

Every day, we rely on digital infrastructure built by volunteers. What happens when it fails?



By Michael Brennan

The next time you drive over a bridge, imagine if its maintenance depended on the efforts of a single volunteer. Its structure, safety, and general upkeep would hinge on this one person's availability to check the screws, examine the steel for signs of fatigue, and give the bridge a fresh coat of paint. Absurd, right? If we maintained our bridges, roads, and other physical infrastructure this way, we couldn't really rely on them. They would fail and endanger us regularly—and who knows how long adequate repairs might take?

It sounds crazy in the context of physical infrastructure, but many people don't know that this is how much of our critical digital infrastructure is maintained. The infrastructure we rely on every day to make sure our digital clocks are in sync or to protect our credit card information when we shop online is often maintained by a single volunteer. This means that often, just one person makes sure that the essential software code that powers so many of the products and services we use every day runs smoothly.

This is because the same free software code is used for the critical components in many different kinds of software: No one person "owns" it. This enables innovation, because everyone can build off what has come before, and makes it possible for more technology to be created at a lower cost, because no one needs to start from scratch. But this free, public code—which we refer to as open source software—needs regular upkeep and maintenance, just as physical infra-

structure does, and because it doesn't belong to any one person or party, it is no one person's job to maintain it. Without maintenance, we see the digital equivalent of a crumbling road or a collapsing bridge. Some people call this phenomenon a "tragedy of the commons."

How we rely on digital infrastructure—and what happens when we can't

In 2013, a critical security flaw was discovered in an obscure website called RubyGems, which manages some of the freely available code that companies like Twitter, Hulu, and Airbnb rely on anytime they want to update their code. RubyGems enables everything from small design tweaks to managing e-commerce. The security flaw was first noticed during a normal workday, but it could not be fixed until the following weekend, for the simple reason that all the people who maintained RubyGems had full-time day jobs. The flaw was so serious that RubyGems was taken offline for days while waiting to be fixed. Companies that relied on the site to maintain their own websites had to wait days for it to come back online. Fortunately, in this example, the harm caused by the outage was minimal. But what if RubyGems were being relied upon by hospitals or electric companies—companies whose services are essential to the functioning of entire economies—or systems and infrastructure that can mean the difference between life and death?

It could happen. RubyGems is hardly unique. Thousands of critical software projects are simi-

larly at risk of being undermaintained, and of collapsing as a result. The volunteer developers who keep these projects going are typically underpaid and overstressed.

So: Why is this, and what can we do about it? For the past two years, Nadia Eghbal, a researcher and open source expert, has been trying to answer this question by examining what makes our digital infrastructure so special and what its underlying problems are. She found that while lots of companies and organizations rely on digital infrastructure to build their products and services, few of those projects are well funded or supported. Her report, *Roads and Bridges: The Unseen Labor behind Our Digital Infrastructure*, illustrates a number of reasons why.

Why digital infrastructure is in crisis

Free and public code grew in direct response to the perceived failings of expensive, proprietary commercial software. As a result, the heart of the problem with digital infrastructure is also part of what makes

■ Continued on page 5

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California Sub-Bid Request Ads



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 Contract Monitoring Division (CMD) Small and Micro-LBEs and San Francisco Public Utilities Commission (SFPUC) certified Local Business Enterprises (LBE) Subcontractors, Consultants, and/or Suppliers seeking to participate in the SFPUC, Alameda Creek Recapture Project in Sunol, CA.

<http://www.sfgov.org/cmd>

Subcontractors and Suppliers for the following project:

Alameda Creek Recapture Project
Contract No. WD-2825
Project No. CUW35201

Owner: San Francisco Public Utilities Commission
Bid Date: August 10, 2017 @ 2:00 P.M.

Small Business Enterprises and Micro (SBEs)

wanted for the following scopes, including, but not limited to: Aggregates, AC Paving, Concrete, Forming, Clear & Grub, Concrete Supply, Concrete Reinforcement Supply & Install, Demolition, Dewatering, Doors & Windows, Erosion Control, Electrical & Communications, Fencing & Vehicle Gate, Grouting, HVAC, Hydroseeding, Instrumentation & Controls, Landscaping, Metals, Prefabricated Building, Painting & Coatings, Piping & Valves, Pumps, Safety & Security Systems, Structural Steel, Shoring, Signage, Street Sweeping, SWPPP, Thermal & Moisture Protection and Water Truck.

