

## What Businesses Should Be Doing for Their Communities

Doing more to help fund urban needs is good for their workers and their profitability. Some communities are insisting that they step up.



The Google headquarters in Mountain View, Calif. (Shutterstock)

By Steven Pedigo and Aria Bendix,

Today's businesses have become increasingly aware of their role in the local community. Whether it's a new construction project, a job-training program or a diversity initiative, a number of major companies such as Bank of America, Citigroup and Prudential have integrated a degree of social responsibility into their corporate ethos. This serves not only to bolster their relationship with local residents, but also to magnify their own productivity and profit. And yet, in an era of "venture philanthropy," businesses should be doing more to fund essential community needs such as transportation and affordable housing.

In the absence of concrete ways to finance these services, some cities have developed a more tactical strategy for holding businesses accountable. In Seattle, for instance, the presence of Amazon has been linked to the city's rising homeless population, which is now one of the largest in the country. After years of criticism, the Seattle city council recently passed a "head tax" requiring large businesses (those earning more than \$20 million annually) to pay a yearly sum of \$275 per full-time employee for five years. The tax would have produced

revenues of \$45 million to \$49 million for affordable housing, as well as for shelters and other services for the homeless. Though it was unanimously approved by the council, it incited a lofty conflict between the city and Amazon. The company responded by threatening to halt construction on an office tower that would bring around 7,000 new jobs to the area, forcing the council to repeal the tax. Nevertheless, Seattle sent a clear message to the internet retail giant about its future expectations.

As that conflict played out, many cities were finding greater success with a similar playbook. In May, for example, Alexandria, Va., raised its tax on restaurant meals by one percentage point, to 5 percent. The tax increase is expected to generate an additional \$4.75 million each year, with the ultimate goal of building and preserving 2,000 affordable housing units by 2025. The following month, Philadelphia's city council imposed a 1 percent construction tax on new residential, commercial and industrial projects -- a move that will directly impact the city's developers. City policymakers estimate that the tax will produce at least \$20 million annually for affordable housing, including down payments and closing costs for qualified homebuyers.

Most recently, the Mountain View, Calif., city council passed legislation to allow voters to impose a hefty business tax hike on companies with more than 50 employees. If voters approve the measure in November, the Silicon Valley city's largest employer, Google, would pay about \$3.3 million a year to help fund housing and transportation needs. Although some have criticized the tax as being "anti-job," Google has stayed fairly mum on the subject, which some interpret as a willingness to accept the new hike.

Indeed, not all businesses should feel antagonistic about paying a local tax. As with any strong legislation, there must be compromise and advantage on both sides. In the case of Alexandria's restaurant tax, the cost to individual consumers is unobtrusive: A meal that once cost \$33 with tax will now cost \$33.30. Taxing meals also allows Al-

Continued on page 4

### SBE OUTREACH SERVICES

With 1.5 million businesses in our database, SBE is California's #1 source for diversity outreach.

#### Advertisements

Placed in the Small Business Exchange newspaper, SBE Today newsletter, and online at [www.sbeinc.com](http://www.sbeinc.com)

#### Faxed and Eblast Solicitations

Targeted mailings sent to businesses per your criteria.

#### Telemarketing

Telephone follow-up calls that follow a script of 5 questions you create.

#### Computer Generated Reports

Will fit right into your proposal, along with a list of interested firms to contact.

#### Contact Info:

795 Folsom Street, 1st Flr, Room 1124  
San Francisco, CA 94107  
Email: [sbe@sbeinc.com](mailto:sbe@sbeinc.com)  
Website: [www.sbeinc.com](http://www.sbeinc.com)  
Phone: (415) 778-6250, (800) 800-8534  
Fax: (415) 778-6255

Publisher of  
Small Business Exchange  
weekly newspaper



# California Sub-Bid Request Ads

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

**City of Fairfield**  
**Sanitary Sewer 2018 Improvement Project**  
**Bids: 7/31//2018 at 2:00 PM**  
**DBE sub-bids requested for:**  
**Saw-cutting, Trucking**

