

SMALL BUSINESS EXCHANGE

Voice of Small, Emerging Diversity Owned Businesses Since 1984

EXCHANGE

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September 25, 2014

How Big Cities Push Big New Ideas

By Peter Harkness

Four years ago, I attended the sixth annual Richard J. Daley Global Cities Forum, designed by the University of Illinois in Chicago to convene more than 2,000 public and private leaders “to discuss, analyze and propose pragmatic and innovative solutions that will enhance the lives of city-dwellers around the globe.”

Underline “around the globe.” Mayors came from everywhere: scores of large and mid-sized U.S. cities, but also from the likes of Abu Dhabi, Amman, Bogotá, Guadalajara, Istanbul, Kathmandu, Paris, Warsaw and others. Hosted by Mayor Richard M. Daley (the son), it was an amazing assemblage, dedicated to learning from each other about solutions to common problems.

Less than a year later, I participated in a planning session for something called Citiscope, an ambitious global reporting service that was the vision of Neal Peirce, my first editor at Congressional Quarterly back in 1969. Ironically, Neal’s real interest was not so much Washington as states and cities, and in 1975, he became the only national columnist concentrating on state and local trends and issues.



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The Challenges and Opportunities in Diversity for Small Business

By Mark Taylor

Today America can boast its first black president, a growing minority middle class and a rising number of Hispanic, Asian and African-American millionaires and billionaires.

But many minority-owned businesses still face significant challenges in competing in a marketplace where the odds were stacked against them for decades. Even today, many minorities lack access to capital to launch their businesses or allow them to grow and expand to the next level. And many also find it difficult to gain entry to public and private sector contracts.

- While unemployment has dropped in recent years, it remains significantly higher in minority communities. While unemployment among African-Americans was 11.4% in August of this year, white unemployment was less than half that figure, at 5.3%. And black unemployment among teens was nearly twice the rate of white teens, 32.8% compared to 17.4%, according to U.S. Labor Department statistics.
- The median weekly pay for whites in America is \$802 per week in 2013, topping the average for blacks (\$649 per week) and Latinos (\$583), but lagging behind Asians, who averaged \$954.
- Discrimination in lending practices has been well documented. In 2011 the Bank of America paid \$355 million to settle allegations that its Countrywide Financial Corp. charged higher fees and interest to qualified black and Latino borrowers than to qualified whites.
- And in 2013 black-owned businesses received 2.3% of the SBA’s 54,000 loans U.S. Small Business Administration (SBA) loans, down from 11% in 2008 according to a 2014 Wall Street Journal analysis, and only 1.7% of the \$23 billion in total SBA loans.

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Community Outreach

The Need for Institutions to Measure the Value They Create in Their Communities

By Kim Zeuli

Anchor institutions are large, place-based organizations such as universities and hospitals with strong roots in their local communities. They often are major employers and major purchasers of local goods and services. But the behavior of such organizations as intentional drivers of social and economic growth in their communities varies greatly. Most of them, including those located in distressed urban areas, still do not have robust community-investment strategies.

These differences in anchor behaviors reflect the different value propositions organizations assign to their roles in their local communities. For some anchors in distressed urban cores, the need for local engagement is urgent and tangible. Crime and blight are difficult to ignore on a daily basis. For other anchors, the positive economic and social impact they could have locally may not be as clear or feel as urgent. A full stadium on game day, for example, may mask a struggling local economy.

Anchors that act as intentional drivers of social and economic growth create shared value. The con-

cept of shared value recognizes that organizations and their communities are inextricably bound together and organizations do well by doing good. Anchor organizations that adopt a shared-value perspective will put into place operations and policies that simultaneously increase the organization's competitiveness and improve their communities' economic and social conditions.

Measuring that shared value -- the community impact and the benefits flowing to the organization from its community-development initiatives -- matters. When community-engagement strategies, such as local purchasing or local hiring, are marginalized and not viewed as integral to an organization's core business, they are not sustainable. They are susceptible to budget cuts and changing leadership agendas. Quantifying the returns from community initiatives will help ensure that those initiatives are in place for the long-term.

During the past year, the Initiative for a Competitive Inner City (ICIC), of which I am senior vice president, interviewed more than 70 anchor leaders and experts to better understand the benefits organizations realize from community initiatives and the metrics they use to track those



returns. We identified four primary streams of benefits:

- Successful real-estate development projects shaped by community input are essential for organizational growth and competitiveness.
- Employee attraction and retention help anchors remain competitive by capturing and retaining top talent.
- Increased demand for goods and services translates into increased student and non-emergency

patient numbers for universities and hospitals, increased ticket sales for sports franchises and increased consumer demand for corporate anchors.

- Improved and expanded supplier networks can increase an anchor's operational efficiency and innovation.

ICIC's research revealed a surprising finding: None of the organizations we studied measure

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The Challenges and Opportunities in Diversity for Small Business

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While there are hurdles, many minority business owners are undaunted by the challenges, finding opportunities in unconventional financing arenas, forming strategic alliances with other minority businesses and turning to minority business associations and federal agencies to enter public and private supply chains.

The business climate for minorities has improved since John Robinson and a group of black businessmen founded the Minority Business Development Council in 1972, said Robinson, the MBDC's president.

He said his group, which began by serving the needs of black business owners, has expanded to represent other minorities. He said 42 years ago minority-owned businesses had trouble obtaining capital to finance or expand their businesses, a vexing problem that he said persists today, albeit to a lesser extent. Robinson said contracting with large

national corporations and government entities then was limited and relatively small.

"The government and the private sector weren't really on board with minority-owned businesses," he recalled.

He said today government agencies routinely contract with minority firms and spend considerably more money with them. He said the black company with the largest revenue 40 years ago posted \$10 million to \$15 million in gross annual revenue, while today David Steward's World Wide Technology reports revenues in the billions of dollars.

"The landscape has completely changed," he said. "The climate has improved. Is it a utopian environment? No. There's plenty of room for improvement. We'd like to see more minority-owned companies globalizing and succeeding across a variety of industries. That's the next frontier."

The Minority Business Development Agency of the U.S. Department of Commerce does not focus on small businesses, which are represented by the U.S. Small Business Administration. It assists qualified minority-owned businesses that have reached a certain plateau (annual revenues exceeding \$1 million) in expanding in size and scale to move up to the next level. The MBDA operates 44 centers throughout the country to find firms that have graduated from small businesses to connect them with federal procurement experts to find contracting opportunities. In fiscal 2013 the MBDA helped minority-owned businesses secure more than \$4.8 billion in capital and contract awards, creating or retaining more than 25,000 jobs.

MDBA's Chief of Business Development Joann Hill conceded that although opportunities have improved for minority-owned businesses, a level playing field remains elusive.

"While we're in a forward mode for minority business enterprises getting greater access and being better informed, it's like starting from a negative and getting up to speed and playing catch up. We still hear firsthand challenges minorities face in gaining greater access to contracts. Sometimes they lack the scale or capacity. They have to spend time and money to build relationships to compete for public and private procurements and contracts."

She said MDDBA connects minority-owned businesses to federal contracts and sub-contracts, assisting their entry into the federal purchasing supply chain and developing strategic alliances with other businesses to serve as primary or sub-contractors.

InterChez Logistics Systems, based in Stow, Ohio, is an international logistics, translation, and consulting company that grew dramatically

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• CITY OF LOS ANGELES

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

• COUNTY OF LOS ANGELES

**Black Business Association,
Outstanding Entrepreneur**

• BAY AREA CONTRACT COMPLIANCE

**OFFICERS ASSOCIATION
Champion of Diversity**

• NAMCSC

Minority Advocate

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

Minority Advocate

CALIFORNIA CERTIFICATIONS



• CPUC Clearing House

• San Francisco Human Rights Commission

MEMBERSHIP



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California Sub-Bid Request Ads

**Sub-Bids Requested from Qualified DBE Subcontractors & Suppliers:
Route 5-South of Genesee to Sorrento Viaduct**

**District 11 Route 5
Contract No.: 11-0223U4
Owner: Caltrans
Bid Date: Oct. 9, 2014 @ 2pm
Quotes Due: Oct. 8, 2014 at 5:00PM**

Quotes requested for supplies & services including, but not limited to: Lead Compliance Plan, Construction Areas Signs, Traffic Control, Pavement Marking & Striping, SWPPP, Erosion Control, Street Sweeping, Concrete Washout, Cold Plane AC, Bridge Deck Treatment, Bridge Removal, Clearing & Grubbing, Roadway Ex, Structure Ex, Structure Backfill, Geosynthetic Reinforcement, Roadside Clearing, Rock Blanket, Decomposed Granite, landscape & Irrigation, Imported Topsoil, Class 1 & 2 Aggregate Base, Emulsion/Fog Seal, Hot Mix Asphalt, Tack Coat, Joint Seal, Soil Nail, Jacking Superstructure, Drive Pile, CIDH Piling, Prestressing Concrete, Minor Concrete, drill & Bond Dowel, Joint Seal, Bar Reinforcing Steel, Sign Structures, Sign Panels, Roadside Signs, Alt. Pipe Culvert, RCP, Plastic Pipe Underdrain, Rock Slope Protection, Minor Concrete (gutter), Misc Iron & Steel, Misc Metal (bridge), Bridge Deck Drainage, Fiber Optic System, Chain Link Fence, MBGR, Pipe Handrailing, Concrete Barrier, Cable Railing, Crash Cushions, Alt In-Line Terminal, Electrical, Closed Circuit TV System, Ramp Metering System, Trucking, Hauling, Aggregates



**9685 Via Excelencia, Ste 200 • San Diego, CA 92126
Phone: (858) 536-3100 • Fax: (858) 586-0164
Contact: Estimating Department
Email: estimating@coffmanspecialties.com**

Plans & Specifications are available on Caltrans Website or for view at our main office in San Diego. Coffman is interested in soliciting in Good Faith with DBE's for this project. Please call if you need assistance/advice with obtaining Bonds/Insurance/Credit. Subcontractors may be required to furnish 100% Payment & Performance Bonds by an admitted surety and subject to approval by Coffman. Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Waiver of Subrogation will be required. In order to assist DBE Contractors and suppliers, we will divide total requirements into smaller tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. We are an EOE & seriously intend to negotiate with qualified firms. Non-DBE Subs/Suppliers: Indicate 2nd tier DBE participation offered on your quotation as it will be evaluated with your price.

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

**Circle Drive over Virginia Road
County of Los Angeles, Department of Public Works, Project ID RDC0015569
Bid Date: September 30, 2014 at 11:00am**

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (6% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Traffic Control, Temporary Railing (Type K), Shoring of Open Excavations, Clear And Grub, Office Facilities, Tree Removal, Bridge Removal, Temporary Shoring, Structure Excavation, Structure Backfill, Structure Concrete, Concrete Barrier, Rebar, Joint Seal, Prestressing CIP Concrete, CIDH, Picket Railing, Cable Railing, Chain Link Fence, Crushed Misc. Base, AC Pavement, Sidewalk Concrete, Concrete Retaining Wall, Curb and Gutter, Parkway Drain, Concrete Collar, Sewer Line Encasement, Landscaping, Irrigation System, Aesthetic Treatment, Rectangular Concrete Panel, Decorative Foam Elements, Concrete Logo, Stone Veneer Facing, Soffit Lighting, Street Light, Construction/Equipment Rentals, Trucking, etc.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from Los Angeles County Department of Public Works website, <http://dpw.lacounty.gov/general/contracts/opportunities/>.