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 CMD and SFPUC certified, LBE and Small and Micro SB LBE suppliers and subcontractors. Please visit SFPUC website: <http://sfgov.org/cmd/surety-bond-assistance-program-1> for their Bond Assistance Program. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

Subcontractor and Supplier Scopes are due

August 4, 2017 and Quotes

NO LATER THAN August 9, 2017 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 complete the **SFPUC Confidentiality Agreement**, register your company and 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, where applicable.

State Prevailing Wages apply.

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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 Subcontractor and/or Supplier seeking to participate in the City of Fremont Warm Springs BART West Access Bridge and Plaza Project in Warm Springs, CA.

http://www.alamedactc.org/app_pages/view/8080

Subcontractors and Suppliers for the following project:

Warm Springs BART
West Access Bridge and Plaza Project
Owner: City of Fremont

Bid Date: August 1, 2017 @ 2:00 P.M.

Local Business Enterprises (LBEs)

wanted for the following scopes, including, but not limited to: Aggregates, AC Paving, Bird Control Devices, Cast in Place Concrete, Precast Concrete, Minor Concrete, Concrete Pumping, Concrete Ready-mix, Concrete Reinforcement Supply & Install, Concrete Forms, Concrete Accessories, Concrete Washouts, Canopy, CIDH, CCTV, Clear & Grub, Demolition, Dewatering, Elevators & Escalators, Elastomeric Bearing Pads, Earthwork, Erosion Control, Electrical, Falsework, Fencing & Gates, Fire Alarm & Detection System, Fire Suppression, Fire-stopping, Finishes, Non-Shrink Grouting, HVAC, Hydroseeding, Instrumentation and Controls, Joint Protection, Landscaping, Masonry, Metal Doors and Access Doors, Metals, Metal Decking, Metal Wall Panels, Modified Bitumen Roofing, Lime Treatment, Openings, Pavement Markings, Painting and Anti-Graffiti Coating, Piling, Piping, Plumbing, Quality Control, Safety Specialties, Site Furnishings, Structural Steel, Station Identification Pylons, Sheet Metal & Flashing, Shoring, Signage, Site Clearing, Street Sweeping, SWPPP, Synthetic Turf, Tiling, Thermal & Moisture Protection, Trucking & Hauling, Vibration Monitoring, Utility Structures, Waterstops, Wayfinding System, Wire-Mesh Barrier Screens and Water Truck.

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 Alameda County Transportation Commission (CTC) certified LBE/SLBE/VSLBE business suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

Subcontractor and Supplier Quotes

are due NO LATER THAN July 31, 2017 at 5 PM.

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

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

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

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Kiewit Infrastructure West Co.
10704 Shoemaker Ave.,
Santa Fe Springs, CA 90670
Tel: (562) 946-1816, Fax: (562) 946-3823
Contact: Chine Osisioma, Project Engineer
at chine.osisioma@kiewit.com

Kiewit is seeking sub-quotes from Minority or Women Business Enterprise (MBE or WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVBE), and Other Business Enterprise (OBE) firms as Subcontractors and Material Vendors/Suppliers.

Firms must be certified by one of the following agencies: City of Los Angeles; State of California Department of Transportation (CalTrans); LA County Metropolitan Transportation Authority (Metro); California, Unified Certification Program (CUCP); Southern California Minority Business Development Council, Inc. (SCMBDC) for MBE certifications only; or State of California, Office of Small Business & Disabled Veterans Business Enterprise Services.

Project Owner:

City of Los Angeles, Department of Public Works

Project Name:

LCIS Rehab Blackwelder to Olympic,
W.O. No. SZC12539

Project Location: La Cienega Boulevard and
Fairfax Avenue, Los Angeles, CA

Sub-quote Deadline:

August 14, 2017 at 2:00 p.m. PST

Project Description:

Clean & rehabilitate 12,951-ft of LCIS between
Fairfax Ave & Schumacher Dr: 39-in, 45-in, 48-in,
63-in circular & semi-elliptical concrete-lined pipe,
33-in & 45-in circular siphons.

