.

**The Reconstruction of County Bridge no. 67 (State Bridge No. 35C-043) on Lower Crystal Springs Dam in the Unincorporated Area of San Mateo County.**

**County Project No. R1103**

**Owner: County of San Mateo**

**Bid Date: Thursday October 1, 2015 @ 2:30 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

Minority Business Enterprise (MBE), Women Business Enterprise (WBE), certified by California Unified Certification Program wanted for the following scopes, including, but not limited to:

[http://www.dot.ca.gov/hq/bep/dbe\\_program.htm](http://www.dot.ca.gov/hq/bep/dbe_program.htm)

Minor Concrete, Ac Paving, Aggregate Supply, Rebar, Concrete Supply, Water Truck, Fencing, Landscaping, MOT, Pavement Marking, Noise Monitoring, Railing and Barriers, Bollards, Signage, Survey, Sweeper Truck, Trucking & Hauling, Cast in Place Concrete, Tree Removal/Planting, Clearing & Grubbing, Concrete Pumping, Manhole Supply.

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested Certified DBE, MBE, WBE business, suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due**

**NO LATER THAN September 28, 2015 and Quotes by September 30, 2015 at 4 PM.**

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

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

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

100% Performance Bond and Payment Bonds are required for this project. Cost of bond will be reimbursable.

All contractors and subcontractors who bid or work on a public works project **must** register and pay an annual fee to the California Department of Industrial Relations (DIR).

**An Equal Opportunity Employer CA**

**Lic. #433176**

## McGuire and Hester

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

Sub Bids Requested From Qualified MBE, WBE, DBE Subcontractors & Suppliers for  
**City of Yuba City - Bridge Street Reconstruction - Cooper Avenue to Plumas Street**

**Location: Yuba City, CA • Project No. 15-05**

**Bid Date: September 14, 2015 @ 3:00 PM**

McGuire and Hester is seeking qualified subcontractors in the following trades: SWPPP; traffic control; construction area signs; tree removal; minor concrete; striping & signs; landscaping & irrigation; traffic signal/street lights; 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 and specs.

## Turner

### Request for Qualification (RFQ)

Turner Construction Company (Turner) is seeking qualified Subcontractors for the following project:

**Tolman Hall Seismic Replacement - Berkeley Way**

**Contract No. 12629A**

**University of California, Berkeley**

Turner has been awarded the above referenced project. This is a new 8-story, 339,000 square feet concrete building with concrete columns and post-tensioned slabs, and associated site utility work, landscaping and interior build-out. This project is seeking LEED Gold certification.

**Only those Subcontractors who meet pre-qualification criteria to perform work on their respective trades will be invited to submit a bid.** Trade Subcontractors who do not submit the pre-qualification information and are not pre-qualified will not be allowed to bid the project.

Turner is currently seeking RFQs for the following Trade Packages:

**STRUCTURAL CONCRETE / REINFORCING, DEWATERING, SHORING,  
EXCAVATION / GRADING, SITE UTILITIES, MICROPILES, ELEVATORS**

Turner has a 20% SBE/VSB/E/DVBE/MBE/WBE goal for this project.

For information on how to Pre-Qualify with Turner, please contact Shirley San Diego (510.267.8114 or [ssandiego@tcco.com](mailto:ssandiego@tcco.com))



## Kiewit

**Kiewit Infrastructure West Co.**  
4650 Business Center Drive Fairfield, CA 94534  
Attn: Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractors, Consultants, and/or Suppliers seeking to participate in the City of Fresno Southeast Surface Water Treatment Facility Project.

<http://www.epa.gov> / <http://www.sba.gov> / [www.californiaucp.org](http://www.californiaucp.org)

Subcontractors, Consultants and Suppliers

for the following project:

**Southeast Surface Water Treatment Facility Project**

**Client Project No. 3369 - Phase Two**

**Owner: City of Fresno**

**Bid Date: September 29, 2015 @ 3:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Small Business in a Rural Area (SBRA), Labor Surplus Area Firm (LSAF), or Historically Underutilized Business (HUB) Zone Business Concern or a concern under a successor program wanted for the following scopes, including, but not limited to:

AC Paving, Aggregates, Cathodic Protection, Concrete, Concrete Formwork, Concrete Reinforcing, Minor Concrete, Precast Concrete, CIDH, Conveying Systems, Doors & Windows, Earthwork, Electrical & Instrumentation, Mechanical Equipment & Pumps, Erosion Control, Fencing, Finishes, Fire Protection, Furnishings, HVAC, Janitorial Services, Landscaping, Masonry, Metals, Painting & Coating, Pavement Markings, Piping & Valves, Quality Control, Security, Signage, Specialties, Support of Excavation, SWPPP, Temp Facilities, Thermal and Moisture Protection, Traffic Control, Trucking & Hauling, Utility Locating, Water & Sweeping Trucks, Well Drilling & Abandonment, Wood & Plastics.

Bonding, insurance, and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested CUCP, MBE, SBE, SBRA, LSAF or HUB Certified DBE business suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due**

**NO LATER THAN September 18, 2015 and**

**Quotes by September 25, 2015 at 5 PM.**

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

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

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

110% Performance Bond and Payment Bonds are required for this project.

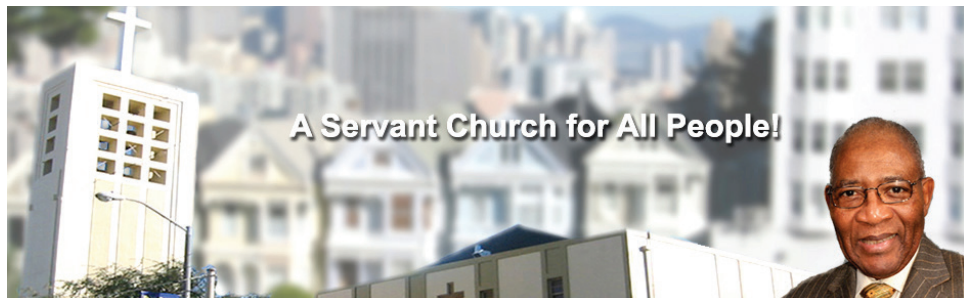
Davis Bacon Act, Buy American Act and American Iron and Steel provisions apply.

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# Faith Based News

## Church Sues to Save 104 Affordable Units in Western Addition



### Temporary Restraining Order Filed to Stop Landlord, Speculators from Raising Rents

The Third Baptist Church in San Francisco asked a San Francisco Superior Court judge today to stop the landlord of the Frederick Douglas Haynes Gardens—a 104-unit Western Addition

building home to mostly Section 8 tenants—from selling the building to speculators.

The temporary restraining order request, filed in court by attorneys with Renne Sloan Holtzman Sakai LLP, asks a judge to provide injunctive relief against what appears to be another case of affordable housing at risk in San Francisco. An espe-

cially—inflammatory e-mail between two real estate brokers dated July 21, obtained by attorneys for the plaintiff, showing that the currently—affordable building is listed for sale and rents are expected to rise.

The e-mail from Joe Levy at Marcus & Millichap, a real estate brokerage, says the 1, 2, 3 and 4-bedroom units each with one bath are poised to fetch between \$3000 and \$7000 permonth.

“Protecting San Francisco’s stock of affordable housing — in District Five, and citywide — is one of my top priorities,” said Board of Supervisors President London Breed. “The people of San Francisco must stand as one against those who seek to convert our limited affordable housing to market rate housing. Without a process that includes the residents and the community, the sale of this property should be stopped immediately! I’m working with Mayor Lee and the Mayor’s Office of

Housing to address this situation. I want to send a strong message that this type of behavior is not acceptable in my district nor anywhere in the city.”

The Church’s suit asks a judge to stop or slow the building’s landlord —Third Baptist Gardens, Inc. (TBG) —from selling the property to unknown real estate speculators. TBG, a separate entity from the Church, is a nonprofit corporation that was started by the Church in the 1960s - ironically — to improve housing affordability and prevent displacement.