Requesting Quotes from Qualified **SBE/DVBE/**  
**MBE/WBE** Subcontractors / Suppliers for:

**Los Angeles Department of Water & Power**  
**River Supply Conduit Improvement Upper**  
**Reach - Unit 7 Project**  
**Requesting Quotes by:**  
**Wednesday, July 25, 2018 at 2:00 PM**  
**Bid Due Date: July 30th, 2018**

**Quotes wanted (but not limited to):** Tunnel Spoils Hauling, Furnish & Install Rebar, Landscaping & Seeding, Temporary Ground Support, Drilling and Grouting, Excavation Support, Welded Steel Pipe, Steel Casing, Pipe Valves & Fittings, Temporary & Permanent Electrical, Geotechnical Instrumentation, Survey, Traffic Control & Signage, Erosion Control, Grading, Paving, Curb & Gutter, Clearing & Grubbing, Erosion Control, Lighting, Security, Fencing

Furnish materials including; Gasoline/Diesel/Oil/Grease, Electrical & Safety Supplies, General Construction Materials and Equipment, Structural Steel, Pipe Valves & Fittings, Water Treatment Systems, Precast Concrete, Pumps, Rock Bolts, Lattice Girders, Ready-Mix Concrete, Shotcrete, Concrete and Asphalt Paving, Temporary Fencing, Storm Drains, Signs.

\*\*\* For information on the availability of plans and specifications and the

bidder's policy concerning assistance to sub-contractors in obtaining bonds, lines of credit, and/or insurance, please contact our office.

**Obayashi Dragados, JV**

**577 Airport Blvd. #600 • Burlingame, CA**  
**Ph: (650) 581-8517 • F: (650) 589-8384**  
**RSC7@obayashi-usa.com**

**Obayashi/Dragados Joint Venture is an Equal Opportunity/Affirmative Action Employer**

*This contractor and subcontractor shall abide by the requirements of 41 CFR 60-1.4(a), 60-300.5(a) and 60- 741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability or veteran status.*



**BROSAMER & WALL, INC.**

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

**Contract No. 06-0Q2804**

**RECONSTRUCT LANES AND SHOULDERS WITH CRCP, MODIFYING ELECTRICAL SYSTEM CONSTRUCTION ON STATE HIGHWAY IN KERN COUNTY IN BAKERSFIELD ON ROUTE 99 FROM 0.3 MILES SOUTH OF PALM AVENUE OVERCROSSING TO BEARDSLEY CANAL BRIDGE AND ON ROUTE 178 AT ROUTE 99/178 SEPARATION.**

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

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

**DBE GOAL: 16%**

**CONTACT:**

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

**PROJECT SCOPE:**

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

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

For the complete list of the Actual Project Bid Items go to:  
<http://www.dot.ca.gov/des/oe/weekly-ads/oe-biditems.php?q=06-0Q2804>

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

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

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



**SKANSKA • TRAYLOR • SHEA**

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

Plans & Specs can be viewed at our office Monday - Friday 8am to 4pm (call for appointment) or downloaded free at:  
<https://skanskausa.sharefile.com/i/i3f2aa23dc434bf1b>

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

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

SMALL  
**BUSINESS**  
 EXCHANGE



# California Sub-Bid Request Ads



3200 Park Center Dr., Suite 600 | Costa Mesa, CA 92626  
 Bid Manager: Pablo Moreno  
 TEL: (657) 229-7800 | pmoreno@dragados-usa.com  
 Outreach: Arinda Cale  
 TEL: (949) 239-2431 | acale@dragados-usa.com  
*Equal Opportunity Employer*  
 Invitation to Bid

Subcontractors, Vendors, Material Suppliers, and Professional Services for:  
**JOINT WATER POLLUTION CONTROL PLANT EFFLUENT OUTFALL TUNNEL**

**OWNER: County Sanitation District No. 2**  
**LOCATION: Los Angeles, California**  
**OUR QUOTE DEADLINE: September 13, 2018, COB**  
**BID DEADLINE: September 17, 2:00pm**