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

C.C. Myers, Inc.



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

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

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

AN EQUAL OPPORTUNITY EMPLOYER

With SBE you can:

FIND Subcontractors, Vendors, and Suppliers	REACH Diverse Audiences of Various Ethnicity, Race, & Gender	ADVERTISE Sub-Bid Request Ad
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Sacramento Rail Manufacturer Scores \$650M Contract

Sacramento -based Siemens Rail Systems announced on Friday it has won a major contract to build 175 light rail cars for San Francisco's Municipal Transportation Agency .

At \$650 million , the order is the largest the manufacturer has won in the United States , and follows a large contract Siemens signed last week to provide high-speed locomotives and rail cars for Florida .

"These new Siemens vehicles will make our city's public transportation system more reliable, easier to maintain, and ready to meet the demands of a growing city," San Francisco Mayor Edwin Lee said in a press statement issued by Siemens . "In addition, these new vehicles will be built right here in California , bringing jobs to our regional workforce."

Siemens officials said the new orders help secure the company's position as a light-rail manufacturing leader, and are part of the company's efforts to expand the type of products it assembles at its south Sacramento facility.

Spokeswoman Elizabeth Cho said the company expects some new hires at its south Sacramento plant as a result of the new contracts, but said it is uncertain how many. Some employees will be switched to work on the new contracts as existing contract orders are completed.

The company opened the French Road plant nearly 25 years ago after it won a contract to build

light rail cars for the Sacramento Regional Transit system, one of the first light rail lines in the country. It recently revamped and expanded the plant to position it to compete for contracts to build heavy rail and high-speed systems as well. Siemens made its first foray into electric locomotives last year when it rolled out the first of 70 such vehicles planned for Amtrak's East Coast passenger lines.

Congressional representatives Doris Matsui , D- Sacramento , and Ami Bera , D- Elk Grove , called Friday's announcement a win for Sacramento manufacturing and for cleaner transportation options.

"This is great example of a public private partnership that builds and improves our infrastructure while also creating new jobs in our region, and we need to continue to make investing in infrastructure a priority to spur our local economic growth," Bera said.

San Francisco officials say they are in the midst of modernizing their transit fleet. SF Muni chief Ed Reiskin said the Siemens cars are expected to last 10 times longer than the agency's current vehicles before significant maintenance is required.

Siemens noted that about 80 percent of the electricity used by the Sacramento plant for manufacturing is generated by a two-megawatt photovoltaic installation on the building's roof.

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



Bera applauds new Siemens contract to build light rail vehicles in Sacramento County

California Sub-Bid Request Ads

AMEC Environment & Infrastructure, Inc. (AMEC) is seeking CPUC Certified DBE firms as subconsultants on the **Golden Gate Bridge Highway and Transportation District's UST Site Cleanup and Closure, RFP No. 2015-BT-02, due date of October 7, 2014**

The project scope includes professional environmental clearance documents, performance of boundary and drainage surveys, preparation of design and construction documents, performance of groundwater monitoring activities, performance of soil and groundwater analytical testing, and permit support services to complete site cleanup activities and obtain environmental closure of the site. The site is located at 801 Golden Gate Place, Novato, Marin County, California.

AMEC seeks experienced firms to provide the following items of work: groundwater monitoring and sampling. **Interested DBE firms, please email warren.chamberlain@amec.com by 10/02/14** the following documents: firm's CPUC DBE certification, firm profile, description of services and billing rates.

**San Leandro Contractors Are Encouraged to Respond
Cannon Constructors Requests Sub Bids on All Trades
from Qualified Subcontractors for:**

Cornerstone Family Housing
1460 San Leandro Blvd. San Leandro, CA

Description: New Construction of 115 unit Residential Building.
Please note, this is a **California prevailing wage** project.

BID DATE: October 10, 2014 @ 4:00 pm

Trades Requested (but not limited to) Sub bids for: SURVEYING, DEMOLITION, EARTH-WORK, UNDERGROUND UTILITIES, EROSION CONTROL, ASPHALT PAVING, STRIPING, SITE CONCRETE, LANDSCAPING & IRRIGATION, BUILDING CONCRETE, REINFORCING MASONRY, STRUCTURAL & MISC. STEEL, CARPENTRY, INSULATION, ROOFING, WATERPROOFING, SHEET METAL, ARCHITECTURAL METAL, DOORS, FRAMES & HARDWARE, GLASS & GLAZING, TILING, LATH & PLASTER, DRYWALL, ACOUSTICAL CEILINGS, FLOORING, PAINTING & WALL COVERING, SIGNAGE, TOILET ACCESSORIES, FIRE EXTINGUISHERS, PLUMBING, HVAC, ELECTRICAL

Interested bidders only, please contact **Mia Lee** at (415) 546-5500 x239
or email mlee@cannongroup.com with "Cornerstone" + your trade in the subject line.

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**Hwy 20 Lake County
Caltrans #01-488604**

BID DATE: October 22, 2014 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Abandon Culvert, Cold Plane AC, Sand Backfill, Clearing & Grubbing, Rock Blanket, Weed Control Mat, Gravel Mulch, Boulders, Erosion Control, Compost, Lime Stabilized Soil, Geosynthetic Pavement Interlayer, AC Dike, Tack Coat, Minor Concrete, Joint Seal, Roadside Signs, Oxidizing Stain, Anti-Graffiti Coating, Underground, Geocomposite Drain, Redwood Cover, Detectable Warning Surface, Pre/Post Construction Surveys, Misc. Iron & Steel, Fencing, Delineator, Object Marker, Striping & Marking, Electrical, Shoulder Backing, Dust Palliative, Jointed Plain Concrete Pavement, Slope Paving - Concrete and Construction Materials

O.C. Jones & Sons, Inc.

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

Contact: **Jean Sicard**

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

Seeking D/DV/M/S/VS/WBE/SLB (Disadvantaged, Disabled Veteran, Minority, Small, Very Small, Woman Business Enterprises and Small Local Business)

subcontractors and suppliers for

**San Vicente Pipeline Bypass
Specification No. 593**

Project Owner: San Diego County Water Authority

Project Location: Lakeside, CA

Bid Date: October 2, 2014

Trades: Temporary Concrete Wash Out Facilities, Fiber Rolls, Hydraulically Applied Erosion Control Blanket Without Seed, Hydraulically Applied Erosion Control Blanket With Seed, Move In/Move Out For Erosion Control, Temporary Erosion Control Soil Binder, Temporary Stabilized Construction Entrance, Temporary Silt Fence, Temporary Straw Wattles, Temporary Gravel-Filled Bag, Storm Water Pollution Prevention Plan Administration, Prepare SWPPP Amendment, Storm Water Sampling and Analysis, Storm Water Annual Report, Temporary Best Management Practices (BMP) Shared Maintenance, Soil Amendments, Surveying, Miscellaneous Metals, Concrete and Aggregate Supply, Pipe and Fittings Supply, Trucking, Equipment Rental

Pulice Construction, Inc.

591 Camino de la Reina, Suite 1250 • San Diego, CA 92108

Phone: (619) 814-3705 • Fax: (619) 814-3770

Contact: **Arinda Cale** • E-mail: acale@pulice.com

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NOTICE INVITING BIDS

EthosEnergy Field Services, LLC. is requesting bids from interested responsible SBE subcontractors and vendors for the Los Angeles Department of Water and Power Emergency Repair and Specialized Services For Generating Stations and Power System Equipment at Various Department Locations Project. Responses should be returned to Mary Ros at Mary.Ros@ethosenergygroup.com.

If you need anything else or have any questions, please call me at (310) 639-3523. I will need acknowledgements and copies of the ad sent to me at the corporate office. Thank you for your prompt attention to this request.

Mary Ros
Executive Administrator
EthosEnergy Field Services, LLC.
9/25/14

CNS-2669747#
SMALL BUSINESS EXCHANGE

**Candlestick Point Hunters Point Shipyard
Opportunity to design streetscape for
Candlestick Point Sub Phases 02, 03 and 04,
Gilman Avenue, and Wedge Plaza park**

Lennar Urban is requesting qualified, interested landscape architecture firms to respond to a public request for proposals through the Successor to the Redevelopment Agency of the City and County of San Francisco.

For more information, visit:
<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=8635>

Respondents are encouraged to check this website regularly for updates.

**Proposals must be submitted by:
October 22, 2014 at 4:00PM**

SMALL BUSINESS EXCHANGE

Shimmick Construction Company, Inc.

DBE Subcontractor/Supplier Bids Requested For:

**San Francisco Bay Area Rapid Transit District
San Francisco Transition Structures Marine Barrier
Contract No. 79HM-120**

Bid Date: October 28, 2014 at 2:00PM

Fax all quotes to 510-777-5099

Requesting certified DBE Subcontractor and Supplier Quotes on Petroleum, Oil, Lubricants, Concrete & Cement, Reinforcing Bar Section, Steel, Lumber, Paint, Fencing, Construction Staking, Minor Concrete Structure, Furnish Precast Concrete Deck Unit, Erect Precast Concrete, Reinforced Concrete Crib Wall, Core Concrete - Repair Bridge Deck, Reinforcing Steel, Steel Structures, Lumber & Timber, Clean & Paint Steel, Misc. Iron & Steel Frame, Cover & Grate, Survey or Historical Monument, Flat Bed Trucking, Coring, Demolition

Any prospective subcontractor/supplier intending to participate in the bidding process must sign a Third Party Non-Disclosure Agreement and complete a security screening with the owner before being able to purchase/view Contract Documents. Once complete, Contract Documents may be purchased from the District Secretary's Office, San Francisco Bay Area Rapid Transit District, in person on the 23rd Floor at 300 Lakeside Drive, Oakland, CA 94612 or are 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 Bill Johnson by phone at (510) 777-5062.

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.**

Shimmick Construction Company Inc.

8201 Edgewater Drive, Suite 202 • Oakland, CA 94621

Phone (510) 777-5000 • Fax (510) 777-5099

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

**STATE HIGHWAY IN SANTA CLARA COUNTY NEAR SARATOGA AT 0.8 MILE WEST
OF SANBORN ROAD.**

Contract No. 04-4S0504

Federal Aid Project No.STP-S009(018)E

Engineer Estimate: \$1,790,000 - 120 Working Days

Goal: DBE 8%

Bids: October 1, 2014 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to) Construction Area Signs, Traffic Control, Hydroseeding, Erosion Control, AC Dike, Clean and Paint Steel, MBGR, Thermoplastic Traffic Stripe & Marking, SWPPP Planning, Water Truck, Sweeper, Storm Drain (Underground) and Trucker.

Scope of Work: Construct Tie Back wall, roadway and drainage.

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

Plans and Specs are available to view and copy at our office or the Caltrans website www.dot.ca.gov/hq/esc/oe/. Contact Dave Czech 925-606-2400 david.czech@rgwconstruction.com for any questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

RGW Construction, Inc.

Contractors License A/B 591940

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

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California Sub-Bid Request Ads

SKANSKA

Replace Genesee Ave. Bridge at Route 5

Caltrans District 11

Contract No.: 11-0223U4

DBE Goal: 10 %

Bid Date: October 9, 2014 – 2:00 PM

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

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

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

Subcontractor scope (incl. any conditions or exceptions) is requested 3 days prior to bid deadline to allow for proper evaluation.