Unlike much of San Francisco’s at-risk affordable housing, the Frederick Douglas Hayes Gardens is home to mostly Section 8 tenants - approximately 80% - who receive federal subsidies to help them afford the cost of their rent. It’s considered

■ Continued on page 9

## SUB-BID REQUESTS CALIFORNIA



19 PAMARON WAY, NOVATO, CA 94949 • PHONE: (415) 382-1188 • FAX: (415) 883-7529  
CONTACT: Colby McCarthy • Email: colby@arntzbuilders.com

REQUESTS QUOTATIONS FROM ALL  
CERTIFIED\* MBE, LBE, WBE, SBE and S/LBE SUBCONTRACTORS & SUPPLIERS  
and ALL QUALIFIED  
SUBCONTRACTORS & SUPPLIERS  
FOR ALL TRADES FOR THE FOLLOWING PROJECT:

**HIGHLAND HOSPITAL RESIDENT  
SLEEP AREA  
ALAMEDA COUNTY  
GENERAL SERVICES AGENCY  
HIGHLAND ATR PROJECT #2043  
HAYWARD, CA**

**BID DATE: September 15, 2015  
ESTIMATE: \$3,300,000**

Trades include but not limited too: Selective Building Demo, Cast-in-Place Concrete, Concrete Underlayment, Metal Fabrications, Architectural Woodwork, Roof Repairs, Firestopping, Joint Sealants, Doors, Frames and Hardware, Wood Window Rehabilitation, Glazing, Gypsum Board, Tiling, Acoustical Ceilings, Resilient Base, Linoleum Flooring, Epoxy Resin Flooring, Tectum Acoustical Treatment, Painting and Coatings, Signage, Wall and Door Protections, Toilet Accessories, Fire Extinguisher Cabinets, Residential Appliances, Window Shades, Fire Suppression, Fire Sprinklers, Plumbing, HVAC, Electrical, Fire Alarm Systems

BONDING, INSURANCE, TECHNICAL ASSISTANCE AVAILABLE. PLANS AVAILABLE IN GC’S PLAN ROOM. SUCCESSFUL SUBCONTRACTORS WILL BE REQUIRED TO SIGN ARNTZ BUILDERS, INC. STANDARD SUBCONTRACT AGREEMENT WHICH INCLUDES ARNTZ BUILDERS, INC. REQUIREMENT THAT SUBCONTRACTORS PROVIDE A 100% FAITHFUL PERFORMANCE AND PAYMENT BOND OF THE SUBCONTRACT PRICE FROM A TREASURY LISTED SURETY COMPANY ACCEPTABLE TO ARNTZ BUILDERS. BOND PREMIUM TO BE INCLUDED IN BID AS A SEPARATE ITEM. SUBCONTRACTORS WILL BE REQUIRED TO PROVIDE A WAIVER OF SUBROGATION ENDORSEMENT TO HEIR

WORKERS COMPENSATION INSURANCE.

WE ARE SIGNATORY TO THE  
CARPENTER’S AND LABORER’S

COLLECTIVE BARGAINING AGREEMENTS

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**This project has a Project Stabilization/Community Benefit Agreement (PSCBA), all contractors and suppliers will need to be union signatory or agree to sign a one project agreement.**

\*Acceptable certifying agencies: Bay Area Rapid Transit District (BART), Northern California Minority Supplier Development Council (NCMSDC), San Francisco Redevelopment Agency, Womens’ Business Enterprise National Council (WBENC), Alameda County Transportation Commission (Alameda CTC), CA Dept. Of General Services (DGS), Port of Oakland and when the State of SBE definition is met, Alameda County (SLEB certification).



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Subcontractors, Vendors,  
and Suppliers



**REACH**  
Diverse Audiences of Various  
Ethnicity, Race, & Gender



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# SUB-BID REQUESTS CALIFORNIA

## Shimmick Construction Company Inc.

8201 Edgewater Drive, Suite 202 • Oakland, CA 94621  
Phone (510) 777-5000 • Fax (510) 777-5099

LBE Subcontractor/Supplier Bids Requested For:  
**Peninsula Vegetation Removal**

**City and County of San Francisco Public Utilities Commission • Contract No. WD-2654R**  
**Bid Date: September 17, 2015 until 2:00PM • Fax all quotes to 510-777-5099**

Requesting certified LBE Subcontractor and Supplier Quotes on Backhoe Service, Computer Hardware/Software/Periph Equipment, Construction & Building Materials, Construction Clean-Up, Equipment Maintenance & Repair, Traffic Control Services, Corrosion Prevention Products, Earthwork & Paving, Environmental Advisory Services, Fencing Contractor, Habitat Environmental Services, Landscape Contractor, Museum/Zoo/Park Services, Office Supplies, Parking & Highway Improvement, Pipes, Valves & Fitting Supplies, Safety & Personal Protection, Security Guard Services, Survey, Toilet/Shower, Portable & Sceptic, Traffic Safety & Traffic Control Devices, Tree Service, Trucking & Hauling

Hard copy versions of plans, specifications and bidding documents are available at 525 Golden Gate Avenue, 1st Floor, Customer Service Desk, San Francisco, CA 94102. Contract documents are also available for viewing by appointment only at Shimmick Construction's Office: 8201 Edgewater Drive, Suite 202, Oakland, CA 94621.

Subcontractors and Suppliers interested in this project may contact Clay Cochran by phone at (510) 777-5078.

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

## Shimmick Construction Company Inc.

8201 Edgewater Drive, Suite 202 • Oakland, CA 94621  
Phone (510) 777-5000 • Fax (510) 777-5099

LBE Subcontractor/Supplier Bids Requested For:

**Moscone Expansion Project - Phase 2/3-7731A-31-P2.3-44**  
**Structural Concrete, Architectural Concrete and Reinforcing**  
**San Francisco Department of Public Works • Contract No. 7731A**  
**Bid Date: September 30, 2015 until 2:30PM • Fax all quotes to 510-777-5099**

Requesting certified LBE Subcontractor and Supplier Quotes on: Reinforcing Steel Contractors, Concrete Contractor, Scaffolding Contractor, Concrete Supplier & Manufacturer

Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at [www.sfdpw.org/biddocs](http://www.sfdpw.org/biddocs). Contract documents are also available for viewing by appointment only at Shimmick Construction's Office: 8201 Edgewater Drive, Suite 202, Oakland, CA 94621.

Subcontractors and Suppliers interested in this project may contact Cu Mai by phone at (510) 777-5005.

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

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## Sub-Bid Request Ads **3-for-1** Offer

- **LOOKING FOR QUALIFIED, CERTIFIED, SUBCONTRACTORS, SUPPLIERS, BUSINESS & PROFESSIONAL SERVICES**
- **LOOK NO FURTHER**

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**SBE Today** is a recognized "trade" and "focus" daily publication

**sbeinc.com** is a 1-stop shop for businesses

Targeted distribution to decision makers and local stakeholders

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

**City of Woodland - Water Transmission**  
**Main West, Surface Water Local Facilities**  
**CIP #12-05**

**Location: Woodland, CA**

**Bid Date: xxxxxx**

**List of trades you are seeking:** Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

**Your Company Name**

Address

Phone, Fax,

Contact Person.

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## SPECIAL 2015 OFFER!

**1 Ad in Small Business Exchange AND YOU RECEIVE**

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**1 complementary ad on sbeinc.com (until bid date)**

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**For further information contact Nabil Vo or email [nvo@sbeinc.com](mailto:nvo@sbeinc.com)**

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# Orange County Events & Seminars



SEPTEMBER 23, 2015

## INTERMEDIATE QUICKBOOKS FOR OWNERS & MAN

**Location:** Santa Ana, CA  
**Bid Date:** 9/23/15 6:00PM  
 Learn intermediate-level financial management and QuickBooks concepts to assist you in managing your business and make it profitable. This workshop is designed for established business owners and managers who are not accountants or do not have the financial background to understand their entire system's features such as job costing, inventory control, etc. This is not a "hands on" class and as such PCs will not be provided. You are welcome to bring your own laptop.  
**Topics:** Accounting/Budget, Business Financing, Cash Flow Management  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

SEPTEMBER 24, 2015

## 2015 ORANGE CO ECONOMIC DEVELOPMENT FORUM

**Location:** Irvine, CA  
**Bid Date:** 9/24/15 7:30AM  
 OCBC's fourth annual regional forum will focus on international trade and tackle the question: Will Orange County Manufacturers Thrive in a Global Market? Engage with great speakers on their secrets for success.  
**Duration:** 7:30 - 10:00 AM  
 Orange Co Business Council, Sabra Benes, (949)794-7241

SEPTEMBER 25, 2015

## CERTIFIED GLOBAL BUSINESS PROFESSIONAL

**Location:** Santa Ana, CA  
**Bid Date:** 9/25/15  
 The NASBITE Certified Global Business Professional credential (CGBP) provides a benchmark for competency in global commerce. The CGBP designation demonstrates an individual's ability to conduct global business, including global business management, global marketing, supply chain management and trade finance.  
**Duration:** 9-25 - 09-26  
 Orange County CITD, Stewart Lynn, (714)564-5415  
[cgbpxamprep.eventbrite.com](http://cgbpxamprep.eventbrite.com)

## INTERNATIONAL BUSINESS CULTURE

**Location:** Santa Ana, CA  
**Bid Date:** 9/25/15 1:30PM  
 An exciting opportunity to hear from Lanie Denslow and Quiang Bjourbak on the importance of respecting international business culture and how knowledge of other cultures will help your business thrive.  
**Duration:** 1:30 - 5:30 PM  
 Port of Los Angeles, Jean Coronel  
[jcoronel@portla.org](mailto:jcoronel@portla.org)

SEPTEMBER 30, 2015

## CREATING A SUCCESSFUL BUSINESS PLAN

**Location:** Santa Ana, CA  
**Bid Date:** 9/30/15 6:00PM  
 In this interactive workshop you will learn how to break apart the components of the business plan into manageable steps, define your business succinctly, research your competition and target market, develop your operating and marketing plans, and start understanding of your financial statements.  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 1, 2015