Kiewit is currently requesting sub-quotes for low density cellular concrete annular grout.

All responsive subcontractors must possess a valid California Contractor's license, be registered with the Department of Industrial Relations (DIR), and provide acceptable insurance. Responsible subcontractors and material contractors will be required to provide bonding for 100% of their contract value. Bond premium will be reimbursed by Kiewit. Subcontractors performing any on-site work must be signatory to the appropriate union labor agreements that govern its work. Subcontractors, Consultants, Professional Service Firms, and Material Vendors/Suppliers must be able to accept all terms and conditions of the project under its resultant agreement.

Kiewit intends to conduct itself in good faith with all firms regarding participation on this project. For further information, to discuss your specialty or scope of work, the requirements of the contract, licensing, project scheduling, insurance or bonding, please contact Chine Osisioma. Plans and specifications are available for review at the address listed herein, through SmartBidNet by contacting Kiewit, and on the City's LABAVN website at www.labavn.org.

Kiewit Infrastructure West Co.
is an Equal Opportunity Employer.

We encourage qualified women, minorities, veterans, individuals with disabilities, and other to apply.

Visit the link below for more news and articles
<http://www.sbeinc.com/resources/news.cfm>



California Sub-Bid Request Ads



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

Soil Nails, Shotcrete, AC Paving, Micro Tunneling, Minor Concrete, Rebar, Clear & Grub, Dewatering, Cement-Bentonite Cut-Off Wall, Hydroseeding, Electrical, Fencing, Furnish & Install Rip Rap, Silt Fence, Sand Bags, Fiber Rolls, Supply CMB, Supply Decomposed Granite, Supply Drain Rock, Supply Filter Sand, Supply Rip Rap, Supply Asphalt Concrete, Supply Misc. Metals

TRAMPAS CANYON DAM AND RESERVOIR

San Juan Capistrano, Orange County, CA

Santa Margarita Water District

Contract Number 1773

Project Code: C00C73

BID DATE August 15, 2017 @ 2:00 p.m.

Sub & Vendor Scopes and Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Jerry Pabbruwee

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

Plans/specs are available for viewing at our office by appointment or via ftp. 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 Construction 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

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CAHILL CONTRACTORS, LLC
Colby Smith at estimating@cahill-sf.com
(415) 677-0611

CAHILL CONTRACTORS, LLC
requests bids from Certified SBE Subcontractors and Suppliers for the following TRADES ONLY:

Special Inspections

PARCEL O - SELECT TRADES
455 Fell Street, San Francisco, CA 94102

This is a CMD project with construction workforce and prevailing wage requirements.

BID DATE: 8/1/17 @ 3PM

BID DOCUMENTS:

Please contact Colby for access to documents on BuildingConnected.

Mission Bay Development Group, LLC is actively seeking General Contractors for the upcoming Mission Bay Blocks 29-32 and Blocks 33-34 Public Improvements Scope 4 (Illinois St) project.

Proposed scope of work for this project includes but is not limited to demolition, storm drain, sewer, low pressure water, reclaimed water, joint trench, rough and fine grading, concrete road base, asphalt wearing surface, concrete curb/gutter, concrete sidewalk, irrigation, landscape, and site furnishing work.

The project is subject to the Office of Community Investment and Infrastructure (OCII)'s 50% SBE/LBE participation goal for construction subcontracting, suppliers and truckers with first consideration given in the following order: 1) SBEs located in the project area. 2) San Francisco-based SBEs/LBEs. 3) Non-San Francisco-based SBEs which should be used to satisfy the 50% SBE participation goal only if San Francisco-based SBEs are not available, qualified, or if their bids or fees are significantly higher.

To help satisfy the 50% SBE goal, Local Business Enterprises (LBEs) certified by the City and County of San Francisco will be recognized and count towards the overall SBE goal on this project.