\*M/WBE Participation is encouraged\*

Plans and Specifications are available free of charge

**Quotes for Services & Supplies requested for the following items for bid including, but not limited to:**

AC PAVING	FENCE & RAIL	SWPPP
AMENITIES	HAULING & DISPOSAL	TRAFFIC SIGNAL
BARRIER	INSTRUMENTATION & CONTROL	PAINTING/COATINGS
CONCRETE FLATWORK	SURVEYING	RCP/PVC
CONCRETE TUNNEL LINER	TRAFFIC CONTROL	REBAR INSTALLATION
DEMOLITION	STEEL TUNNEL LINER	SAND & GRAVEL
SUPPORT OF EXCAVATION	LANDSCAPING	SIGN STRUCTURE
TESTING	LIME TREATMENT	SIGNING & STRIPING
VIBRATION MONITORING	MISC. STEEL	SITE RESTORATION
DEWATERING	NOISE MONITORING	TEMPORARY SOUNDWALL
ELECTRICAL	POTHOLING	TRUCKING
EROSION CONTROL	QA/QC	

Subcontractors must be registered in good standing with the California Department of Industrial Relations (DIR) prior to submitting a bid for work on this project.

100% performance and payment bonds may be required for the full amount of the subcontract price. Dragados will assist with obtaining bonding, lines of credit, and insurance. Please Contact Arinda Cale if assistance is needed with regards to bonding & Insurance.

Dragados will analyze and consider each quote received, including those that are broken down into economically feasible units to facilitate bidding.

Dragados is committed to ensuring that subcontractors and vendors have the maximum opportunity to successfully perform on this project, and to making good faith efforts to utilize small, minority, women, disadvantaged and local business enterprises.

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

Subcontractors, Suppliers, for the project below:

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

**Description of work:**

Pumping/ Placing/ Finishing for Pads,  
 Curbs, and Built-up Slabs

**Pacific Structures**

3004 16th Street • San Francisco, CA 94103

Phone: (415) 606-3572

Contact: Natalie Besser

Email: Natalie.Besser@pacific-structures.com

An Equal Opportunity Employer



**Kiewit**

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

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

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

Subcontractors and Suppliers for the following project:

**I-5 American River Viaduct Lane Rehab Project**  
**Contract No. 02-0E1804**

**Federal-Aid Project: ACSB11M-005-6(349)E**  
**Owner: Caltrans**

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

**Disadvantaged Business Enterprises (DBEs)**

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

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

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

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

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

**Subcontractor and Supplier Scopes are due August 3, 2018 and Quotes**

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

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

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

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

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

**Davis-Bacon Act Applies**  
**Buy America Requirements Apply**

**An Equal Opportunity Employer**

CA Lic. 433176  
 DIR # 1000001147



# California Sub-Bid Request Ads



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

**Clear & Grub, Imported Borrow, Fence & MBGR, Landscape, Erosion Control, Cold Plane, AC Paving, Rebar, Rock Slope Protection, Stripe & Mark, Traffic Control, Bore & Jack, Pipe Lining, Compaction Grouting, SWPPP, Project Schedule, Aggregate, K-Rail, Misc. Iron & Steel, CSP, Ready Mix Concrete**

**CONSTRUCTION ON STATE HIGHWAY IN SAN BERNARDINO COUNTY  
AT 2.9 MILES SOUTH OF OLD CITY CREEK ROAD  
In District 08 On Route 330**

**Contract No. 08-1F8304 Federal-Aid Project ACST-S330(011)E  
DBE Goal 13%**

**BID DATE July 26, 2018 @ 2:00 p.m.**

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

**Sukut Construction, LLC**

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

**Contact: Matt Bahnsen**

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

Plans/specs are available for viewing at our office by appointment, via Sukut's FTP site, or may be obtained from Owner. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current insurance and workers' comp coverage. Sukut Construction will assist Qualified Subcontractors in obtaining bonds, insurance, and/or lines of credit. Please contact Sukut for assistance in responding to this solicitation. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination.