## BUILDING YOUR E-COMMERCE BUSINESS

**Location:** Santa Ana, CA  
**Bid Date:** 10/01/15 9:00AM  
 This workshop will cover the sequence of steps needed to achieve success when you are starting a small business online. In this workshop, you will learn about what it takes to be an entrepreneur, who is business planning crucial, the available legal forms of entities, licensing, permits and what mistakes to avoid when starting an online business. You will also receive a list of tools to help run your e-commerce business and marketing strategies to help drive customer acquisition and retention.  
**Duration:** 9:00 - 11:30 am  
 Orange County SBDC, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 2, 2015

## TURNING CONTACTS INTO CONTRACTS

**Location:** Downey, CA  
**Bid Date:** 10/02/15 8:30AM  
<https://www.eventbrite.com/e/turning-contacts-into-contracts-4th-annual-procurement-conference-tickets-17726576668>  
**Duration:** 8:30 AM - 3:45 PM  
 DVBA & SoCalGas

OCTOBER 7, 2015

## SMALL BUSINESS ORIENTATION WORKSHOP

**Location:** Santa Ana, CA  
**Bid Date:** 10/07/15 2:30PM  
 This orientation workshop is facilitated by an SBDC Business Consultant who will discuss informational topics such as Being an Entrepreneur, Business Planning, Small Business Financing, the Legal Forms of Organization, Licensing and Permits.  
**Duration:** 2:30 - 4:30 PM  
 Orange County SBDC, (714)564-5200  
**Notes:** Event Fee: \$10.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 8, 2015

## CHALLENGE HER

**Location:** Fullerton, CA  
**Bid Date:** 10/08/15 8:00AM  
 WOSB federal contractors have a unique opportunity to: Learn about the WOSB Set Aside and how to market your business under this program; Network with peer mentors and other women business owned firms. A panel of women business owners share tips and real-life stories. Contracting Officer's panel to talk about the best practices of working with federal agencies. Matchmaking with federal buyers.  
<https://www.eventbrite.com/e/challengeher-santa-ana-tickets-18286890582>  
**Duration:** 8:00 am to 12:30 PM  
 US SBA

OCTOBER 9, 2015

## EMPLOYEE OR INDEPENDENT CONTRACTOR SEMINAR

**Location:** Santa Ana, CA  
**Bid Date:** 10/09/15 1:00PM  
 This seminar will guide you and give you the understanding of the following:  
 Common misconceptions about independent contractors  
 Ways to combat payroll tax fraud  
 How to distinguish between employees and independent contractors  
 Statutory and exempt employment  
 Resources to help classify workers  
**Duration:** 1:00 - 3:30 PM  
 Orange County SBDC, David Calderon, (714)564-

5200

**Notes:** Event Fee: \$0.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 15, 2015

## FINANCING YOUR GROWING BUSINESS

**Location:** Tustin, CA  
**Bid Date:** 10/15/15 6:03PM  
 This workshop will cover how to position your business to be bankable and what needs to be included in your application. We will cover how to improve your credit score, how to develop a winning business plan and how a bank looks at your personal and business financial information. Learn about the different types of financing options. This training is appropriate for a business presently requiring financing or planning for the future financing.  
**Duration:** 6:30 - 8:00 PM  
 Orange Co SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$0.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 22, 2015

## HIRING FOR SUCCESS

**Location:** Santa Ana, CA  
**Bid Date:** 10/22/15 6:00PM  
 Upcoming changes for 2015/16 that impact small businesses will be included in this seminar to help you comply with employment regulations. Six Critical Factors: 1. Defining success before hiring. 2. Best practices in recruiting, interviewing, and hiring employees. 3. Employee compensation. 4. Employee development. 5. How to incentivize, motivate, measure performance and promote. 6. How to terminate.  
 What's Changing in 2015/2016?  
 Sick time leave  
 Minimum wage  
**Duration:** 6:00 - 8:30 PM  
 Orange Co SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$0.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

OCTOBER 28, 2015

## CREATING A SUCCESSFUL BUSINESS PLAN

**Location:** Mission Viejo, CA  
**Bid Date:** 10/28/15 6:00PM  
 In this interactive workshop you will learn how to break apart the components of the business plan into manageable steps, define your business succinctly, research your competition and target market, develop your operating and marketing plans, and start understanding of your financial statements.  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

NOVEMBER 4, 2015

## SMALL BUSINESS ORIENTATION WORKSHOP

**Location:** Santa Ana, CA  
**Bid Date:** 11/04/15 2:30PM  
 This orientation workshop is facilitated by an SBDC Business Consultant who will discuss informational topics such as Being an Entrepreneur, Business Planning, Small Business Financing, the Legal Forms of Organization, Licensing and Permits.  
**Duration:** 2:30 - 4:30 PM  
 Orange County SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$10.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

NOVEMBER 5, 2015

## BUILDING THE BRAND

**Location:** Santa Ana, CA  
**Bid Date:** 11/05/15 6:00PM  
 In this workshop, you will learn what makes a great

brand and how you can transform yours into one that helps you keep your current customers and attract new ones. Presenter Dr. Ray Benedictus will challenge your assumptions and present pragmatic and clear practices that you can use immediately to refine and strengthen your brand.  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

## HOW TO MANAGE UNEMPLOYMENT INSURANCE COSTS

**Location:** Santa Ana, CA  
**Bid Date:** 11/05/15 9:00AM  
 You will learn: How the unemployment insurance rate is established. What is an unemployment insurance reserve account. Important notices and statements. How to minimize unemployment insurance costs.  
**Duration:** 9:00 - 12:00 PM  
 Orange County SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$0.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

NOVEMBER 12, 2015

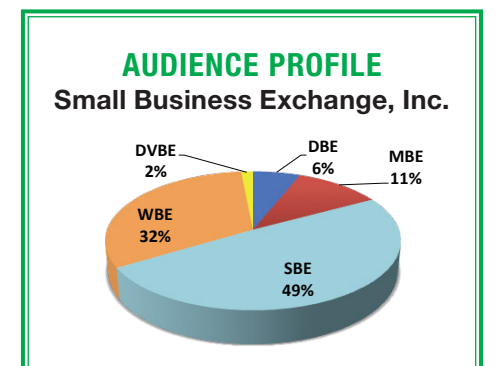
## INTERMEDIATE QUICKBOOKS FOR OWNERS & MAN

**Location:** Santa Ana, CA  
**Bid Date:** 11/12/15 6:00PM  
 Learn intermediate-level financial management and Quick Books concepts to assist you in managing your business and make it profitable. This workshop is designed for established business owners and managers who are not accountants or do not have the financial background to understand their entire system's features such as job costing, inventory control, etc. This is not a "hands on" class and as such PCs will not be provided. You are welcome to bring your own laptop.  
**Topics:** Accounting/Budget, Business Financing, Cash Flow Management  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, David Calderon, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>

NOVEMBER 18, 2015

## CREATING A SUCCESSFUL BUSINESS PLAN

**Location:** Santa Ana, CA  
**Bid Date:** 11/18/15 6:00PM  
 In this interactive workshop you will learn how to break apart the components of the business plan into manageable steps, define your business succinctly, research your competition and target market, develop your operating and marketing plans, and start understanding of your financial statements.  
**Duration:** 6:00 - 8:30 PM  
 Orange County SBDC, (714)564-5200  
**Notes:** Event Fee: \$25.00  
<http://santaanadistrictsbdc.ecenterdirect.com>





# Inclusion of Minority-Owned Businesses in Federal Contracting Improving

## Continued from page 1

ly poorly against helping small businesses. “Something else that the White House put forward when it came to helping small business contractors is what’s called QuickPay. This ensures that small business prime contractors are paid within 15 days or less,” says Shoraka. “Likewise, large contractors are expected to pay their small business subcontractors within 15 days or less, as well. That ensures that the cash flow for small businesses is positive, so they can not only play in this marketplace, but stay alive and thrive in the marketplace. When small businesses engage in procurement with the federal government, they grow. And when small businesses grow, they increase their footprint, they increase employment, and they have a positive impact on their communities.”

Shoraka says the SBA is always looking to cast a wider net to make sure they’re bringing in new firms and innovation. So they host many outreach events; and they engage all of their 68 district offices in recruiting and training new firms with respect to federal contracting.

“It’s important to note that this isn’t a hand-out; rather it’s really a benefit to the federal government because these are the firms that bring innovation, flexibility, and creativity to the federal marketplace. So it’s a win-win,” he says. “We help with the funds that create the oxygen to make these companies grow and affect the local economy. But at the same time the federal government gets some of the best products and services at very competitive costs or prices.”