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

Skanska is an Equal Opportunity Employer

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

SKANSKA

Fairway Drive Grade Separation Project

City of Industry, CA

Alameda Corridor East (ACE) Construction Authority
ACE Contract/IFB No.: 1401 State Project No. TCIF 6303(041)

SBE Goal: 6%

Bid Date: October 1, 2014 – 2:00PM

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

Plans and Specifications are available for view at our main office in Riverside or on the ACE website: <http://www.theaceproject.org/contract.php>

Quotes requested for contractors, suppliers and service providers include, but are not limited to: SWPPP, Street Sweeping, Fencing, Construction Area Signs, Traffic Control Sys., Portable Delineator, Temp. Pavement Marking & Traffic Stripe, Portable Changeable Message Signs, Temp. Crash Cushion Module, Roadside Signs, Cold Plane Asphalt Concrete Pavement, Concrete Barrier, Clearing & Grubbing, Roadway Excavation, Structure Excavation (Bridge & Retaining Wall), Structure Backfill, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Tack Coat, Concrete Pavement, Seal Pavement Joint, Develop Water Supply, Furnish & Drive Steel Pile, CIDH Concrete Piling, Structural Concrete (Bridge, Retaining Wall, Box Culvert) Minor Concrete, Joint Seal, Bar Reinforcing Steel (Bridge, Retaining Wall), Relocate Sign Structure, RCP, Misc. Metals, Misc. Iron & Steel, Paint Traffic Stripe, Pavement Marker, Signal Lighting, Ramp Metering System, Landscape & Irr., Survey, Track Install & Remove, Water & Sewer Line, Lime Treated Sub Base, Lean Concrete Base, Masonry, Pump Station, Jack & Bore, Tubular Railing, Waterproofing.

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

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Email: bids.socal@skanska.com

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New Report Stresses Need for Dedicated and Sustainable Transportation Funding in Rural California

A recently released report reinforces the Rural County Representatives of California's (RCRC) long standing policy on the need for dedicated bridge and high-risk rural roads funding. In their report titled California Transportation by the Numbers, Meeting the State's Need for Safe and Efficient Mobility, The Road Information Program (TRIP), a national transportation research group, concludes that "meeting California's need to modernize and maintain its system of roads, highways and bridges will require a significant boost in local, state and federal funding."

Congress recently approved the Highway and Transportation Funding Act of 2014, an extension of the federal surface transportation program, which provides funding to states for road, highway, bridge and transit improvement projects. Initially set to expire this month, the Highway Transportation Funding Act of 2014 provides short-term funding through May 31, 2015. California's rural roads and bridges are especially underfunded, and

RCRC has long advocated for dedicated bridge funding and secure funding for high risk rural roads to be included in the next round of federal transportation reauthorization.

The TRIP report identifies California's rural non-interstate traffic fatality rate at more than four times the fatality rate of all other roads in the state, and a total of 28 percent of California's bridges show significant deterioration or do not meet modern design standards. The report goes on to state that "investments in rural traffic safety have been found to result in significant reductions in serious traffic crashes." An investment and improvement in the efficiency of California's transportation system can save lives, reduce wear and tear on vehicles, and improve the state's economy.

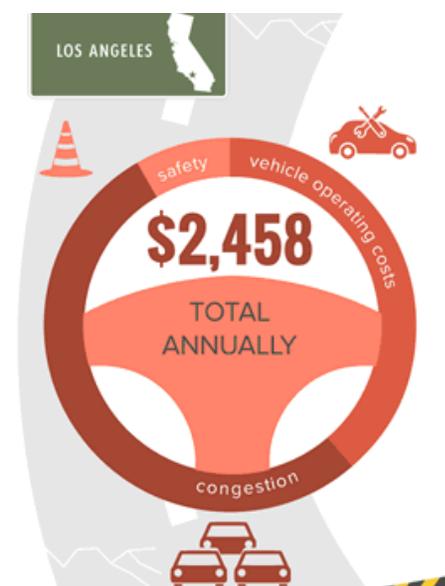
The TRIP report echoes RCRC's belief that the Moving Ahead for Progress in the 21st Century Act (MAP-21), the nation's primary transportation funding program, does not adequately address long-term funding challenges facing the federal

surface transportation program.

The TRIP report concludes that "without a substantial boost in federal, state and local highway funding, numerous projects to improve the condition and expand the capacity of California's roads, highways and bridges will not be able to proceed, hampering the state's ability to improve the condition of its transportation system, and to enhance economic development opportunities in the state." California's rural communities are disproportionately impacted by a lack of dedicated bridge funding and unsecured funding for high risk rural roads, resulting in more fatalities, limited economic development opportunities, and increased wear and tear on rural residents' vehicles.

Full report can be downloaded here:
<http://content.govdelivery.com/accounts/CAR-CRC/bulletins/cf8bcb>

Source: Rural County Representatives of California (RCRC)



California Sub-Bid Request Ads

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

FOR CONSTRUCTION ON STATE HIGHWAY IN EL DORADO COUNTY ABOUT 9 MILES NORTH OF PLACERVILLE FROM 1.9 MILE NORTH OF COLOMA TO 0.5 MILE NORTH OF COOL- ROUTE 49,

Contract No. 03-3F6704,

Federal Aid Project ACSTP-P049(159)

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

BID DATE: October 22, 2014 @ 2:00 P.M.

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

LEAD COMPLIANCE PLAN, CONSTRUCTION AREA SIGNS, PREPARE WATER POLLUTION CONTROL PROGRAM, ASBESTOS COMPLIANCE PLAN, CLEARING, COLD PLANE, HOT MIX ASPHALT (TYPE A), CENTERLINE RUMBLE STRIP, PLACE HOT MIX ASPHALT DIKE (TYPE C), PLACE HOT MIX ASPHALT DIKE (TYPE D), PLACE HOT MIX ASPHALT DIKE (TYPE E), PLACE HOT MIX ASPHALT DIKE (TYPE F), TACK COAT, MINOR CONCRETE, STRIPING, TRUCKING, WATER

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

DESILVA GATES CONSTRUCTION, L.P.

11555 Dublin Boulevard
P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: Mike Gates
Website: www.desilvagates.com
An Equal Opportunity Employer

Sub Bids Requested From Qualified SBE/SF LBE Subcontractors & Suppliers for

**Mission Bay Development Group -
Mission Bay Park P26 Improvements
Location: San Francisco, CA**

Bid Date: October 6, 2014 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: Electrical; Resilient Surfacing; Pavers; Expansion Joint Sealant; Play Equipment Installation; Drilling; Reinforcing Steel; Graffiti Coating; 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.

McGuire and Hester

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

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

**Tasman Drive Parking Lot Reconfiguration -
Contract C14146**

**Owner: Santa Clara Valley
Transportation Authority
Engineers' Estimate: \$162,500.**

BID DATE: October 8, 2014 @ 2:00 PM

Items of work include but are not limited to: Survey, Trucking, Electrical, Fog Seal, Minor Concrete, Striping and Landscape.

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

Granite Rock Company

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

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

**State Highway in Sacramento County on Route 5
About 1.4 Miles South of Richards Boulevard
Contract No. 03-3F0404**

**Federal Aid Project No. ACIMNH-0056(341)
Engineer Estimate: \$ 1,110,000 - 130 Working Days
Goal: DBE 5%**

Bids: October 8th, 2014 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to): Electrical Materials, Construction Area Signs, Reinforcing Steel, Fencing, Message Signs, Lighting & Sign Illumination, Sweeper, Commercial Electrical and Mechanical-HVAC.

Scope of Work: Replace all pump house components.

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

Plans and Specs are available to view and copy at our office or the Caltrans website www.dot.ca.gov/hq/esc/oe/. Contact Aaron Heppner 510-376-6984, aaron.heppner@rgwconstruction.com for any questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

RGW Construction, Inc.

Contractors License A/B 591940
550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925
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SUB-BID REQUEST

**D'Arcy & Harty Construction, Inc
(415) 822-5200 ph • (415) 822-0747 Fx
Estimator : willietobin@sbcglobal.net**

**Rodeo Sanitary District
Sewer Year 1 Improvements
Bids: 10/07/14 at 2:00 pm**

**UDBE sub-bids requested for
Traffic Control, Saw-cutting,
Trucking and Concrete sidewalk**



Construction Association To Provide Highway Work Zone Safety Training Program Thanks To New Federal Grant



The Associated General Contractors of America will provide highway work zone safety training classes next year thanks to a federal safety grant the association earned. The association will use the \$135,000 Susan Harwood Training Grant from the U.S. Department of Labor to offer the safety training classes designed to prevent injuries among highway, street and bridge construction workers, officials said.

"No amount of safety gear will protect a worker if they get hit by a speeding vehicle," said Stephen E. Sandherr, the association's chief executive officer. "The best defense from crashes is teaching crews how to set up and operate safer work zones"

According to the latest federal safety data, from 2003 - 2010, 962 workers were killed at road construction sites between 2003 and 2010. Meanwhile, a survey conducted by the association last spring found that 45 percent of contractors had vehicles crash into their work zones during the past year. Even worse, workers are injured in 20 percent of those crashes and killed in 6 percent of those crashes.

The highway work zone safety program will be offered in eight different locations beginning in January 2015. Sandherr added that the association expects the training to have the impact of reaching and protecting thousands of workers on hundreds of job sites by incorporating best practices that will be used over and over. The program will provide comprehensive informa-

tion about proper set up of highway work zones, flagger safety and heavy equipment management, he added.

In addition to the highway work zone program, the association offers a variety of safety programs and materials that many member construction firms currently use on areas such as fall protection, crane safety and safety program management. The association offers educational materials to member firms as well as online and in-seat safety training programs.

"Our goal is clear, we want every worker to go home safe and healthy, every day," Sandherr said.