Sukut Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

**Sukut Construction, LLC  
An Equal Opportunity Employer**

**ADVERTISE  
YOUR  
BUSINESS  
HERE**



**DESILVA GATES**  
CONSTRUCTION

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

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

**APRON RECONSTRUCTION PHASE II  
CIP: 16000-080 IFB No. 171727  
Disadvantaged Business Enterprise Goal  
Assigned is 11.2%**

OWNER:  
**CITY OF PALO ALTO PUBLIC WORKS  
DEPARTMENT – AIRPORT DIVISION  
250 Hamilton Avenue, Palo Alto, CA 94301  
BID DATE: July 24th, 2018 @ 3:00 P.M.**

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

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

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

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

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

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

## What Businesses Should Be Doing for Their Communities

Continued from page 1

exandria to capitalize on its budding tourism sector, which supplies many of the customers for its restaurants. This makes it unlikely that businesses will be forced to slash jobs or shutter their doors as a result of the new legislation. In fact, there is reason to believe that restaurants will benefit from the tax increase: By siphoning off \$4.75 million a year from diners for affordable housing, the city can provide homes for low-income restaurant employees who may otherwise find it difficult to live near their jobs.

Whether voluntary or through taxation, this investment in communities can pay dividends for employers. As research by MIT's Zeynep Ton has demonstrated, a "good jobs strategy" produces higher-quality service, reduced employee turnover and more significant levels of engagement and innovation -- a recipe for increased profitability. On a larger scale, busi-

ness taxes place the city in the driver's seat when it comes to effecting local change. Many fear that this will encourage companies to relocate to areas with more lenient tax policies -- a risk that should not be taken lightly by local policymakers. But at a time when federal and state governments are slow to address issues of access and inequality, local governments serve as the most effective guarantors of their residents' needs.

Just as some businesses recognize the economic value in community engagement, they must also recognize the impact of public services like housing and transportation on their own bottom lines. With their local governments and businesses operating on the same page, communities can reap the full benefits of economic expansion.

SOURCE: <http://www.governing.com>

# Don't Be a Contractor Burnout



*By Dan Knight,*

When I first opened my doors to the international operating headquarters of Dan Knight Construction & Plumbing in 2006 I had a 1985 F-250 diesel pickup truck full of tools and an attitude that I was going to be building the Hoover Dam the following year. I had half of a full-time employee in my guard dog named Red. Luckily my payroll was low—only \$52 a month for dog food and rabies shots. I had made it, after working for my father's construction company I was on my own and going to show the old-timers how it was done and how my new ideas and methods were going to revolutionize the building industry. So I thought.

I soon found that there were limits and had to make some changes. Below are four causes and ways to avoid small business burnout in the construction industry.

## 1) Being everything to everyone

When a call came in I almost did a backflip. I would drop everything I was doing to go bid the job and would work all night to put together quotes. I bid like a wild man and did any trade I thought I could do. If I didn't know how to do something I would read books, read online articles and forums, and watch YouTube videos about how to do the thing; then I'd bid a job doing it. Little did I know I was leaving large amounts of money on the table with my bids and I was often working for free after I added in all the time bidding and looking for clients.

I was convinced that I could make something happen for every client that called. I would be able to find a solution to every construction project that came my way. What I didn't know was that I was doing it at the cost of my home life, my professional reputation, and my billable hours.

I am a general contractor specializing in residential projects. I have found that this is my niche. Not only is it my niche, it is where my passion lies. I like the idea that I am building something or servicing something that will house people and make people's lives better each time they walk in the door after work. I have found I have a knack for managing projects

and doing the financing and legal work to bring the project together. I have also found the things I don't like to do. I don't want to roof and I don't do framing, really I just want to do the plumbing and project manage from the anchor bolts up.

I shouldn't be doing drywall on one job, plumbing on another, and managing a project on another. Being able to focus on a few key areas has allowed me to know my scope, where I need help, and when I need to say no.

This brings up another point. When I say no to work, I have found I often get more. People don't want someone that will do anything. They want someone who is competent in the area they are looking for. It is OK to be a generalist but, within reason. I am a generalist from the anchor bolts down. I am generalist in project management for the whole project; this is my "broad narrow scope." It would be impossible for me to be everything to everyone and my margins and sanity prove it.