## Other Efforts to Promote Contracting with Minority-Owned Small Businesses include:

- Reinforcement of policies that create parity among SBA’s small business programs, which give contracting officers the discretion to decide when they will pursue a contract with an Small Disadvantaged Business (SDB) to satisfy an agency’s acquisition requirement and help in achieving the agency’s SDB contracting goal; and,
- Unveiling of new, very extensive web-based educational resources at [www.sba.gov/gclassroom](http://www.sba.gov/gclassroom) that allow both contracting officers and small businesses to understand the federal marketplace and business opportunities available. It includes material for the novice or person just exploring the possibility of federal contracting, all the way to information for the very advanced, experienced contractor, and everything in between.
- At SBA, the agency’s 8(a) Business Development program was established to assist eligible socially and economically disadvantaged individuals to develop and grow their businesses. Participants in the nine-year program obtain business development assistance, which includes one-on-one counseling, training, workshops and other management and technical guidance.
- One of the initiatives the SBA is working on currently is the Challenge Her Initiative, a co-sponsorship between the SBA, Women Impacting Public Policy and American Express Open. This initiative is designed to train women-owned small businesses on the Women-owned Small Business Set-aside Program, and to do match-making at various events so that participating firms can meet with either large contractors or federal buyers. The initiative is in its second year and they’ve done over 20 events around the country and a lot of match-making. Shoraka thinks that’s one of the reasons they’ve seen a positive trend in the Scorecard numbers with respect to the women-owned small business performance.
- Similarly, in 2015 they launched an initiative called Destination: HUB — a new initiative which will promote and support small businesses in economically distressed areas as they compete for federal contracts, while ensuring

local economic development boards, government officials, federal buyers, and prime contractors work hand in hand to create more sole-source and set-aside opportunities for HUBZone-certified firms. “We’re focusing on the best ways to leverage our HUBZone program to make sure we are attracting government contracting operations to some of the countries underutilized and poor economic areas,” Shoraka explains. “Destination: HUB will be going around the country doing training programs, not only for firms, but also for local economic development officials and elected officials to encourage them to leverage our program to attract firms, and through that tool create local economic development and growth.”

Clearly, these efforts are working. Since President Obama took office, the SBA has supported more than \$163.2 billion in federal government contracting dollars to small disadvantaged businesses. This represents a 68.1 percent increase when compared to the prior Administration. Under the Bush Administration, \$97.10 billion in federal government contracting dollars were awarded to small disadvantaged businesses.

During FY13, the federal government far exceeded its goal of awarding 5 percent of prime contracting dollars to Small Disadvantaged Businesses (SDB), awarding 8.61 percent, or \$30.6 billion — the highest percentage of contracts the federal government has awarded to SDBs in American history. SDB achievement built upon FY12’s record achievement of 8.00 percent.

## Why Not More Involvement?

But with all the good things that come by government contracting, there are still millions of small businesses who don’t take part. Could be they don’t know about it, which is why articles like this are important. The other reason might be because there is a lot of paperwork involved, especially when just getting started.

“Federal contracting, if you’ve never done it before and you deal primarily with the private sector, the federal marketplace is a very different type of beast. You have to identify projects well in advance as the pipeline can often be as much as 18 to 24 months. As a start-up or very small business, you oftentimes don’t have that kind of time to wait for a contract opportunity to evolve,” says Shoraka. “You also have to develop relationships with agencies and understand their procurement cycle and process. It is a complicated, burdensome process with a lot of paperwork. That’s why I try to encourage small businesses to take advantage of our GC Classroom. And because we understand all the problems, we are always trying to find ways to simplify the process.”

One of the things they’re trying to simplify is the certification process. In fact, both the 8(a) Business Development program and the HUBZone program actually are designed to certify businesses on the front-end.

“We’re looking at how we can reduce the burden on applicants and whether we’re requesting too much information at the start. It’s always a balancing act because we have to make sure that the benefits flow to the intended recipients, but as a federal government we also tend to swing the pendulum a little too far to one side or another at any given point,” Shoraka says. “So we are taking a look at our process to see where we can reduce the burdens and create efficiencies.”

If readers are considering federal procurement and contracting, he strongly encourages them to make use of all the free resources that are available.

“If you go to [sba.gov](http://sba.gov) there’s a place where you can out in your zip code and that will give you a list of all the local resources. And make use of

Continued on page 10

## A Small Business’s Guide to Getting a Piece of the Federal Contracting Pie

As a small business owner, have you ever wondered how you could market your product to the likes of the Department of Defense and the Small Business Administration (SBA), get a federal contract and be a part of the more than \$400 billion federal marketplace?

While it’s not necessarily easy, and success is not guaranteed, thousands of small businesses have been successful. For example, in FY2013, the federal government purchased \$83.1 billion in goods and services from small businesses through prime contracting procurements.

## How Do You Start?

The first step is to register your firm in the General Services Administration’s System Award Management (SAM) database. Small businesses can register their firm’s profile in the SAM database at <http://www.sam.gov>.

Registration is free and voluntary, but any small business interested in doing business with the government must register in the SAM. SBA’s Dynamic Small Business Search is a separate interactive database which also contains a search engine function in SAM that permits small firms registered in CCR to post their profiles and capabilities for prospective buyers.

The System for Award Management (SAM)—a federal government owned and operated free Web Site that consolidates the capabilities in CCR/FedReg, Online Representations and Certifications Application (ORCA), and Excluded Parties List system database.

The SBA also offers on-line procurement training courses for small businesses on how to access government contracts and subcontracts. These courses can be taken by visiting SBA’s GC Classroom <http://www.sba.gov/gc-classroom>.

## Who Can Provide Guidance on Navigating the Federal Contracting Arena?

The SBA has a secret weapon of its own: Procurement Center Representatives (PCRs). PCRs are procurement professionals who counsel small businesses and make recommendations to contracting officers to reserve or set aside contracts for small, 8(a), women-owned, HUBZone and Service Disabled Veteran-Owned small businesses. They also can help small businesses identify contracting opportunities. A listing of PCRs is at <http://www.sba.gov/content/procurement-center-representatives>.

More help is available from SBA’s Commercial Market Representatives (CMRs) who are stationed in SBA’s area offices. They help small businesses with marketing to federal prime contractors, conduct contract match-making events and counsel small businesses on how to get subcontracts, a good option for small businesses.

Small businesses can find subcontracting opportunities by visiting SBA’s Sub-Net database, a list of subcontracting solicitations and opportunities posted by large prime contractors and other non-federal agencies.

State and local governments, non-profit organizations, colleges and universities and foreign governments also use the database to identify small businesses for solicitations. This database can be found at <http://www.sba.gov/content/Sub-Net>. More information about CMRs can be found at: [www.sba.gov/content/commercial-market-representatives](http://www.sba.gov/content/commercial-market-representatives).

## Other Resources

The Office of Small and Disadvantaged Business Utilization (OSDBU) Council is an organization of federal small business program officials that work closely with SBA. They are a great resource for contracting officers and can help small businesses become prime contractors and subcontractors. They also make small businesses aware of federal contracting opportunities and the federal rules and regulations for contracting. A list of OSDBU at federal agencies is located at: <http://www.sba.gov/content/federal-office-small-and-disadvantaged-business-utilization-osdbu#>.

If you need in-depth counseling on seeking federal or state government contracts, you can turn to Procurement and Technical Assistance Centers (PTACs), created by Congress to help businesses compete successfully in federal, state and local government contracting. PTACs — there are 94 of them nationwide — provide a range of expert services at little or no charge. They help small, minority and woman-owned businesses market to the government. They also help small businesses register with CCR, obtain a Commercial and Government Entity Code and a Duns Number, which is necessary to do business with the government. They also can match a firm’s capability with procurement opportunities and help obtain military and federal specifications and drawings. A list of PTAC organizations is located at: <http://www.ptac-us.org/new>

Other federal procurement opportunities can be accessed on the Internet at <http://www.fedbizopps.gov> or [www.fbo.gov](http://www.fbo.gov). The site includes a search engine to help you browse the latest contract solicitations. It lists every single procurement over \$25,000 that the federal government is pursuing. The GSA has also created the Acquisition Central Web site to provide a central and streamlined on-line community where small businesses can get access to resources, including federal regulations, training opportunities and systems such as the CCR database, the Electronic Subcontracting Reporting System (eSRS) and the Federal Procurement Data System-Next Generation (FPDS-NG). The Web site is at: <http://www.acquisition.gov>.

People can also follow what the government has previously bought by visiting the database for the Federal Procurement Data System-Next Generation at [www.fpds.gov](http://www.fpds.gov).

By using these tools, small businesses can successfully navigate the federal contracting marketplace, become an active participant in the \$400 billion dollar federal marketplace and sell their goods and services to Uncle Sam. For more information about SBA’s programs and services, visit SBA’s Web Site at [www.sba.gov](http://www.sba.gov).

Visit Small Business Exchange at  
[www.sbeinc.com](http://www.sbeinc.com) to download the latest  
 SBE Newspaper and Daily E-Newsletter



# Public Legal Notices

**Hunters Point Shipyard Phase 2 – Opportunity to Provide Landscape Architecture and Graphic Design Services.**

Lennar Urban is requesting qualified, interested Landscape Architecture and Graphic Design firms to respond to a public request for proposals through the Office of Community Infrastructure & Investment of the City and County of San Francisco.

For more information, please visit:  
<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=9965>

Respondents are encouraged to check this website regularly for updates.