To search for certified LBEs/SBEs, please use: http://mission.sf.gov.org/hrc_certification

The project manual and bid documents will be made available to each interested General Contractor. Please contact Cathy Serrano of Townsend Management, Inc., at cathy_serrano@tmi-cm.com or (415) 355-6644 to pick up a set at the Mission Bay Office, 410 China Basin Street, San Francisco, CA 94158.

A pre-bid conference will be held at the Construction Manager's Trailer at 410 China Basin Street, San Francisco, CA on Tuesday, August 1, 2017 at 10:00 AM. Contractors and subs are strongly encouraged to attend.

For additional information, please contact Cathy Serrano at (415) 355-6644 or email cathy_serrano@tmi-cm.com



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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REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

Gross Field Airport
Runway 13-31 Reconstruction
County of Marin
Novato, CA

BID DATE: August 2, 2017 @ 2:30 PM

We are soliciting quotes for (including but not limited to): Trucking, Airfield Safety & Traffic Control, Sawcutting, Fencing, Geogrid, Recycled Shoulder Material, Pavement Markings, Adjust Edge Lights, SWPPP, Testing, Surveying, Erosion Control, Pulverizing, AC Grinding, Seeding and Construction Materials

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



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

Requests proposals/quotes from all qualified and certified LBE/SLBE/ subcontractors, suppliers, and truckers for the following project:

WARM SPRINGS BART WEST ACCESS BRIDGE & PLAZA PROJECT
CITY OF FREMONT

bids: 8/7/2017 @ 2 PM

SUBCONTRACTING GOALS: LBE-60%; SLBE-20%

DEMOLITION - SWPPP - CONCRETE - REBAR - CMU - STRUCTURAL STEEL - STAY CABLE ASSEMBLIES - METAL DECKING - COLD-FORMED METAL FRAMING - METAL FABRICATIONS - BRIDGE RAILING - DECORATIVE METAL - AMPHITHEATER ILLUMINATED HANDRAILS - DEMARCATION STUD - STAINLESS STEEL PLAZA BAND - SPECIALTIES - THERMAL & MOISTURE PROTECTION - FURNISHINGS - BENCHES - TRASH & RECYCLING RECEPTACLES - BIKE LOCKERS - BIKE RACKS - COBBLE - DRINKING FOUNTAIN - TREE GRATES - CONVEYING EQUIPMENT - FIRE SUPPRESSION - PLUMBING - HVAC - ELECTRICAL - COMMUNICATIONS - ELECTRONIC SAFETY & SECURITY - EARTHWORK - CLEARING & GRUBBING - PILES - INTERLOCKING PAVERS - LANDSCAPE & IRRIGATION - HYDROSEED - UTILITIES - SOLAR-POWERED PHONE CHARGING STATION - PLAZA KIOSK - PILE LOAD TESTING

100% Payment & Performance bonds will be required from a single, Treasury-listed surety company subject to PMI's approval. PMI will pay bond premium up to 1.5%. Subcontractors awarded on any project will be on PMI's standard form for subcontract without any modifications. For questions or assistance required on the above, please contact Ben Pearce at ben@proven-management.com. PMI is signatory to the Operating Engineers, Carpenters, and Laborers Collective Bargaining Agreements.

We are an Equal Opportunity Employer

SMALL BUSINESS EXCHANGE



California Sub-Bid Request Ads



DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: VICTOR LE
Website: www.desilvagates.com
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DeSilva Gates Construction (DGC) is preparing a bid as a Prime Contractor for the project listed below:

DANVILLE VARIOUS STREETS & ROADS PRESERVATION PROJECT
Contract No. C-584,
Federal Aid Project No. STPL-5434(021)
Disadvantaged Business Enterprise Goal Assigned is 5%

OWNER:

TOWN OF DANVILLE –

510 La Gonda Way, Danville, CA 94526

BID DATE: AUGUST 1, 2017 @ 2:00 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, BRIDGE DECK REPAIR AND JOINT SEAL, CLEARING AND GRUBBING, ELECTRICAL, PAVING FABRIC, MINOR CONCRETE, PCC PAVING, ROADSIDE SIGNS, STRIPING, WATER POLLUTION CONTROL PROGRAM AND LEAD COMPLIANCE PLAN, SUBDRAIN PIPE, TRUCKING, WATER TRUCKS, STREET SWEEPING, CLASS 2 AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL.