Source: AGC of America

Technology Inclusion

Rev. Jesse Jackson and Rainbow PUSH Coalition Commends Pandora for Releasing Diversity & Inclusion Data

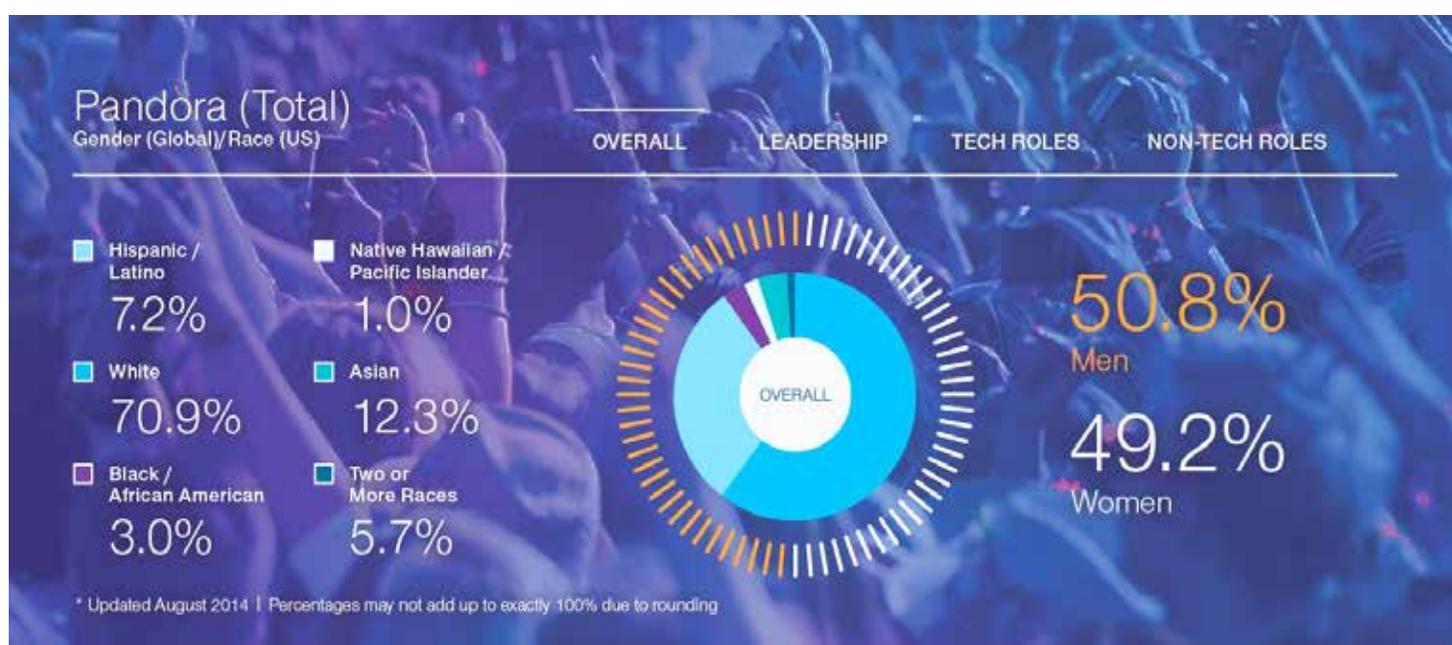


Rainbow PUSH commends Pandora and CEO Brian McAndrews for their commitment to transparency, corporate accountability and their desire to create a strong, inclusive company. Notably, Pandora, based in the heart of Oakland, is the smallest publicly traded company to release their diversity/inclusion data.

Last year, technology companies were successfully going to court to resist and prevent the release of their workforce data. Now, after weeks of a direction action campaign by Rainbow PUSH urging companies to release their EEO-1 reports and workforce data, Pandora joins a growing list of companies - Google, Intel, HP, Intuit, eBay, LinkedIn, Facebook, Microsoft, Facebook, and others - that are confronting the lack of diversity and inclusion, with integrity and transparency. "They've gone from resistance to release - a new climate of change is in the air," said Rev. Jackson.

Their data shows that women are making progress at Pandora, perhaps the best in the industry, and Latino representation is higher than most technology companies. But African American participation lags behind at just 3% of the music company.

Rev. Jackson stated, "Pandora is based in Oakland, the 'rainbow' city of the West Coast, with a mixed African American, Latino, Asian and white population, and a proud music and digital arts tradition. Significantly Pandora chose to base its headquarters here, and build a company that reflects this community. As your workforce is 75% non-tech, there should be a strong pathway and few impediments to identifying and employing qualified Black and Latino from the local community and around the country so Pandora can reflect its user and consumer base."



Rainbow PUSH looks forward to forging key partnerships with Pandora to expand African American and Latino participation, not just at the workforce level, but also on its Board of Directors and C-suite level leadership. Blacks and people of color - yes, we know music and the music industry; if Pandora searches in the right places, it can find us."

CEO Brian McAndrews of Pandora said in his letter to Rev. Jackson, "Thank you for reaching out. We were excited to hear from you because we have been discussing our own path towards trans-

parency and amplifying our efforts around building a more diverse workforce... We hear your urge for data transparency... There is not doubt that knowledge leads to awareness, and to actions."

It is now well documented that Blacks and Latinos have thus far been left out of the technology revolution - just 1-2% Black and 2-4% Latino in most cases. The tech industry is perhaps the worst industry in the nation when it comes to inclusion that locks out Blacks and Latinos from participation and opportunity.

Rainbow PUSH will continue to PUSH for progress in the technology industry. Rev. Jackson added, "They must set specific, measurable goals, targets and timetables, just like they do other priority business lines. We will measure their results and hold companies publicly accountable."

In October we will be organizing a public workshop with companies and community organizations to discuss "next step" strategies - to move beyond the release of data to concretely putting in place a 21st century diversity and

Continued on page 10

Change the Face of Technology - A 21st century Technology Innovation Diversity and Inclusion Campaign

Next Steps - Goals:

Rainbow PUSH will convene a public workshop/forum in October to engage corporate leaders and "inclusion" specialists, with civil rights, community and business organizations, and community technology organizations to open the dialogue on "next steps" and moving the needle to expand the participation of Blacks and Latinos in technology.

Key to this is setting an "aspirational" 2020 goal, a Pledge of Commitment to change the face of technology, and a process whereby tech companies set concrete, measurable goals, targets and timetables to deepen the inclusion of Blacks and

Latinos in the boardrooms, c suites, employee base of their companies.

1. Rainbow PUSH will release 1st Technology Diversity and Inclusion Report and Scorecard: A sober evaluation of the lack of inclusion and diversity in Silicon Valley's technology companies,

- The report will include data on the race and gender composition of the company's 1) Board of Directors; 2) C-suite leadership; and 3) employment base.
- The report will provide a framework, preliminary recommendations and an initial roadmap to "change face of technology" with a 2020

TechEquality Vision for the future.

- Rainbow PUSH will be asking all companies to commit to releasing their EEO-1 and workforce data each year, and will measure their progress in September 2015 with another scorecard.
- Initiate a corporate and community forum/workshop this fall, to focus on next steps to change the face of technology: it will
 - Review the performance, and causes that have perpetuated the lack of diversity and inclusion of Blacks, Latinos (and women) in technology;
 - Involve corporate leaders, HR and Inclusion specialists to initiate the conversation on the

"next phase" of the Diversity/Inclusion campaign - ie, "how will companies 'do better' as they've all said.

- Identify initial strategies and solutions to move the needle and change the face of technology companies to mirror the consumer and demographic base of the community.
- The EEOC/OFCCP and labor/civil rights attorneys will be invited to discuss equal opportunity and contract compliance, and related rules and regulations

Continued on page 10

AGC CEF Building Futures Awards

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BUILDING FUTURES AWARDS

ABOUT AGC OF CALIFORNIA CONSTRUCTION EDUCATION FOUNDATION

OUR MISSION

The Mission of the AGC of California Construction Education Foundation (AGC CEF) is to establish construction as a viable career option and to promote the development of construction careers.

WHAT WE DO

The AGC CEF works to develop the next generation of construction workforce and to promote the different career paths students can take to build a career in construction through events and activities such as:

- **Construction Career Awareness Program**
Each year the AGC CEF funds up to two Construction Career Awareness Day (CCAD) events across California. We also provide outreach information for students, teachers and parents at www.agc-ca.org/buildyourcareer.
- **AGC Student Chapters**
AGC CEF supports the activities and provides professional development and training opportunities for 14 student chapter at college/universities across California.
- **Scholarships & Contributions**
AGC CEF provides scholarship for students pursuing post-secondary education and/or training in construction and related programs. We also provide contributions to local construction education programs and schools.

BUILDING THE NEXT GENERATION OF CONSTRUCTION WORKFORCE!

The Building Futures Awards were created to acknowledge and recognize the companies and individuals that have gone above and beyond to support the AGC Construction Education Foundation (AGC CEF) programs and services. Please join the AGC CEF Board of Directors and staff to recognize the award winners for their great contribution to the construction workforce in these three categories.

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You can download the full documents at the link below:

<http://www.sbeinc.com/files/layout/sbeinc/siteContent/editor/File/CEF-Awards-FINAL-web-.pdf>

How Big Cities Push Big New Ideas

Continued from page 1

Citiscopes is now a reality, thanks to Neal's energy and tenacity, as well as funding from the Ford and Rockefeller foundations. His idea was sparked by something he learned covering a global urban summit in 2007. "Inventive solutions to various cities' challenges were hard if not impossible to find in popular media," he told me.

"The skills and energy that professional journalists bring to bear on investigative reporting of official malfeasance need to be matched by vigorous, objective reporting that covers cities' most original new policies and solutions to their tough problems." And he added, it cannot be confined to one region or country, but must cover the entire globe.

Citiscopes is not alone in shining a spotlight on this issue. Atlantic Media, along with its magazine, has been operating an international news service called Atlantic Cities for a few years, though it is not as program-and-solution oriented as Citiscopes. But one of The Atlantic magazine's best-known journalists, James Fallows, recently authored a fascinating article called "Why Cities Work Even

When Washington Doesn't." He reports "that once you look away from the national level, the American style of self-government can seem practical-minded, nonideological, future-oriented and capable of compromise." And he gives examples, comparing Greenville, S.C., and Burlington, Vt. -- two cities in different political time zones but seeking solutions in very similar ways.

It isn't just disillusioned Washington journalists writing this stuff. The advent of international cities is the mantra of some respected academics, most recently Benjamin R. Barber, a senior research scholar at the City University of New York, whose new book, *If Mayors Ruled the World: Dysfunctional Nations, Rising Cities*, was published late last year. Barber's message is pretty clear. He wants to change the subject "from states to cities, from independence to interdependence, from ideology to problem solving."

The city is the right subject today because hope has always been an urban currency and mayors have always... been optimists hoping to get something done." Like Fallows, his disdain for Washing-

ton and other dysfunctional "nation states" in the developed world is laced throughout his writing. He warns that they "will fight to regain control of globalizing cities that contemplate cross-border actions, demonstrating forcefully that however collaborative and trans-territorial cities may regard themselves, they remain creatures of state power and subsidiaries of national sovereignty."

Sure enough, as Barber's book was being published, the *American Political Science Review* ran the results of an academic study showing just how disadvantaged large cities have been over more than a century in 13 state legislatures. In all, bills benefiting large cities of more than 100,000 were twice as likely to fail as those supported by small and medium-sized towns. "Year after year," it concluded, "while most bills affecting smaller districts pass, most big-city bills fail."

Perhaps most interesting in this international urban movement is the new venture of New York's recently retired mayor, Michael Bloomberg. After serving three terms, he is launching Bloomberg Associates, a sort of "mayors' mentor" consulting

firm that will help urban governments around the world solve problems -- free of charge. It is being staffed in large part by former top aides in his administration, including the chief executive who was the city's tourism director and presided over record increases in visitors to the Big Apple, to an astounding 54 million last year. The firm expects to work intensively with four to six cities from around the world every year.

Big ideas are propelled by big numbers. The World Health Organization reports that the majority of the world's population now lives in cities. Within the next three decades, that number will increase to 70 percent, adding some 60 million new residents a year. In developing countries, urban growth is expected to double by 2050 to 5.2 billion people from just 2.5 billion in 2009.

That huge wave building around the globe helps ensure that Neal Peirce, Benjamin Barber, Michael Bloomberg and others are on to something in predicting the international surge of the city.

Source: Governing

Lean In or Lean Together

A Better Way to Save Jobs: Employee Stock Ownership Plans

ESOPs give employees part ownership of their companies and prevent major job losses when owners retire. But only two states support them.