**Proposals must be submitted by September 16, 2015.**

**Hunters Point Shipyard Phase I in San Francisco Opportunity to Perform**

HPSI – Construction of the Streetscape for all the Blocks (minus 50 and 51)

**Within the Hilltop portion of Parcel A during the development of Hunters Point Shipyard Phase I in San Francisco.**

Lennar Urban is requesting qualified, interested contractors to respond to a public request for proposals to perform

HPSI Construction of Hilltop Streetscape At

**Hunters Point Shipyard in San Francisco**  
 For more information, please visit:  
<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=9963>

The Successor to the San Francisco Redevelopment Agency (SFRA) has established the 50% Small Business Enterprise (SBE) Participation goal for Contractors.

Respondents are encouraged to check this website regularly for updates.

Pre-Bid Coordination Meeting and Job Walk:  
**September 1, 2015 @ 10:00 AM (Tentative Date)**  
**Building 101**  
**101 Horne Ave.**  
**San Francisco, CA 94104**

**Proposals must be submitted by September 14, 2015 @ 2:00 PM (PST).**

**City and County of San Francisco Outreach Advertising September 2015 San Francisco Arts Commission CALLING ALL ARTISTS**

The San Francisco Arts Commission (SFAC) has released its grant guidelines and applications for the FY2015-2016 grants cycle. The application deadline is Thursday, October 15, 2015 by 5 p.m. via email to [sfac.grants@sfgov.org](mailto:sfac.grants@sfgov.org). The SFAC is also providing opportunities for individual artists and organizations to learn about guideline and application changes, eligibility requirements, and general tips for applying at its upcoming technical assistance workshops. Visit [www.sfacartscommission.org/CAE/grants](http://www.sfacartscommission.org/CAE/grants) to learn more, download the applications and RSVP for our technical assistance workshops.

**Mayor's Office of Housing and Community Development (MOHCD) Notice of Availability of Draft 2014-2015 Consolidated Annual Performance and Evaluation Report**

The Mayor's Office of Housing and Community Development (MOHCD) and Office of Economic and Workforce Development (OEWD) announce the availability of the Draft 2014-2015 Consolidated Annual Performance and Evaluation Report (CAPER) for public review and comment from September 4, 2015 through September 18, 2015. The CAPER represents the annual report of the City and County of San Francisco's implementation of the following four federal programs (CDBG, ESG, HOME and HOPWA) during program year 2014-2015. For more information, please visit [www.sfmohcd.org](http://www.sfmohcd.org) or call (415) 701-5500.

**Assessment Appeals Board (AAB)**

Notice is hereby given of 12 vacancies on the AAB. Applicants must have at least 5 years experience as one of the following: Certified Public Accountant or Public Accountant; licensed Real Estate Broker; Property Appraiser accredited by a nationally recognized organization, or Property Appraiser certified by the California Office of Real Estate Appraisers. For additional information or to obtain an application, please call 415-554-6778.

**Stay Connected To the City through SF311**

The SF311 Customer Service Center is the single stop for residents to get information on government services and report problems to the City and County of San Francisco. And now, we have even more ways for you to stay connected to the City with our SF311 App and SF311 Explorer website.

The SF311 App lets you get information on City services and submit service requests on-the-go right from your smartphone. You can track your service requests through the app or through our new website, SF311 Explorer.

SF311 Explorer not only lets you check the status of your own requests, it enables you to see what issues are being reported throughout all of San Francisco and what the City is doing to resolve them.

Download the SF311 App from your smartphone's app store and visit the SF311 Explorer at [explore311.sfgov.org](http://explore311.sfgov.org) today!

**Board of Supervisors Regularly Scheduled Board Meetings**  
 OPEN TO THE PUBLIC – Tuesdays, 2:00pm, City Hall Chamber, Room 250.

<b>September 8</b>	<b>September 22</b>
<b>September 15</b>	<b>September 29</b>

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

**CNS#2791296**



**SAN JOSE STATE UNIVERSITY**

**NOTICE TO CONTRACTORS SPARTAN GOLF COMPLEX, PROJECT NUMBER: SJSU-321**

The Trustees of the California State University are requesting Statements of Qualifications (SOQ) from interested and qualified construction managers to provide construction manager at risk services (CMAR) for the construction of the Spartan Golf Complex project. The Trustees will select the construction manager using a two-step process: (1) this Request for Qualifications (RFQ) from which Respondents submit a SOQ to the Trustees, and (2) the resulting shortlisted firms will then receive a Request for Proposals from the Trustees. The selected firm will become the Construction Manager. The Trustees' CMAR process consists of a preconstruction phase and a construction phase with separate contracts for each phase.

The Spartan Golf Complex is a new golf practice and training facility, for SJSU men's and women's golf teams on South Campus. It will be home to SJSU golf teams, provide private memberships for alumni and donors, and offer golf lessons for the public. The Complex site is approximately 15 acres located on South Campus at the west side of Senter Road between Humboldt Street and Alma Avenue. The Project consists of two phases. The Trustees intend to award Phase 1 immediately upon completion of this solicitation. Phase 2 will be awarded prior to the completion of Phase 1 but only if funding becomes available. Phase 2 is not funded at this time. This solicitation will request separate fees for each phase.

Trustees' Construction Budget for Phase 1 is \$6,754,000, and Phase 2 is \$10,005,000.  
 Class B license - General Contractor.  
 RFQ Submittal Due Date and Time:  
**September 24, 2015 by 3:00pm**

Respondents must be prequalified with the Trustees, and shall register and log in to "PlanetBids" to apply for prequalification at [http://www.calstate.edu/cpd/cn/contractor\\_prequal\\_bidders.shtml](http://www.calstate.edu/cpd/cn/contractor_prequal_bidders.shtml) no less than ten business days prior to SOQ submittal due date.

Interested parties may download the complete RFQ on September 10, 2015 by registering at <http://www.planetbids.com/portal/portal.cfm?CompanyID=15275#>. Once registration is completed, log into planetbids.com at <http://www.planetbids.com/hub/hub.cfm> and search for "Spartan Golf Complex", Project Number: SJSU-321."

The Trustees require a three percent Disabled Veteran Business Enterprise participation in all contracts. This project is public works project and is subject to prevailing wages rate laws (see Contract General Conditions, Article 4.02-c). All contractors and all tiers of subcontractors bidding on this project shall register to bid public works projects with the Department of Industrial Relations (DIR), and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/Public-Works/PublicWorks.html> for more information and to register.

Please direct all questions in writing to:  
 Sylvia Sosa-Galindo, Sr. Contracts Specialist,  
 Email: [sylvia.sosa@sjsu.edu](mailto:sylvia.sosa@sjsu.edu).

## Youth Unemployment

**Continued from page 2**

to say we far exceeded our goal. With our partners at the SBA, we're excited to build upon this work to create professional opportunities for our nation's youth while providing small businesses with qualified workers," said John Arensmeyer, CEO of Small Business Majority. "Far too many young Americans are struggling to find jobs after they leave school, which negatively affects economic demand. By solving this problem, we will foster better workforces, which will bolster small employers and our economy as a whole."

To view or sign the pledge, please visit [www.smallbiz4youth.com](http://www.smallbiz4youth.com). We encourage businesses of all sizes to join us in providing access to potentially life changing opportunities for our youth.

To schedule an interview with a small business owner who signed the pledge or a representative from Small Business Majority, contact Kelsey Bye at [kbye@smallbusinessmajority.org](mailto:kbye@smallbusinessmajority.org) or (202) 289-0957.

### About the U.S. Small Business Administration

The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. We recognize that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build and grow businesses.

### About Small Business Majority

Small Business Majority is a national small business advocacy organization, founded and run by small business owners to focus on solving the biggest problems facing America's 28 million small businesses today. We actively engage small business owners to drive smart public policy and get entrepreneurs the resources they need to thrive. We conduct extensive opinion and economic research and work with our rapidly growing network of 40,000 small business owners across the country to ensure their voices are an integral part of the public policy debate. Learn more about us on our website and follow us on Twitter, Facebook and Instagram.

**Source: U.S. SBA**

## Church Sues to Save 104 Affordable Units in Western Addition

**Continued from page 5**

historically significant, too, to San Francisco's African American community, who disproportionately face the harms of gentrification and displacement. Attorneys for the plaintiff say that, as recently as yesterday, the property's tenants weren't even aware of the pending sale.

"Adding insult to injury," attorney Jonathan Holtzman said, "the property owners hadn't told the tenants that they might be at risk of losing their homes."

Despite being started by the Church over 40 years ago, the complaint alleges that the property's landlord -TBG - has engaged in deceptive business practices as of late, risks violating its articles of incorporation, and jeopardized both the Church's longstanding interest in the property and the interests of its low-income tenants, many of whom are people of color.

Beyond secretly listing the property for sale - in a ten-day timeframe, while ordering a broker to deny that the property has been listed -the complaint alleges that TBG has summarily ousted board members, and that its executive director has hired family members for paid positions in an effort to consolidate power.

The case could be yet another clarion call for action around San Francisco's affordable housing crisis.

"Our clients are asking that TBG to make a full and public accounting of the circumstances of this secret proposed sale," attorney Louise Renne said. "Because there are two tragedies with this case: one of these 104 working families who are at risk, and the larger issue of protecting San Francisco's affordable housing safety net."