## 2) Trying to make it on volume.

I still crack a smile when I listen to the newer contractors I meet talk about how many jobs they have going, how they just bought a new truck and box trailer and it has only been one year in business. I hold back from telling them about how we are in another boom time and to save for a rainy day. It is the same thing my mentors told me and I ignored. Doing a volume of work is important, but there is nothing more frustrating than doing a million dollars in work and only being able to keep \$40K at the end of the year. It is the most common misconception among contractors that causes heartbreak and disillusionment. I can remember sitting at my computer trying to figure out how the heck I billed so much and had nothing to show for it. It is what drove me back to school to study accounting. It is where I came up with my personal axiom in business "It is easy to make money in construction; it is really hard to keep it."

It is like anything. Take the time to find the low hanging fruit. I am not saying focus on the thing that makes the most money only. I am saying focus on the things you can make the most money doing, enjoy, and feel

passion in doing. Forcing anything isn't sustainable. The feeling I get from excavating a trench that slopes just right for a sewer lateral, or when I am finishing concrete for a driveway approach reminds me exactly what I love about the trades and why I am in business.

I know where I make money and at what volume. I now bid my jobs and take on projects according to what brings me "construction joy" and my profit margins have never been higher. You may not want to take the path I did and get degrees in accounting, but lucky for you there are nerds like me that cater specifically to contractors and entrepreneurs. Get the advice you need, a small amount spent now can save you heartache for decades.

## 3) Forgetting the passion for the trade.

I started Dan Knight Construction & Plumbing because I love to build. I mean, I LOVE to build. There is something about being able to take material and apply skill and turn it into something. It is a favorite pastime for me (that drives my family nuts) to drive by projects I have done and tell my wife and kids about them. I started a construction business because I am a tradesman. However, the rigors of running a business slowly started to erode my love of the trades as the tax man always had his hand out wanting some, employee problems, local regulation, OSHA, the building inspectors, truck problems, bidding problems, non-payments from clients. It all started to add up to the point I hated going to work in the morning.

I had to make a choice, was I going to let the realities of business rob me of the pure JOY of building? No. The world is full of people just punching the clock. I chose to run my business and do the day-to-day tasks of business in order that I may more fully enjoy being a tradesman. I changed my perception of the situation. When I do get to go work in the field I am able to truly appreciate the sheer JOY of building. I get to remember what I got into business to do.

By changing my perception, I am able to remember why I love building so much.

## 4) Letting the regulators get you down.

This is the one I have the most trouble with. It seems like every time I open up the requirements for a project there is another regulation or requirement of the project that places the responsibility on the contractor to comply. When I try to build I often have to check the project with four to ten people before I can get the permits and start working. I can't help but wonder how it got this bad.

Here is my solution; I chose to not to be the problem anymore. I go to local community events on zoning regulation, city council meetings on permitting requirements for contractors, and write my representatives and meet them for coffee to talk about my problems with the system.

It's amazing what this has done. Whether or not my opinion is taken into account I am able to say in my little way that I am no longer being ruled over by the government. I take part in it and do my best to guide it to be the thing that I would want for my children. As a contractor, I must be engaged in the bodies that impact my industry and the governments that meddle with it.



# California Sub-Bid Request Ads



Sukut Construction seeks quotes from certified & qualified DBE/SBE/MBE/WBE/SBRA/LSAF/HUB Subcontractors, Suppliers, and Service Providers for the following (but not limited to) work:

**SWPPP, Fence & Gates, Concrete Structures, Drainage Structures, Electrical, Chlorination & Testing, Concrete Flat Work, Rebar, AC Paving, Submersible Well Pumps, Aggregates, CML/C, DIP, C-900 PVC Pipe, Fiberglass Tank**

## PIONEERTOWN PIPELINE PROJECT

CSA 70, ZONE W4

on

HDWD Well 2w site nearest 55914 Sunland Drive, Yucca Valley, CA.

for

County of San Bernardino

County Service Area 70, Zone W4, Pioneertown, CA

Project No.: 1Z27

**BID DATE August 15, 2018 @ 2:00 p.m.**

Sub & Vendor Bids Due Prior

## Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Rick Welshierner

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

Plans/specs are available for viewing at our office by appointment, or via Sukut FTP. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current Contractor's License, DIR registration, insurance and workers' comp coverage. Sukut Construction will assist qualified subcontractors in obtaining bonds, insurance, and/or lines of credit. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination. Please contact Sukut Construction for assistance in responding to this solicitation.