By Mark Funkhouser

Do you recall the single word of advice for achieving prosperity that Dustin Hoffman was given in *The Graduate*? “Plastics.” Well, Chris Mackin has a one-word prescription for public officials looking to reduce economic inequality and increase prosperity: “Assets.” Mackin, who for eight years ran a program for the state of Massachusetts focused on employee ownership, calls assets “a seemingly magical set of resources that work for anyone who owns them.” A powerful way to get assets into the hands of workers is through employee ownership.

A look at the data confirms the power of employee ownership, the dominant form of which is through employee stock ownership plans (ESOP). During the Great Recession, the average job loss for U.S. companies was 12 percent. For ESOP companies, it was only 2.5 percent. ESOP companies grow about 2.5 percent a year faster than the average company, and employees get two and a half times as much in retirement assets as other employees. In 2013, while 7.3 million private-sector workers belonged to unions, more than 12 million were employee-owners.

ESOPs are qualified retirement plans that are invested primarily in the common stock of the sponsoring company. The mechanics of creating an ESOP can be intimidating for employees and owners. The capital needed for an ESOP is gener-



Workers assemble cars along a line at the General Motors Fairfax plant in Kansas City, Kansas. AP/Orlin Wagner

ally supplied through debt, and the owner has to pay for an independent appraisal of the value of the business. Then the legal trustees of the employees have to sign off on these valuations.

This is where important roles for public policy come into play. State and local governments could start by surveying businesses to find out their succession plans, seeking healthy companies with owners who will soon retire and explaining the process to them.

They could offer to pay a portion of the cost of an appraisal, which would be a small fraction of the billions that governments now pay in tax and other incentives aimed at job creation and business retention.

Thousands of baby boomers are turning 65 every day, and many of them are business owners looking to sell out and retire. When the sale is to a competitor, a larger corporation or an out-of-state company, there is usually job loss. With conversion to employee ownership, the workers keep their jobs and the community keeps the company. Therefore, it's surprising that only two states, Ohio and Vermont, currently have programs focused on supporting conversion to employee ownership.

But interest seems to be picking up, according to the Center for Employee Ownership, which has model language for states to adopt. The center is working closely with Oregon's business development department, and legislation supporting ESOPs is under consideration in Iowa and Connecticut.

Employee ownership is hardly a new concept. It was a favorite of the late U.S. Sen. Russell Long of Louisiana, who explained his enthusiasm for it this way: “The problem with capitalism is that there are not enough capitalists.” Long was a public official who understood the power of assets.

Source: GOVERNING

Income Inequality Climbing in Many Large Cities

Larger metro areas experience some of the highest income inequality, and since the Great Recession, it's only gotten worse

By Mike Maciag

Big metro areas such as Boston and New York are home to some of the nation's highest-paying jobs and most affluent neighborhoods. At the same time, these places have high rates of poverty. So it's perhaps not surprising that the nation's larger metro areas have the highest rates of income inequality.

Multiple studies have noted this phenomenon. But more recent data suggests that, in the aftermath of the Great Recession, many of these regions saw the income gap widen even further.

One measure the Census Bureau uses to compute the level of income inequality among households is known as the Gini coefficient. Comparing 2007 and 2012 data shows that the Gini coefficient climbed slightly in most of the country's 52 metro areas with more than a million residents. In fact, it rose faster in the largest metro areas than it did in the nation as a whole. In 29 metro areas, the increase was large enough to be considered statistically significant, while only Buffalo saw a statisti-

cally significant decline in income inequality.

Large metros have higher rates of income inequality mostly because they tend to attract more residents at the extreme opposite ends of the economic spectrum. Big cities often draw wealthy residents to high-paying industries; at the same time, these metro areas may offer the poor their only shot at affordable housing within a region. That sets up a wide income disparity that's less prevalent in smaller cities, says Alan Berube of the Brookings Institution's Metropolitan Policy Program. “You have this enormous distance between people at the top and people at the bottom that is less characteristic of smaller cities,” he says.

As inequality has worsened, some big-city mayors are rallying support for initiatives aimed at helping the poor. Seattle Mayor Ed Murray created an income inequality advisory committee that crafted the city's minimum wage legislation. New York Mayor Bill de Blasio and Boston Mayor Martin Walsh, who both campaigned on the issue, are leading a new inequality task force convened by the U.S. Conference of Mayors.



■ Continued on page 12

Diversity for Small Business



Continued from page 2

after the North American Free Trade Agreement (NAFTA) was fully implemented. The company, founded by Mark Chesnes, and later joined by his wife, Sharlene Ramos Chesnes, was launched in their basement. The technology-driven company employed proprietary software to do logistics and transportation and in 2002 added translations to its services. Employing 35, InterChez now offers translations into 150 languages and dialects, as well as interpreting services.

InterChez Vice President of Corporate and Governmental Affairs Carlos Fuentes said in its move to expand beyond a small business, the company faced several hurdles.

“Minority businesses often have a more difficult time gaining access to capital. We wanted a traditional line of credit rather than going to investors and surrendering control,” Fuentes said.

InterChez sought advice from the MDBA.

“We said we were seeking a \$1 million line of credit and they helped us to find the right bank,” he said. “We submitted an RFP (request for proposal) and it was a very seamless process. We got our loan at a prime rate, much less than what we thought. And that helped us to expand our sales and continue our accelerated growth.”

He said because MDBA works closely with other minority companies, it knows the value of networking. “Otherwise we might never have met.”

InterChez CEO Sharlene Chesnes said MDBA, which offers educational and training seminars around the country, served as a sounding board for the company. “Through their counseling and guidance, they helped us to find the right direction to grow our company.”

William Burgess III of New York City’s The Burgess Group, an executive search firm, said minorities today face the same challenges as any entrepreneur starting or expanding their businesses.

“Sometimes those challenges derive from their race or gender,” he conceded. “But the idea of getting into business is the best thing about this country: the ability to define your own destiny. But anyone going into business has to face some rough challenges that require discipline, skill and hard work. You have to be strong enough to say: I’m going to conquer all these things that hold me back, including race and gender.”

Joset Wright-Lacy is president of the National Minority Supplier Development Council (NMSDC), a not-for-profit organization that represents 13,000 minority suppliers providing education, training and access to large corporations and government entities. Wright-Lacy said America has not completely moved beyond racism.

“It’s a part of what minority business enterprises face and remains an issue that has to be regularly addressed,” Wright-Lacy said.

She witnessed how difficult it is for minorities to obtain capital funding and when they are able, the terms are often more onerous and costly.

“It is and continues to be a challenge that requires a systematic approach,” she said. “In the 1960s it was real estate red lining and the courts

had to step in. Dodd-Frank (the federal banking reform law) addresses how banks make loans available, but does not mandate fair and equal credit terms. It’s like climbing up a sand hill. We need to figure out how to build resources in communities of color.” She said most procurement is about risk management.

“There is a notion that taking on minority business partners might be risky and some companies are not willing to take on those they don’t know. No supplier wants to introduce risk into their supply chain. It’s not always because the firm is black or female owned, but because they don’t know them. Stereotypes are just a shortcut to getting to know someone. So when you’re confronted by someone who counters those stereotypes, you find that you rethink that process.”

Maurice Brewster, CEO of Redwood City, Calif.-based Mosaic Global Transportation, a limousine and ground transportation firm, said his greatest challenge as a minority firm was gaining access to major companies to win their business. Brewster launched Mosaic in 2002. The \$7 million firm now employs nearly 50 with headquarters outside of San Francisco and operations in Los Angeles, Washington, D.C., and New York City.

“No one was willing to take a chance on a relative unknown like me,” he said. “Access to opportunity was scarce. So was financing, especially in the limousine industry. Banks were not interested then and even today traditional banks still are not interested in doing business with us, despite annual revenues in the millions of dollars. A lot of that has to do with us being a minority business. We’ve been forced to use secondary financing opportunities, such as community funding sources. That’s allowed us to borrow money and grow our business.”

Brewster said his company greatly benefited by joining the NMSDC.

“They’ve been instrumental in our success,” Brewster said. “I can attribute 70 to 80% of our growth to that organization, primarily for their role in giving minor companies like mine access to major corporations. If I could do things differently, I would have sought certification as a minority business in 2002 instead of in 2008. Our growth since then has been exponential.”

Albert Chen, a native of Taiwan, launched his Carmel, Ind.-based Telamon Corporation in 1984 after working in the telecommunications business.

It was only when his firm began contracting with Pacific Bell in 1991 that Chen realized that his firm qualified as a minority company. He said California had then passed a law requiring utilities to allocate a percentage of their purchases from minority-owned firms. “That opened a big door of opportunity for my company,” he said.

That business relationship has continued for more than 20 years and is now worth \$150 million in annual business. Today his firm employs 1,300 in 10 states, China and Mexico in the automobile, healthcare, technology and energy industries and in 2013 logged revenue of \$782 million.

Source: The Minority Business Development Agency (MBDA)



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segments.**



Pandora & Diversity

Continued from page 7

e. Community technology groups like Code2040 will present on the training and hiring/placement model – the pipeline from school to internships and training programs, to real jobs and enhanced hiring by technology companies.

Rainbow PUSH will invite corporate and community leaders to join a Diversity and Inclusion council to further refine best practices, and strategies and solutions....

Rainbow PUSH will:

1. Launch an annual Tech Equality and Inclusion Score Card and Diversity/Inclusion in Technology Report
2. Ask companies to commit to annual public release of EEO-1 workforce diversity/inclusion report
3. Ask companies to Commit to public release of affirmative action and outreach plan per OF-CCP regulations
4. Launch a Pledge of Commitment and 2020 Vision
5. Establish Rainbow PUSH corporate/community Minority Inclusion Diversity Vision 2020 advisory committee to meet quarterly/bi-annual meetings to create a Best Practices and Model 21st Century Strategy
6. Initial financial pledge of commitment re Diversity/Inclusion Fund (?)

Rainbow PUSH will host a major public Conference in the first quarter of 2015 and series of “tech ted talks” to further the “next steps” dialogue and engagement process.

Source: Rainbow PUSH

Pandora

Continued from page 7

inclusion program that can move the needle. We over-index as users and consumers, but “under-index” as entrepreneurs, directors and employees. Thus the demand for fairness and shared opportunity.

Rev. Jackson added, “Silicon Valley and the tech industry have demonstrated that it can solve the most challenging complex problem in the world. Inclusion is a complex problem – if we put our collective minds to it, we can solve it, too. When women lean in, so must Blacks and Latinos move forward. Everyone must be included. It’s time the Boards of Directors and C-suites and the workforce of technology companies begin to reflect its customer base.

At its best, Silicon Valley can be a tremendously positive change agent for the world; at its worst, it can hold on to old patterns that deny opportunity to people of color and women. Rev. Jackson concluded, “Silicon Valley must evolve and expand to look like America, and mirror American values and principles – we must even the playing field and play by one set of rules.”

As CEO McAndrews artfully said, “knowledge leads to awareness, and to actions.” Let’s act together to change the face of technology.

Source: Rainbow PUSH

Impact of Institutions

Continued from page 2

the benefits to their organization from their community initiatives. If they measure anything, they focus on outcomes and community impact. In order to promote shared value and to encourage additional organizations to act as intentional drivers of social and economic growth in their communities, anchor institutions should consider and measure both sides of the community-engagement equation.

Defining the right metrics is critical but often difficult. It never is easy to isolate the impact of an initiative in a community or the returns stemming from a community investment. For some organizations, this may be compounded by a lack of specificity around the purpose of their initiatives beyond generally improving the conditions of a community.