**Source: Third Baptist Church in San Francisco, Inc.**

## Berkeley Exhibit

**Continued from page 2**

visit [patientnomore.org](http://patientnomore.org).

The exhibit is presented by the Paul K. Longmore Institute on Disability at San Francisco State University with additional support from Cal Humanities "Community Stories" grant, the East Bay Community Foundation, and San Francisco State's Office of Research and Sponsored Programs.

**About the Paul K. Longmore Institute on Disability:** Part think-tank, part cultural center, the Longmore Institute introduces new ideas about disability and disabled people. We use innovative research, provocative discussions, and influential cultural events to connect the Bay Area's vibrant disability communities with the dynamic faculty and students of SF State. To learn more, visit: [longmoreinstitute.sfsu.edu](http://longmoreinstitute.sfsu.edu)

**What:** Exhibit "Patient No More: People with Disabilities Securing Civil Rights," a multi-media, interactive exhibit.

**When:** Exhibit open to the public 8am – 6pm M-F, July 26-December 18 with additional events and programming, and occasional exhibit closures. Visit the exhibit website calendar: <http://longmoreinstitute.sfsu.edu/patient-no-more/calendar-events>

**Where:** Ed Roberts Campus above Ashby BART, 3075 Adeline St, in Berkeley, California and traveling exhibit at the following locations (see dates and specific venues below): San Francisco, San Jose, Hayward, and Marin

**Who:** The Paul K. Longmore Institute on Disability at San Francisco State University. Media contact: Catherine Kudlick, (415) 405-3528, [kudlick@sfsu.edu](mailto:kudlick@sfsu.edu)

**Source: Paul K. Longmore Institute on Disability**

# Fictitious Business Name

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366288-00

Fictitious Business Name(s):  
**Blue Garden & Charity Services**  
 Address  
**275 Irvington Street**  
**Daly City, CA 94014**  
 Full Name of Registrant #1  
**Mark B. Nasalga**  
 Address of Registrant #1  
**275 Irvington Street**  
**Daly City, CA 94014**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **8/13/2015**

Signed: **Mark B. Nasalga**

This statement was filed with the County Clerk of San Francisco County on **8/13/2015**.

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

Filed: **Jennifer Wong**  
 Deputy County Clerk  
 8/13/2015

8/27/15 + 9/3/15 + 9/10/15 + 9/17/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0365999-00

Fictitious Business Name(s):  
**Furniture Outlet**  
 Address  
**707 Bayshore Blvd.,**  
**San Francisco, CA 94124**  
 Full Name of Registrant #1  
**Concord Furniture Solutions, Inc. - Calif Corp**  
 Address of Registrant #1  
**25125 Madison Avenue, Suite 106,**  
**Murrieta, CA 92565**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/17/2014**

Signed: **Edward Corn**

This statement was filed with the County Clerk of San Francisco County on **7/28/2015**.

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

Filed: **Morgan Jaldon**  
 Deputy County Clerk  
 7/28/2015

8/27/15 + 9/3/15 + 9/10/15 + 9/17/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366357-00

Fictitious Business Name(s):  
**Central Gardens, Inc.**  
 Address  
**1355 Ellis Street,**  
**San Francisco, CA 94115**  
 Full Name of Registrant #1  
**Central Gardens, Inc. (California)**  
 Address of Registrant #1  
**1499 Sutter Street,**  
**San Francisco, CA 94109**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **2/14/1964**

Signed: **R. Michael Lieberman**

This statement was filed with the County Clerk of San Francisco County on **8/18/2015**

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

Filed: **Morgan Jaldon**  
 Deputy County Clerk  
 8/18/2015

9/3/15 + 9/10/15 + 9/17/15 + 9/24/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366223-00

Fictitious Business Name(s):  
**KA Consulting**  
 Address  
**1105 Bush Street #203**  
**San Francisco, CA 94109**  
 Full Name of Registrant #1  
**Kaitlyn Arsenault**  
 Address of Registrant #1  
**1105 Bush Street #203**  
**San Francisco, CA 94109**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **8/10/2015**

Signed: **Kaitlyn Arsenault**

This statement was filed with the County Clerk of San Francisco County on **8/10/2015**.

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

Filed: **Fallon Lim**  
 Deputy County Clerk  
 8/10/2015

8/13/15 + 8/20/15 + 8/27/15 + 9/3/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366252-00

Fictitious Business Name(s):  
**Kathleen Moore and Associates**  
 Address  
**221 Noe Street #1,**  
**San Francisco, CA 94114**  
 Full Name of Registrant #1  
**Kathleen Moore**  
 Address of Registrant #1  
**221 Noe Street #1,**  
**San Francisco, CA 94114**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **8/11/2015**

Signed: **Kathleen Moore**

This statement was filed with the County Clerk of San Francisco County on **8/11/2015**.

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

Filed: **Jennifer Wong**  
 Deputy County Clerk  
 8/11/2015

8/20/15 + 8/27/15 + 9/3/15 + 9/10/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366247-00

Fictitious Business Name(s):  
**Rozafa Masonry**  
 Address  
**1433A 47th Avenue,**  
**San Francisco, CA 94122**  
 Full Name of Registrant #1  
**Bert Palalej**  
 Address of Registrant #1  
**1433A 47th Avenue,**  
**San Francisco, CA 94122**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **8/11/2015**

Signed: **Bert Palalej**

This statement was filed with the County Clerk of San Francisco County on **8/11/2015**.

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

Filed: **Guillermo Sandoval**  
 Deputy County Clerk  
 8/11/2015

8/20/15 + 8/27/15 + 9/3/15 + 9/10/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366144-00

Fictitious Business Name(s):  
**Groufit Apparel**  
 Address  
**3700 Divisadero Street, Unit 402**  
**San Francisco, CA 94123**  
 Full Name of Registrant #1  
**Anne E. Kearns**  
 Address of Registrant #1  
**3700 Divisadero Street, Unit 402**  
**San Francisco, CA 94123**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **1/7/2015**

Signed: **Anne E. Kearns**

This statement was filed with the County Clerk of San Francisco County on **8/5/2015**.

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

Filed: **Jennifer Wong**  
 Deputy County Clerk  
 8/5/2015

8/6/15 + 8/13/15 + 8/20/15 + 8/27/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366079-00

Fictitious Business Name(s):  
**McDonald's**  
 Address  
**235 Front Street**  
**San Francisco, CA 94111**  
 Full Name of Registrant #1  
**Front Street Mac, Inc. (CA)**  
 Address of Registrant #1  
**235 Front Street**  
**San Francisco, CA 94111**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/2015**

Signed: **Scott Rodrick**

This statement was filed with the County Clerk of San Francisco County on **7/31/2015**.

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

Filed: **Fallon Lim**  
 Deputy County Clerk  
 7/31/2015

8/6/15 + 8/13/15 + 8/20/15 + 8/27/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366080-00

Fictitious Business Name(s):  
**McDonald's**  
 Address  
**5454 Mission Street,**  
**San Francisco, CA 94112**  
 Full Name of Registrant #1  
**5454 Street Mac, Inc (CA)**  
 Address of Registrant #1  
**5454 Mission Street,**  
**San Francisco, CA 94112**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **7/1/2015**

Signed: **Scott Rodrick**

This statement was filed with the County Clerk of San Francisco County on **7/31/2015**.

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

Filed: **Fallon Lim**  
 Deputy County Clerk  
 7/31/2015

8/6/15 + 8/13/15 + 8/20/15 + 8/27/15

## FICTITIOUS BUSINESS NAME STATEMENT

File No. A-0366626-00

Fictitious Business Name(s):  
**Vara Land Surveying**  
 Address  
**893 Ashbury Street,**  
**San Francisco, CA 94117**  
 Full Name of Registrant #1  
**Urba Buena, Inc. (California)**  
 Address of Registrant #1  
**893 Ashbury Street,**  
**San Francisco, CA 94117**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **9/7/10**

Signed: **Katharine Anderson**

This statement was filed with the County Clerk of San Francisco County on **9/3/2015**.

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

Filed: **Jennifer Wong**  
 Deputy County Clerk  
 9/3/2015

9/3/15 + 9/10/15 + 9/17/15 + 9/24/15

## ORDER FOR PUBLICATION OF SUMMONS

### ORDER FOR PUBLICATION OF SUMMONS OR CITATION

Case No. FDI - 15 - 784118

**Name:** Geraldine Miravite Rodriguez  
**Address:** 2021 Geneva Avenue  
**City, State, Zip Code:** San Francisco, CA 94134  
**Telephone Number:** 415-572-9643

**Superior Court of California**  
**County of San Francisco**  
 400 McAllister Street,  
 San Francisco, CA 94102

**Petitioner:** Geraldine Miravite Rodriguez  
**Respondent:** Magdaleno Jesus Rodriguez

Upon reading and filing evidence consisting of a declaration as provided in Section 415.50 CCP by **Geraldine Miravite Rodriguez**, and it satisfactorily appearing therefrom that the Respondent, **Magdaleno Jesus Rodriguez**, cannot be served with reasonable diligence in any other manner specified in Article 3, Chapter 4, Title 5 of the Code of Civil Procedure, and it also appearing from the verified complaint or petition that a good cause of action exists in this action in favor of the Petitioner, therein and against the Respondent, and that the said Respondent **Magdaleno Jesus Rodriguez**, is a necessary and proper party to the action.