Sukut Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

**Sukut Construction, LLC**  
An Equal Opportunity Employer

## SWINERTON



### PROJECT NAME:

San Francisco Ambulance Deployment Facility

SFPW Contract Number: 1000006282

BID DATE: August 3, 2018 at 3:00 PM

Swinerton is requesting quotations from MBE's, WBE's and OBE's, certified with the City of San Francisco's Contract Monitoring Division. The project has a 20% LBE requirement. Subcontractors not certified as LBE's are encouraged to include Lower Tier Vendors/Suppliers that are Certified. Subcontractors must include a completed Proposed Subcontractors Form (including your California Department of Industrial Relations "DIR" Registration Number) with the Bid by 3:00 PM on August 3, 2018.

**Building Construction Estimate:** \$26.6 Million

**Scopes:** All Trades

### Project Description:

Construction of a new, four-story, steel frame Ambulance Deployment Facility building at 2241 Jerrold Avenue, San Francisco, CA. Total building area, including the garage structure is approximately 44,244 GSF. More details about the Summary of Work are in the Specifications document, Section 01 11 00 - 1.

### PLANS & SPECIFICATIONS:

<https://secure.smartbidnet.com/External/PublicPlanRoom.aspx?id=384814>

**WE REQUEST BIDS FROM ALL SUBS.**

Contact: John Collins

Tel: (415) 421-2980

EMAIL TO: [JCollins@swinerton.com](mailto:JCollins@swinerton.com)

Please submit your bid via SmartBid or by email.

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

**O.C. Jones & Sons, Inc.**  
1520 Fourth Street • Berkeley, CA 94710  
Phone: 510-526-3424 • FAX: 510-526-0990  
Contact: Greg Souder  
REQUEST FOR DBE  
SUBCONTRACTORS AND SUPPLIERS FOR:

Cold plane, place HMA & RHMA,  
replace railings & signs Hwy 128 Mendocino County  
Caltrans #01-415504

**BID DATE: August 1, 2018 @ 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, WPCP, Treated Wood Waste, Clearing & Grubbing, Crack Treatment, Pre-paving Inertial Profiler, Pre-paving Grinding, Geosynthetic Pavement Interlayer (Paving Grid), Data Core, Tack Coat, Cold Plane AC, Guard Railing Delineator, Pavement Marker, Object Marker, Roadside Signs, Midwest Guardrail System, Vegetation Control (Minor Concrete), Vegetation Control MAT, HMA Testing, Concrete Barrier, Striping & Marking and Construction Materials

### An Equal Opportunity Employer

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

## Don't Be a Contractor Burnout

### Continued from page 5

I want to change my perspective in order to have JOY in my work. But what about those that want to do the right thing but don't want to be directly involved? Again, there are nerds like me that will be your voice. Let me know what it is you'd like to see in society and the industry and I can be your voice to governments and the associations. Don't stay silent though, whether through your voice or your hired voice, make sure you are a part of the change so you too can change your perspective on the trades.

If you do these few things and try your best to frame all things in business as a means to get you back to the pure joy of building. I bet you'll no longer feel like you are always giving and never being met with gratitude or "Construction Joy." Build for JOY and you will never want for work!

**DISCLAIMER:** Let me stop here to give you the boilerplate disclaimer. Every situation in law and building is different. Do not rely on this article to make decisions on your specific situation. Every matter is different and requires that you talk to a professional. If you want to talk to me about your matter see my contact below. Nothing in this article shall be construed to create an attorney client relationship or partnership.

SOURCE: <http://www.concreteconstruction.net>