Anchor organizations also may be sensitive to potential backlash from quantifying the performance of their community initiatives. They may not be having the impact they had hoped in the community, and by measuring returns to their organizations they may fear accusations of hypocrisy from the community. A few bold organizations will need to lead the way and show that the benefits from a robust and transparent effort to measure anchor strategies outweigh the risks.

Additional insights from ICIC’s research, which was supported by the Surdna Foundation, will be published in a report entitled “Measuring What Matters: Internal Indicators for Anchor Strategies.” The research also will be featured during a free ICIC webinar on June 5 at 1 p.m. ET: “Measuring the Shared Value of Anchor Community Engagement.” During the webinar, Ted Howard from the Democracy Collaborative will share his insights on measuring community impact, in particular the welfare of low-income families, and Tony Sorrentino from the University of Pennsylvania will discuss the challenges associated with measuring community-engagement initiatives.

Source: GOVERNING

Public Legal Notices

CITY OF ONTARIO

**NOTICE INVITING BIDS
Project No. P150-1415-02**

The City of Ontario ("City") will receive bids for the City of Ontario, HOUSING AGENCY, QUIET HOME PROGRAM Project in the City of Ontario, California by electronic submission only no later than **October 23, 2014, at 10:00 A.M.** The Project, which involves modifying Fifty-six (56) units (including single and multi-family properties) will insulate dwellings against aircraft noise and must be completed within two hundred and sixty eight (268) calendar days, as provided in the Bid and Contract Documents. Typically, sound insulation work includes installation of acoustic doors and windows, new central heating and ventilation air conditioning systems, with split (up flow or horizontal) equipment, attic insulation, vent baffles and other noise reducing improvements. Existing doors and windows are replaced with acoustically rated ones. Primary acoustical doors shall have a minimum Sound Transmission Coefficient (STC) of 32, and acoustical window products shall have a minimum STC of 40.

Bids must be submitted electronically through the City's Planet Bids system. Bid Forms are available to registered vendors at www.ci.ontario.ca.us under Bids and Proposals on the home page. There is no charge to download the contract documents. The electronic bid management system will not accept late bids. **A mandatory Pre-Bid Conference will be held on October 7, 2014 at 10:00 a.m. at 208 W. Emporia Street, Ontario, CA 91762 (Quiet Home Display Room, 1st floor). All bidders must attend. Anyone arriving late will not be allowed entry.** (Optional Site Visit will follow conference).

Bids shall be valid for 60 days after the bid opening date. Bids must be accompanied by cash, a certified or cashier's check, or a Bid Bond, in favor of the City in an amount not less than ten percent (10%) of the submitted Total Bid Price. Prior to award of the Contract, the successful bidder will be required to furnish a Performance Bond and a Payment Bond, each in the amount of one hundred percent (100%) of the Total Bid Price, on the forms provided and in the manner described in the Bid Documents, Contractor shall comply with PCC '4108 with respect to subcontractor bond requirements.

Pursuant to B&P Code '7028.15 and PCC '3300, Contractors shall possess the following California Contractor's license(s) in order to perform the Work: General Building "B" and Subcontractors must possess the appropriate licenses for each specialty subcontracted. Bidders are advised that this Contract is a public work for purposes of the California Labor Code, which requires payment of prevailing wages. City has obtained from the Director of the Department of Industrial Relations the general prevailing rates, and will place them on file at the City's office and make them available to any interested party upon request.

Since this Project involves federal funds, the successful contractor and its subcontractors must comply with federal DBE requirements, as specified in the Bid Documents. At this time City will meet the DBE goal on federally assisted projects through race neutral measures. City supports the use of race neutral measures to facilitate participation by DBEs and other small businesses, and encourages prime contractors to subcontract portions of their work that they might otherwise be performed with their own forces to DBEs.

Pursuant to PCC '22300, the successful Contractor may substitute securities equivalent to monies withheld by the Owner.

The City reserves the right to reject any or all Bids, to waive any informality or irregularity in any Bid received, and to be the sole judge of the merits of the respective Bids received.

CITY OF ONTARIO, CALIFORNIA

**UNIVERSITY OF CALIFORNIA
SAN DIEGO**

ADVERTISEMENT FOR BIDS

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

**STEIN CLINICAL RESEARCH BSL-3 LAB,
4TH FLOOR**

**Project No.: 4840/A4L-385/962370
UNIVERSITY OF CALIFORNIA, SAN DIEGO**

DESCRIPTION OF WORK:

This Project involves the Architectural and Engineering upgrades to an existing BSL laboratory on the 4th floor of the Stein Clinical Research Building. The upgrades include removal, storage and reinstallation of all the existing equipment, the removal of all the existing finishes, and installation of all new finishes, some walls, ceilings, and doors. The Engineering upgrades include an entirely new HVAC system with ductwork along with demolition of the existing system. All new electrical service, lighting, controls, and security system will be added.

Procedures: Bidding documents will be available after 1:00 P.M., Tuesday, September 16, 2014. To order plans and specifications or for a list of planholders go to: <http://mayerplans.mayer.com/ucsd.php>

For additional information go to: www.fdc.ucsd.edu, Click on Contracting Opportunities, Work Available for Bid, and the Project.

There is no charge for the Bid Documents which will be made available to the prequalified bidders.

Only prequalified bidders will be allowed to submit a Bid on this project. The following bidders have been prequalified to bid on this project:

**BNBUILDERS
DPR CONSTRUCTION
GOOD & ROBERTS
TURNER CONSTRUCTION**

Bids will be received only at:

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

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

MANDATORY PRE-BID CONFERENCE

A MANDATORY Pre-Bid Conference/Job Walk will be conducted on TUESDAY, SEPTEMBER 23, 2014, beginning promptly at 8:00 A.M. **Only bidders who participate in the Pre-Bid Conference/Job Walk in its entirety will be allowed to bid on the Project as prime contractors.**

Participants shall meet in the lobby of the Stein Building. For directions to the Pre-Bid Conference/Job Walk contact Jay Smith, Principal Architect/Project Manager, 619.633.8084. UCSD maps can be found at <http://maps.ucsd.edu>.

Bid Security in the amount of ten percent (10%) of the Lump Sum Base Bid, excluding alternates, shall accompany each Bid. The Surety issuing the Bid

Bond shall be, on the Bid Deadline, listed in the latest published State of California, Department of Insurance, list of *Insurers Admitted to Transact Surety Insurance in This State*.

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

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

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

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

Estimated construction cost: \$1,700,000

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

**UNIVERSITY OF CALIFORNIA
SAN DIEGO**

ADVERTISEMENT FOR BIDS

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

**THORNTON AIR HANDLER REFURBISHMENT
UCSD MEDICAL CENTER - LA JOLLA
UNIVERSITY OF CALIFORNIA, SAN DIEGO
Project No.: 4802/A4S-021/966194**

DESCRIPTION OF WORK:

Repairs and refurbishment of six (6) air handling units at Thornton Hospital including coordination with the University's commissioning agent.

Procedures: Bidding documents will be available at 4:00 P.M., Thursday, September 18, 2014. To order plans and specifications or for a list of planholders go to: <http://mayerplans.mayer.com/ucsd.php>

For additional information go to: www.fdc.ucsd.edu.

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

**COUNTYWIDE MECHANICAL SYSTEMS
HELIX MECHANICAL
JACKSON & BLANC
UNIVERSITY MECHANICAL**

Bids will be received only at:

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

Bid Deadline: Sealed bids must be received on or before **2:00 P.M., WEDNESDAY, OCTOBER 8, 2014**. The bids will be opened at approximately 2:10 P.M.

MANDATORY PRE-BID CONFERENCE

A MANDATORY Pre-Bid Conference/Job Walk will be conducted on TUESDAY, SEPTEMBER 23, 2014, beginning promptly at 10:00 A.M. **Only bidders who**

participate in the Pre-Bid Conference/Job Walk in its entirety will be allowed to bid on the Project as prime contractors.

Participants shall meet in the front lobby of Thornton Hospital. For directions to the Pre-Bid Conference/Job Walk contact Rod Barker, Project Manager, 858.822.1971. UCSD maps can be found at <http://maps.ucsd.edu>.

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

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: **Warm-Air Heating, Ventilating and Air-Conditioning Contractor, C20**

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

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

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

Estimated construction cost: **\$300,000**

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



SAN FRANCISCO HOUSING AUTHORITY

**REQUEST FOR QUALIFICATIONS
FOR
AS NEEDED ELECTRICAL
ENGINEERING SERVICES
AT SAN FRANCISCO HOUSING
DEVELOPMENTS
Solicitation No: 14-620-RFQ-0027**

The San Francisco Housing Authority will receive sealed qualifications for as-needed Electrical consulting services for the San Francisco Housing Authority. Multiple contracts may be awarded but total cumulative amount will not exceed \$150,000.

Responses are due **5:00 P.M. on Thursday, October 9, 2014**.

Solicitation documents will be ready on October 15. To obtain a set of the RFQ Document, go to <https://www.dropbox.com/s/b7dpyujvz1vonm5/RFQ-0027.pdf?dl=0>.

To obtain a hardcopy, please visit the Authority's office at 1815 Egbert Avenue, 3rd floor, San Francisco, California. Contact Ms. Brenda Moore, at (415) 715-3170, e-mail moorebr@sfha.org



Public Legal Notices

SWINERTON BUILDERS

ADVERTISEMENT FOR BIDDING OF PREQUALIFIED SUBCONTRACTORS

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

COASTAL BIOLOGY BUILDING PROJECT UNIVERSITY OF CALIFORNIA, SANTA CRUZ PROJECT NO.: 4932

DESCRIPTION OF PROJECT:

The Coastal Biology Building Project is a 40,000 (ASF) research and instructional facility at the Marine Science Campus. This project will also include a new infrastructure backbone and roads, ancillary greenhouses, etc.

Prospective Bidders shall note that this project has NOT received final budget approval, and Swinerton Builders and the University reserves the right to stop the project and reject any and all bid packages and/or proposed bid amounts.

BIDDING DOCUMENTS Will be available from Swinerton Builders (CM) to prequalified bidders on October 16, 2014 via our Smartbid online bid room. Questions please contact via e-mail:

Swinerton Builders Silicon Valley Office (CM)
2880 Lakeside Drive, Suite 300
Santa Clara, CA 95054-2826
Contact: Darlene McCombs
dmccombs@swinerton.com

Only Prequalified bidders will be allowed to submit a Bid on this project. The following bidders have been

prequalified to bid on this project. Listed by Bid Package (BP):

- BP5 – Performance, Contracting Inc., California Drywall Co., AD-IN Inc., J&J Acoustics Inc., KHS&S Contractors

- BP6 – Gonsalves & Santucci Inc. (Conco), Berkeley Cement Inc., Roebelen Contracting Inc.

- BP7 – ISEC Inc., J&J Acoustics Inc.

- BP8 – Performance Contracting Inc., California Drywall Co., KHS&S Contractors, J&J Acoustics Inc.

- BP9 – Morrow-Meadows Corp., Collins Electric Co. Inc., Cupertino Electrical Inc., Del Monte Electric Co Inc., Helix Electric Inc.

- BP10 – Schindler, ThyssenKrupp, Otis

- BP11 – Southland Industries, Cosco F.P. Inc., Western States F.P. Co.