NOW, on motion of **Geraldine Miravite Rodriguez**, Pro Per Petitioner, **IT IS ORDERED** that the service of said Amended summons in this action be made upon said Respondent by publication thereof in **Small Business Exchange** a newspaper of general circulation published in **San Francisco, California**, hereby designated as the newspaper most likely to give notice to said Respondent; that said publication be made at least once a week for four successive weeks.

IT IS FURTHER ORDERED that a copy of said summons or citation and of said complaint or petition in this action be forthwith deposited in the United States Post Office, Post-paid, directed to said Respondent, if his/her address is ascertained before expiration of the time prescribed for the publication of this summons or declaration of this mailing or of the fact that the address was not ascertained be filed at the expiration of the time prescribed for the publication.

On the fourth week of publication, 28 days after the first publication is made, the Court shall acquire jurisdiction over said defendant, respondent, or citee.

Date: 8/26/2015  
 Newton Lam  
 Judge of the Superior Court

9/3/15 + 9/10/15 + 9/17/15 + 9/24/15

## Inclusion of Minority-Owned Businesses in Federal Contracting Improving

### Continued from page 8

one of the SBA's 68 district offices across the country. That is certainly a good place to start," Shoraka says. "We also have resource centers called Small Business Development Centers and they provide free assistance. SCORE chapters also provide free assistance, as do Women's Business Centers.

Other federal procurement opportunities can be accessed on the Internet at <http://www.fedbizopps.gov/>. The site includes a search engine to help you browse the latest contract solicitations. It lists every single procurement over \$25,000 that the federal government is pursuing.

"You can go in there and do a word search, an agency search, a search by North American industry classification codes, etc. There are an incredible array of services and products that the federal government purchases; and (this particular site) is a good way of understanding what those various items and services are," says Shoraka. "One word of warning, though, when visiting web sites: If you enter something even slightly incorrectly, you may end up being taken to a web site where you're asked to pay for something. Do not pay for anything. The federal government will never ask you to pay."



# Access to Capital

## SMALL & MINORITY BUSINESS

# Why Alternative Financing Options Might Be Best for Your Small Business

By David Sederholt

The small business financing landscape is continually changing, with more options available to business owners than ever before. About half to two-thirds of these businesses seek financing from a number of places, from owner investments to non-bank sources. As small businesses continue to face challenges when it comes to gaining access to capital and taking advantage of opportunities to grow, it's important that they're seeking the right type of financing for their particular needs. There's been a lot of focus on "alternative" lending recently, but how do small business owners know when this is the right option to pursue?

One of the most obvious and common answers is that businesses seek financing when they're faced with an unexpected opportunity or challenge that requires quick capital. In my early years as a restaurateur, I built a chain of casual dining restaurants that saw strong growth, solid revenue and profitability. We had all the right elements, but excess cash wasn't one of them. When I was presented with the opportunity to purchase the ideal property for a new location, there was only one issue -- I needed \$250,000. I was able to get the money quickly from an alternative lender, and I saw the power in this financing option.

In my case and in the experiences of many others, this access to capital provided me the freedom and flexibility to take advantage of a deal that allowed my business to grow. I learned firsthand that when opportunities like these are handled properly, the benefits can be enormous. Most of the time, small businesses don't have the cash on

reserve or an established line of credit that enables them to withdraw the necessary funds for these types of opportunities. Alternative sources of lending help fill that void by giving business owners access, availability and speed. The reality is that traditional banks aren't equipped to do this -- and it isn't profitable for them to provide loans of under \$200,000.

So what are other situations small businesses often face that may benefit from an alternative source of financing? Check them out:

### Opportunities

- Purchasing discounted inventory, raw material or new equipment at a can't-miss price, such as a restaurant looking to make opportunistic purchases of wine during the holidays or a wholesaler in need of additional warehouse space and forklifts
- Buying out a partner or to avoid taking on a partner who will own a chunk of the business and profits for life
- Expanding to new locations

### Challenges

- Harsh weather that forces a business to close days on end
- Fluctuations in the economy that impact the bottom line
- Unexpected occurrences that put pressure on cash flow and require an immediate influx of working capital, such as a refrigerator that stops working in a restaurant or a farmer needing to process the harvest



To determine what type of financing makes sense for your business and situation, you must consider what exactly needs to be funded and the timing. Alternative lending helps provide flexibility of repayment and offers creative options, including small daily payments that fluctuate with sales volume. It's also important for small business owners to understand the rates associated with choosing an alternative lender. This type of financing is more costly than a traditional bank loan because these companies act as liaisons, borrow capital from other financial institutions and guarantee the payment. Essentially, they absorb the risk and

the losses when a client defaults. This is also further emphasized when taking into consideration that an application can be underwritten and approved in hours instead of weeks with a bank.

Whether you're a restaurant, retailer or medical practice, examining your situation closely will help determine the best financing option. Gaining access to capital can be the deciding factor in whether or not a small business grows or survives, so choose wisely when it comes to funding.

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

# Banks Only Hurting Themselves by Shunning Alternative Lenders

By Charles B. Wendel

Todd Baker's recent opinion piece, in which he characterizes marketplace lenders as representing a systemic risk, distorts some key aspects of this new, attractive, and sustainable business model. Even worse, bank executives who give much weight to his arguments may miss a great opportunity to improve their banks' productivity and profitability.

On the other hand, Mike Cagney may be a little too exuberant in his rebuttal, "How Marketplace Lenders Will Save Financial Services." Let's have a sober assessment of this industry.

### Baker's article makes a few primary arguments:

- Marketplace lenders are positioned to take market share from traditional banks
- MPLs operate their businesses with substantial liquidity and leverage risks
- As a result, MPLs pose a systemic risk to the capital markets given their growth trajectory

Let's start with defining the MPL market. MPLs are a subcategory of the "Alternative Finance Company" (AFC) market. AFCs include MPLs that operate an "originate, sell and service" business model; direct lenders that operate a bal-

ance sheet-driven business model (finance companies); and companies that are a hybrid of the two. What the entire AFC market has in common is one simple fact. As Sam Graziano, CEO of Fundation, has said, "AFCs focus on lending categories that the banks cannot or will not do." No AFC will make the argument that their cost of capital is lower or on par with banks. Therefore, they rarely compete head-to-head with banks.

Today, AFCs focus on four primary markets: unsecured consumer loans, student loan refinancing, nonconforming mortgage lending, and small business lending. What each of these markets has in common is that banks have retrenched from them -- aggregate bank loan balances in each of these categories range from a decline of 10% to a decline of 30% since December 31, 2008, according to FDIC data. So, it would be difficult to argue that AFCs are taking market share away from the banks in product categories that they emphasize. In fact, in the products that banks dominate (commercial and industrial, commercial real estate, conforming mortgages, credit cards, auto financing) there are few, if any, AFCs in existence.

The AFC market (again, including the MPLs) are companies that have embraced the digitization of lending to meet the needs of consumers and small businesses that the banks do not. AFCs col-

lect more data than banks do through automation, analyze it in greater depth, and constantly update their risk management knowledge base with portfolio experience and new sources of data. These companies should not be perceived as a threat, but rather as a group of pioneers that will open up new opportunities for banks that elect to buy, build or partner in this market. This story has played itself out before in other areas of financial services.

With respect to the business model flaws of MPLs that Baker identifies, he places significant emphasis on liquidity risks faced by the MPLs and the enormous leverage levels he asserts they operate with. A pure MPL (like LendingClub or Prosper) provides a service to borrowers and a service to lenders, receiving transaction and administration fees in the process. Emphasizing leverage levels for MPLs is a fundamental misunderstanding of their business model. According to Graziano,

MPLs are essentially asset management companies that earn fees for providing investors with exposure to an asset class through a skilled process, much like PIMCO does in bonds and Blackstone does in private equity.

When you look at an MPL through that lens, the virtues of their business models become clearer and more starkly contrasted with traditional finance companies and banks. They have credit

risk. It just happens to be indirect credit risk, in the sense that if the loans investors buy result in losses, investors will buy fewer of them. The volume of assets the MPLs originate and manage will then decline, along with their revenues and profits. While these companies have some liquidity risk, severe problems will not lead to bankruptcy or a "bank run" through hemorrhaging deposits; instead investors will provide less capital and fewer loans will be originated.

Given their business models, it's hard to argue that MPLs pose systemic risks to the capital markets anywhere near those of commercial and investment banks. The very nature of an MPL is to spread exposure to these loans across a large and diverse number of individual and institutional investors that it attracts to its platform. In the event of a "crisis," those risks are widely dispersed among capital markets participants. Several critical differences exist between these loans and those made in the years leading up to the mortgage crisis of the late 2000s: individual loan amounts are small, usually not more than \$25,000 to \$50,000; many of the loans or advances are for less than one year, keeping the borrower on a short leash.

### Visit link below for the full article:

[www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1311&pageID=25](http://www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1311&pageID=25)

## SUB-BID REQUEST ADS

### REQUEST FOR BIDS & NOTICE OF INTEREST

AECOM is bidding on the following project as a Prime Contractor:

**As-Needed Architectural/Engineering and Support Services  
for the County of Los Angeles Department of Public Works**

**Bid Date: September 22, 2015 at 5pm**

AECOM is seeking qualifications from Community Business Enterprises (CBEs) and other subcontractors for the following work:

- Architectural Programming and Design Services
- General Engineering Services including Civil, Structural, Mechanical (HVAC), Electrical, Environmental, and Plumbing Engineering Services
- Electrical/Mechanical Testing (Certified)
- Feasibility Studies/Project Definition
- Space Planning/Architectural Design Services
- Landscape Architectural Design Services
- Alta/Topographic Surveying Services
- Geotechnical Studies
- Conceptual Design
- Design-Build Scoping Services
- Project Design-Construction Documents
- Specifications Preparation
- Design Reviews
- Cost Estimating
- Value Engineering
- Constructability Reviews
- Building Evaluations
- Troubleshooting
- Construction Support Services
- BIM/CADD/Drafting Work

### AECOM

515 S. Flower Street, 8th Floor • Los Angeles, CA 90071  
Attn: Debra Rahal, debra.rahal@aecom.com

Experience providing similar services directly to the County of Los Angeles is preferred. This proposal is in alignment with the City of Los Angeles's CBE Program requirements and certified CBEs are encouraged to respond.

In addition, AECOM can provide assistance to firms in obtaining required bonds, lines of credit, insurance, and/or necessary equipment, supplies, and materials. No plans are currently available but the RFP can be provided, if needed.

AECOM intends to conduct itself in good faith in regards to all firms.

Interested businesses should email a brief one-page firm overview listing any County of Los Angeles experience along with CBE documentation by September 11, 2015 to debra.rahal@aecom.com.

### TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003  
Contact: Tim Herrera  
Phone: (805) 642-0121 • Fax: (805) 650-9015

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

**Wendy Drive at Gerald Drive  
Intersection Improvement  
Project No. 50523**

**Location: County of Ventura**

**BID DATE/TIME: 9/29/2015 @ 2:00 PM**

SEEKING: Mobilization, Traffic Control & Construction Signing, Sawcut & Removal of Pavement, Demo. & Reconstruct Ex. Cross Gutter, Pavement & Slurry Seal, Misc. Base, Demo. & Reconstruct Concrete Curb, Install Truncated Domes, Storm Water Pollution Control, Traffic Stripping & Signing, Signal & Interconnect Installation

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

### CAHILL CONTRACTORS, INC.

Contact: Julie Park  
estimating@cahill-sf.com, (415) 986-0600

**Bid Requests from Certified LBE  
Subcontractors and Suppliers  
for the following SELECT TRADES:**

Earthwork/Site Clearing/Demolition, Site Utilities, Structural Concrete, Gypcrete, Masonry, Rough Carpentry, Waterproofing/Roofing, Metal Stud Framing & Drywall, Tile & Stone, Flooring, Painting, Toilet & Bath Accessories, Signage, Trash Chutes, Appliances, Elevators, Parking Lifts, Scaffold, Site Security, Final Clean

**Hunters Point Shipyard Phase I,  
Block 52 Building 5**

This is a SF OCII project with construction workforce and prevailing wage, LBE & local workforce hiring goals.

**Hunters Point Shipyard Phase I,  
Block 52 Building 5**

11 Jerrold Avenue, San Francisco, CA 94124

**Bid Date: 9/28/15 @ 2 PM**

Voluntary Pre-bid Meeting & Job Walk on  
9/16/15 at 10:00 AM at

**Hunters Point Shipyard Auditorium -  
Building 101, located at 101 Horne Ave,  
San Francisco, CA 94124.**

## South Africa's bold priorities

Continued from page 3

part of Africa's economic renaissance. But a great deal of South Africa's promise remains unrealized, as the country's government and business leaders acknowledge. The economy has slowed dramatically in recent years, and job creation has been disappointing. Since 2008, South Africa has posted average annual GDP growth of just 1.8 percent, less than half the growth rate experienced from 2004 to 2007. The nation's unemployment rate remains among the highest in the world, at 25 percent. Youth unemployment stands at 52 percent, diminishing prospects for the next generation of South Africans.

Accelerating growth and job creation are critical imperatives for South Africa—and the good news is that this goal is attainable. The country has a number of strengths on which to build, including a highly rated business environment, a strong legal and governance framework, excellent transport links, robust investment, and competitive firms. All of these factors position South Africa to boost long-term growth, raise employment, and create a vibrant, inclusive, globally competitive economy for the 21st century.

This report identifies five bold priorities that can reignite South Africa's progress. Together, they have the potential to raise annual GDP growth by 1.1 percentage points, adding one trillion rand (\$87 billion) to annual GDP by 2030 and creating 3.4 million new jobs over the same period. These opportunities are creating a globally competitive hub in advanced manufacturing; making infrastructure investment more productive to enable growth across the economy; harnessing natural gas for power generation and industrial development; boosting exports of services to the rest of Africa and the world; and unlocking South Africa's full agricultural production and processing potential. Once the country has awakened these "big five", they will stir new life and growth into the entire economy.

This report is the result of a six-month joint research project by the McKinsey Global Institute (MGI) and McKinsey & Company's Johannesburg office, building on our earlier research on Africa's growth and job creation prospects. We have conducted a detailed microeconomic

Visit link below for the full article:  
[www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1315&pageID=25](http://www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1315&pageID=25)

Source: McKinsey Global Institute

### Seize the potential in South Africa

#### THERE IS TREMENDOUS OPPORTUNITY

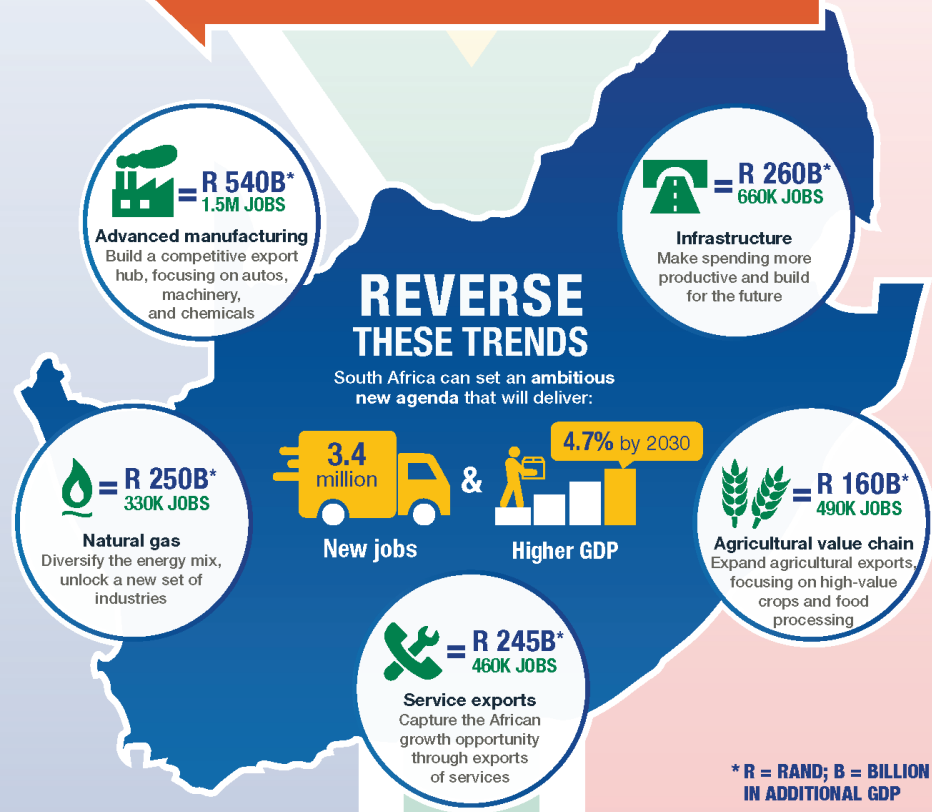
- Second-largest economy in Africa (after Nigeria)
- Six dynamic, upwardly mobile cities
- Good business environment compared to peers
- Growing consumer class

BUT

#### THERE ARE SYSTEMIC CHALLENGES

- Poor growth
- Poor job creation
- Slowing investment
- Enduring poverty

— Growing pessimism both domestically and internationally —



## With SBE you can:

**FIND**  
Subcontractors, Vendors,  
and Suppliers

**REACH**  
Diverse Audiences

**ADVERTISE**  
Sub-Bid Request Ad  
Public Legal Notices  
Job Listings



Support these efforts with vocational skills training to build the labour force that South Africa needs for tomorrow.

**Goal: 40–60% of labour force with increased skills  
through apprenticeship programmes by 2030**