- BP12 – BT Mancini Co Inc., Gino Rinaldi Inc., Hoems & Associates Inc., De Anza Tile Co Inc.

- BP13 – United California Glass & Door, Milbrae Glass LTD, Royal Glass Co Inc.

- BP14 – Kinetics Mechanical Services Inc., Southland Industries, OC McDonald Co Inc., Air Systems Inc., Environmental Services Inc., Geo. H. Wilson Inc.

- BP15 – Granite Rock Co., Preston Pipelines Inc., Teichert Construction, McGuire & Hester, Ranger Pipeline Inc.

- BP16 – Saxton Bradley Inc., Dow Diversified Inc., ISEC Inc.

- BP17 – Saxton Bradley Inc., Dow Diversified Inc., ISEC Inc.

- BP18 – Olsen & Co., Southwest Steel Inc., Kwan Wo Ironworks Inc., Westco Iron Works, ISEC Inc.

- BP19 – FD Thomas Inc., Giampolini & Co., Jerry Thompson & Son Inc.

- BP20 – Alliance Roofing Co., Alcal Specialty Contracting Inc., Best Contracting Services inc.

- BP21 – Van-Mulder Sheet Metal Inc., Best Contracting, Alliance Roofing Co.

- BP22 – ISEC Inc., Dow Diversified Inc., Performance Contracting Inc.

- BP23 – ISEC Inc., Peninsulator Inc.

Additional detail for each bid package is available upon request E-Mail Darlene McCombs for information. Bids will only be accepted on the bid form provided in the bid package. Bids are to be placed in a sealed opaque envelope labeled "Coastal Biology Building – Bid Package # _____", and delivered to:

Swinerton Builders
Attention: Ana Mendoza
2880 Lakeside Drive, Suite 300
Santa Clara, CA 95054-2826

BID DATE: THURSDAY, November 24, 2014

BID TIME: 2:00 P.M.

Bid opening will start at 2:30PM on November 24, 2014 at Swinerton's Main Office.

Bids will not be accepted after the bid date and bid times stipulated above.

The successful Bidder will be required to have the appropriate California current and active contractor's license at the time of submission of the Bid.

Swinerton Builders and UC Santa Cruz encourage the participation of Small, Disadvantaged, Minority-owned, Women-owned and Service/Disabled Veteran-owned Business Enterprises (S/D/M/W/DVBE's) and are committed to promote a diverse pool of firms for our building programs.

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

Any Bidder, person, or entity may file a protest. The protest must state the specific reason and facts upon which the protest is based and shall be filed in writing with the Facility office issuing the bidding documents, not later than 5:00PM on the 3rd day after:

1. If the Bid does not contain any Alternate(s), the date of the bid opening;
2. If the bid form contains any Alternate(s), the date of posting in a public place of bid results

UNIVERSITY OF CALIFORNIA SAN DIEGO

ADVERTISEMENT FOR BIDS

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

EMERGENCY DISTRIBUTION BOARD 3EPDB REPLACEMENT UCSD MEDICAL CENTER - HILLCREST UNIVERSITY OF CALIFORNIA, SAN DIEGO PROJECT NO. 4821/A4S-019/966195

DESCRIPTION OF WORK:

Replace and relocate Emergency Distribution Board 3EPDB; replace motor starter for Exhaust Fan SF-8; and install new Panelboard 3EPB. Estimated project duration is 90 calendar days.

Procedures: Bidding documents will be available at 4:00 P.M. Thursday, September 25, 2014. To order plans and specifications or for a list of planholders go to: <http://mayerplans.mayer.com/ucsd.php>.

For additional information go to: www.fdc.ucsd.edu.

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

CHULA VISTA ELECTRIC FULLER ELECTRIC STEINY AND COMPANY

Bids will be received only at:

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

Bid Deadline: Sealed bids must be received on or before **2:00 P.M., THURSDAY, OCTOBER 9, 2014**. The bids will be opened at approximately 2:10 P.M.

MANDATORY PRE-BID CONFERENCE

A MANDATORY Pre-Bid Conference/Job Walk will be conducted on **THURSDAY, OCTOBER 2,**

2014, beginning promptly at **11:00 A.M.** Only bidders who participate in the Pre-Bid Conference/Job Walk in its entirety will be allowed to bid on the Project as prime contractors.

Participants shall meet at the steps outside Dickinson Street north entrance to UCSD Medical Center Hillcrest, 92103. For directions to the Pre-Bid Conference/Job Walk contact Rosalie Pham, Project Manager at (858.534.5343). UCSD maps can be found at <http://maps.ucsd.edu>.

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

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: **ELECTRICAL CONTRACTOR, C10**.

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

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

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

Estimated construction cost: \$350,000

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

Income Inequality Climbing in Many Large Cities

Continued from page 9

In the past, much of the dialogue around inequality remained confined to the federal level -- where many believed it could be broadly addressed. Now, Democrats are pushing the issue in the lead-up to the midterm elections later this year. Republicans, meanwhile, often counter that wage inequality is not a problem that requires governments to intervene; many contend that it's a matter of boosting individual skill sets so people can move up to higher-paying jobs.

Regardless, Washington remains gridlocked for now. At the local level, Berube says officials simply don't have the tools to reduce income inequality in any significant way on their own. Local governments can, though, work to expand access to affordable housing and provide workforce training. "The antidote to inequality is building a stronger middle class and having pathways to the middle class," Berube says. Localities should focus on attracting jobs that pay well and investing in education early, he says.

For the most part, those on the lower rungs of the economic ladder were hit hardest by the recession. Since 2007, the Census' current population survey data indicates that the inflation-adjusted mean household income fell 10 percent for the lowest fifth of the income distribution. For the top fifth, the decline was only 2 percent, while incomes for the top 5 percent remained about the same.

Several metro areas with the highest income inequality are found in Florida, a state that suffered severe job losses during the recession. Much of the state's economy is tied to either low-wage jobs, such as agriculture or tourism, or to jobs in real estate and construction, two areas that incurred deep cutbacks when the housing bubble burst.

In Tampa, Mayor Bob Buckhorn wants to incentivize the growth of other sectors where the

state enjoys an advantage, such as defense contracting and biotech. "I think we have changed our economic DNA," he says. "Moving from the low-wage jobs will allow us to eventually narrow the gap."

Buckhorn views President Obama's public statements on inequality as a "call to action." While Tampa can't tackle wage inequality in the way that Washington can, it has taken other steps to prop up lower-income residents. The Tampa Housing Authority recently opened its second new mixed-use affordable housing development, with a third complex set to open next year. Tampa has also worked to boost women- and minority-owned businesses, revamping the permitting process and making it easier for those businesses to win city contracts.

But bridging the divide, Buckhorn says, will take more than putting a roof over people's heads. "If you aren't providing job training, a GED or higher education," Buckhorn says, "then you really aren't solving the problem."

A high-profile study published last year by economists at Harvard University and the University of California, Berkeley, assessed the extent to which children in lower-income families move up the income distribution ladder later in life, finding substantial differences across regions. Salt Lake City and Pittsburgh, for example, had the highest intergenerational upward mobility of all larger metro areas.

In the Southeastern U.S., though, it's a much steeper climb. Areas with high mobility were correlated with areas experiencing less income inequality and residential segregation. These areas also had better schools, social capital and family stability.

Source: GOVERNING

Business Toolkit

The Death of Strategic Planning: What Next?



By Bill Conerly

Strategic planning is dead, as I wrote recent on this forum. However, the needs that created strategic planning continue, so something must take its place.

All business decisions are forward looking. It is certainly hard to come up with the one per-

fect forecast of the external environment, the prognostication that accurately assesses changes in the economy, in technology, in social attitudes and in government policy. The difficulty in forecasting, however, does not eliminate the fact that today's decisions are invariably about the future.

Business leaders need to think about the future. Although they cannot develop the one true

forecast, they can consider possibilities. Some possibilities are more likely than others. Even when the magnitude of change is unknown, the direction of change may certainly be clear. For example, back in 2007 virtually all economists expected a decline in housing starts in the coming years. That estimate of the direction of change was valuable, even if we missed the depth of the downturn.

The decisions that a company must make involve current products as well as new and modified products. The external world can change how resources are used, how the firm manipulates the resources to produce goods or services, how the companies markets its products and even who the end users of the products are. Internal change can also drive major changes in business, as when the company finds a better way to produce or sell a product.

The planning process must address potential changes (in both the internal and external worlds) that would dictate significant changes in business practices. At a minimum every company needs contingency plans for both increased and decreased demand for its products. Contingency plans are also needed for major swings in relative costs (diesel fuel price rising significantly faster than wage rates) as well a technological changes.

After some key contingency plans are outlined, common areas can often be found. When teaching a seminar for executive MBA students, I showed them information about a company

and asked half the class to develop a downside (recession) contingency plan, while the other half of the class develop an upside contingency plan. Some action steps appeared in both the downside and the upside plan. (For example, a larger bank credit line was valuable in both cases.) Other action steps, such as expanding a warehouse, may only be appropriate under some scenarios.

Developing flexibility for an uncertain economy should be on every company's planning agenda. Will the company react quickly to major changes in the external environment? Can it expand to serve new customers faster than its competitors can? Can it survive a downturn that kills other companies? This is the ultimate capability on which the future of the business depends.

So have your "strategic planning" retreat, but don't fall into the trap of the one perfect forecast. Instead, go with a humble attitude about your ability to predict the future and strive for greater flexibility.

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



Fictitious Business Name

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0360235-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0360164-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0360271-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0359828-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-359835-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0359421-00
<p>Fictitious Business Name(s): Columbus Bar Service Address 2338 48th Avenue, San Francisco, CA 94116 Full Name of Registrant #1 August Marino Address of Registrant #1 2338 48th Avenue, San Francisco, CA 94116</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 8/29/2014</p> <p>Signed: August Marino</p> <p>This statement was filed with the County Clerk of San Francisco County on 8/29/2014.</p> <p>Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. 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SBE Services

SBE RESOURCES



ACCESS TO PROSPECTING SYSTEM

SBE Nationwide Certified Businesses

ADVERTORIAL (Advertisement and "Access to Capital" Continuing Column)

- Small Business Exchange weekly adjudicated (by Superior Court of San Francisco City/County) and trade/focus newspaper (determination by State of California DGS)
- Sbeinc.com
- Native Advertising

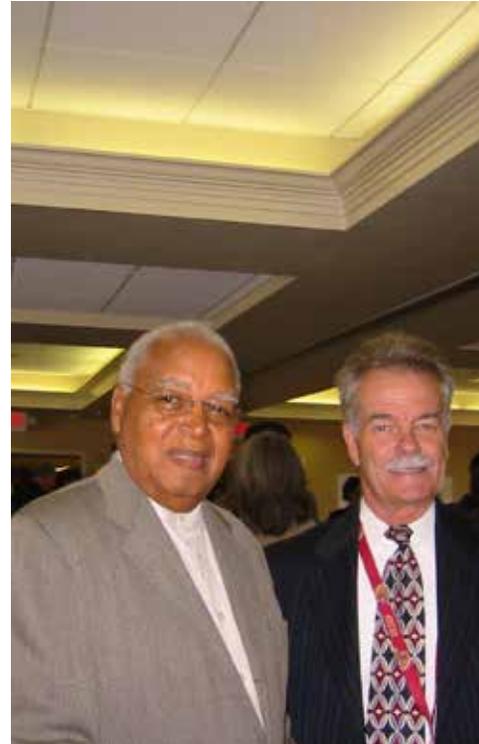
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Introducing BOW to the LIA business communities

MEET & GREET & FINANCIAL LITERACY SUPPORT

MEET & GREET COORDINATION

- You provides criteria; SBE identifies potential attendees
- SBE develops HTML invitation, provides online registration link
- SBE identifies potential attendees
- SBE alerts by email, fax and telephone as requested
- Online Registration process, daily updates reported to you
- SBE sends confirming emails to each registrant



ADVERTORIAL

- Weekly Ad and monthly "Access to Capital" column in Small Business Exchange newspaper and website
- Banner Ad on sbeinc.com
- Native Ad on SBE-Hearst Media Network



SUMMARY

- **SBE knows that effective implementation** involves both 'high tech' and 'high touch' – our service oriented approach helps achieve larger objectives, no matter what the objective.
- **Effective use of Technology tools**, combined with **human oversight and in-depth knowledge of Regulations** creates consistent, targeted, appropriate outreach to potential client/customers.
- **Proactive documentation** provides comprehensive evidence of activities, spending, multi-tier subcontractor participation, and **adherence to Code and Regulation specifics**, if ever needed.
- **Personal contact** through **email invitations and phone calls increases response**, builds trust, and expands awareness of You efforts.
- **Publication lends credibility**, and provides valuable project and community information, leading to **greater visibility and positive good will for You**.

What Customers Say About SBE Services

"Small Business Exchange is one of the partners we use for outreach. We solicit their help to meet our goals. SBE's expertise and thorough documentation was especially helpful during the challenge process with the Disadvantaged Business Enterprise Reconsideration Panel upholding our awarded contract."

- Skanska USA Civil West
California District Inc

"We have never been rejected for being out of compliance due to activity deliverables from SBE. That makes business for both entities much more profitable."

- Xerox Corporation

The Small Business Exchange has been providing advertising services for the San Francisco Department of Public Works for ten years . . . and has met our specific requirements ... The Department has been more than satisfied.

- San Francisco DPW

"I know that when a representative of SBE indirectly represents McCarthy in contacting subcontractors—it is always with professionalism."

- McCarthy Building Companies Inc

"You're at the top of my list. Whenever I have an outreach requirement, I just grab the phone and call SBE."

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- Atkinson Construction

"Thank you for a great job, very much appreciated by the team"

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"Thanks for your quick turn around times, your familiarity with the agency, your open communication and your availability to our questions

- Brown and Caldwell

"They are very Committed to helping us meet the necessary requirements of the many different public agencies we deal with, and deliver competent, qualified bidders at the same time. SBE has some very good resources and continues to keep there databases up to date with certified DVBE, DBE, SBE, WBE etc..."

- Robert A Bothman, Inc.

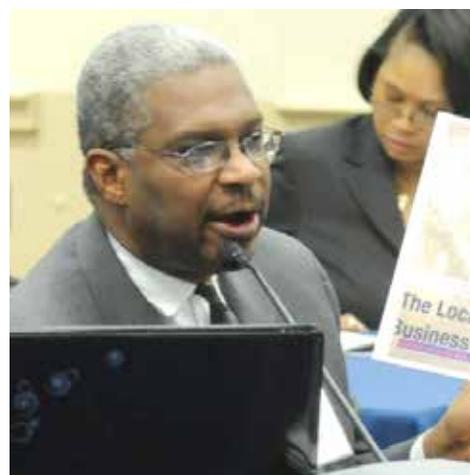
For more info please call Valerie Voorhies at 415-778-6250 or email vvv@sbeinc.com

Access to Capital

SMALL & MINORITY BUSINESS

SBA lending doubles overall, but declines by one-third for Black businesses

By John William Templeton



John William Templeton
Executive Producer,
ReUNION: Education-Arts-Heritage

The ratio of SBA loans to African-American owned businesses has fallen from six percent in 2009 to two percent in 2014. The decline was first reported by blackmoney.com in November 2010, but despite a high-level commission on the subject, the relative access to capital for

black businesses has remained at historically-low levels.

In 2009, black firms received \$464.5 million in 7(a) SBA loans, six percent of \$8.1 billion in total 7(a) lending. In the most recent weekly SBA report, the comparable year to date amount is \$312 million out of \$17 billion during the 2014 fiscal year.

While overall SBA lending doubled over the past five years, the actual amount of loans processed to African-Americans is one-third less than it was five years ago.

The drop first occurred in 2010, when the annual State of Black Business report, noted the decline from six percent in 2009 to two percent in 2010. The SBA named a committee headed by Radio One founder Cathy Hughes to study capital access for underrepresented populations.

Levels fell even further by 2012 to a total 7(a) lending to black firms of \$204 million, or one percent of the national total of \$13.7 billion.

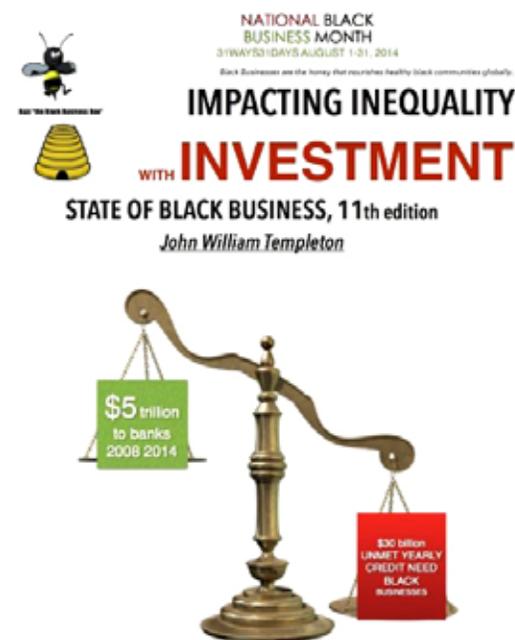
Impacting Inequality with Investment: State of Black Business, 11th edition determined that the actual credit demand by the two million African American businesses, using benchmarks from the Federal Reserve's Survey of Small Business Financing, is \$30 billion, a figure supported in a February filing with financial regula-

tors encouraging them to establish a monetary policy target for lending to black firms by economist Dr. Timothy Bates and Minority Business Enterprise Legal Defense and Education Fund President Anthony W. Robinson.

The \$312 million in SBA lending means only one percent of that demand is being met, in contrast to the flood of cash available in recent IPOs such as Alibaba's \$25 billion and Uber's \$16 billion.

Federal Reserve leaders were urged to allocate \$3 billion per month from the \$65 billion monthly quantitative easing to spur lending to African-American businesses in order to address disparities in unemployment through job creation. The idea has gained additional credence from a new Foreign Policy magazine article urging central banks to directly stimulate businesses and consumers rather than solely relying on sales on bonds into financial markets.

This is part of a series of reports on the Obama administration and African American economics during the Annual Congressional Black Cau-



cus Legislative Weekend. Further reports will look at procurement, employment and housing.

Export-Import Bank Small Business Success: Novato, California

Bank supports Andalou Naturals to create jobs in California, Ohio, New York, Texas, Illinois, and Colorado

Founded by Stacey Egede in 2010, Andalou Naturals, a small business-exporter based in Novato, Calif., relies upon Ex-Im Bank to sell natural and organic products for skin, hair, and body care abroad. The company currently employs 21 employees in California, Ohio, New York, Texas, Illinois, and Colorado.

"Ex-Im's export credit insurance is designed to support small businesses like Andalou Natural expand their exporting portfolio by neutralizing the risk of nonpayment," said Ex-Im Bank Chairman and President Fred P. Hochberg. "In California alone, Ex-Im Bank has authorized \$11 billion to support \$23 billion in California small business exports since fiscal year 2007."

Andalou Natural has become a repeat policyholder of Ex-Im Bank's export credit insurance and expanded their export reach to Taiwan, Malaysia, South Korea, Singapore, Japan, Thailand, Indonesia, Vietnam, and the U.A.E. Total company revenue currently amounts to \$18 million, approximately 15 percent of which is export-related.

"By providing affordable accounts receivable export insurance, Ex-Im Bank has given us the opportunity to expand at a much faster rate and has broadened our pool of possible importers," said Mark Egede, President of Andalou Naturals.

"Ex-Im Bank support has allowed us to hire an export manager and a sales-support assistant as we have expanded. Without this insurance coverage, we would require prospective importers to pre-pay for their orders, and this typically limits the number of companies who show interest."

Export credit insurance enables companies to increase export sales by limiting their risk of non-payment by purchasing an insurance policy, just as someone limits their risk of fire by purchasing homeowners insurance. If you are a business looking to increase your exports, call 1-800-565-EXIM or visit www.exim.gov.

ABOUT EX-IM BANK:

Ex-Im Bank is an independent federal agency that creates and maintains U.S. jobs by filling gaps in private export financing at no cost to American taxpayers. The Bank provides a variety of financing mechanisms, including working-capital guarantees, export-credit insurance and financing to help foreign buyers purchase U.S. goods and services. In the past fiscal year alone, Ex-Im Bank earned for U.S. taxpayers more than \$1 billion above the cost of operations.

In FY 2013, Ex-Im Bank approved more than \$27 billion in total authorizations to support an estimated \$37.4 billion in U.S. export sales and approximately 205,000 American jobs in com-

munities across the country. For the year, the Bank approved a record 3,413 transactions-- or 89 percent--for small-businesses. Small business exporters can learn about how Ex-Im Bank products can help them increase foreign sales at

<http://go.usa.gov/ZVTd>. For other information about Ex-Im, visit www.exim.gov.

Source: The Export-Import Bank of the United States



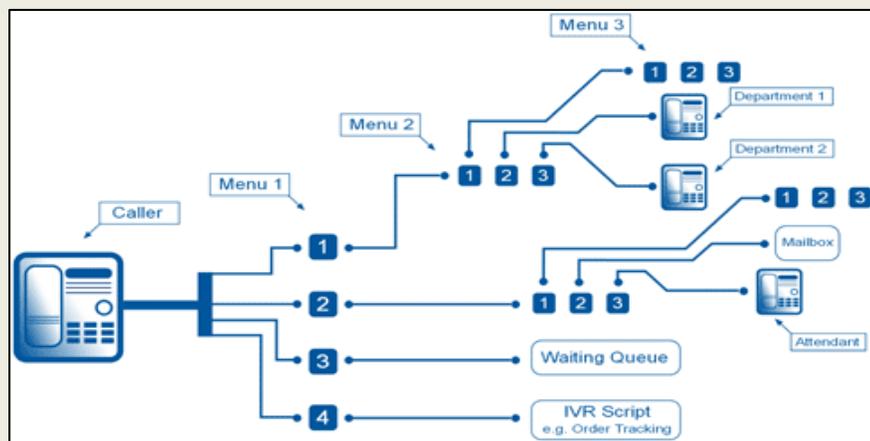
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The system can normally handle and service high volumes of phone calls. With an IVR system, businesses can reduce costs and improve customers' experience as Interactive Voice Response systems allow callers to get information they need 24 hours a day without the need of costly agents. Calls are also answered by voice mail or answering machine and can be sent to recipient's email where messages can be retrieved by email.



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Continuing Columns - Continuing columns by syndicated columnists, provide small businesses with critical management and marketing information. Profiles by journalist Cheryl Hentz and Darryl K. Henderson, J.D. also appear regularly.

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