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:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the Owner's site.

Fax your bid to (925) 803-4263 to the attention of Estimator Victor Le. 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/Public-Works.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). 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.

SHIMMICK CONSTRUCTION

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

LBE Subcontractor/Supplier Bids Requested For:

**San Francisco Public Utilities Commission
Alameda Creek Recapture
Contract No. WD-2825**

BID DATE: August 10, 2017 at 2:00PM

Fax all quotes to 510-777-5099 or email to northwest.esteeming@shimmick.com

Requesting certified LBE Subcontractor and Supplier Quotes on:

Sheet Metal Contractors, Welding Contractors, Structural Steel Contractors, Reinforcing Steel Contractors, Insulation/Acoustical Contractor, Fencing Contractor, Fencing Materials, Landscape Contractor, HVAC Contractor & Suppliers, Earthwork & Paving, Electrical Contractors, Painting/Waterproofing Contractor, Drilling Services, Concrete Contractor & Suppliers, Trucking/Hauling, Metals for Custom Fabrication, Doors & Door Parts, Buildings (Portable or Prefabricated), Corrosion Prevention Products, Lumber & Supplies, Construction Building Materials, Safety & PPE, Marine Equipment, Structural Engineering

Contract Documents are available by owner after signing a non-disclosure agreement. Please visit www.sfwater.org/bids/bidlist.aspx for more information.

Subcontractors and Suppliers interested in this project may contact Jim Pelletier by email at jpelletier@shimmick.com.

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

SHIMMICK CONSTRUCTION

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

SLBE (Alameda CTC) Subcontractor/Supplier Bids Requested For:

**City of Fremont
Warm Springs BART West Access Bridge and Plaza Project
City Project No. PWC 8804
Bid Date: August 1, 2017 at 2:00PM
Fax all quotes to 510-777-5099**

Requesting certified SLBE (Alameda CTC) Subcontractor and Supplier Quotes on: **Ready-Mix Supplier, Aggregate Supplier, Misc. Metals Supplier, Structural Steel Supplier, Pipe Supplier, Station Plaza Furnishings, Bridge Bearing Pads, Electrical, Communications, Fencing, Railing, Rebar, Mechanical, Civil & Utilities, Elevator & Escalator, Masonry, Concrete Flatwork, Structural Steel Erection, Structural Concrete, Landscaping, Signs, Striping, Driven Pile, Demolition, Water Pollution Prevention, Construction Testing, Trucking**

Plans and specifications are available through BidSync, may be purchased through ARC (408)262-3000, 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 Aron Oshio by email at aoshio@shimmick.com.

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

Every day, we rely on digital infrastructure built by volunteers. What happens when it fails?

Continued from page 1

it so rich with potential: It is not centralized. There is no one person or entity deciding what's needed and what's not. There is also no one overseeing how digital infrastructure is implemented. And because the community of volunteers developing this infrastructure has a complicated relationship with what might be seen as a more traditional, or official, way of doing things, few digital infrastructure projects have a clear business model or source of revenue. Even projects that have grown to be used by millions of people tend to lack a cohesive structure and plan for sustaining the technology's long-term development.

Eghbal argues that finding a solution to these problems is not about redesigning the system. The community-driven, volunteer-based approach has brought us somewhere incredible. She asks us to embrace the decentralized nature of our digital

infrastructure, suggesting several ways we can begin to solve our infrastructure problems by supporting its fundamental decentralized character, instead of trying to overhaul it.

What we can do to strengthen our digital infrastructure

We need to start by educating people who are in positions to provide support. Many of them—from start-up engineers to government officials—don't know enough about how digital infrastructure functions and what it requires, or are under the perception that public software doesn't need support. Next, we can encourage the development of clear standards across all open source projects. That includes consistent documentation practices, legal agreements, and standards for maintaining volunteers' contributions—to make participation and maintenance easier.

From there, it's crucial to expand the community of volunteers that maintains digital infrastructure. Currently, that community is a small one, not proportionate to the scale of the work we rely on it to do. And it does not represent the diversity of the Internet users who rely on its efforts. It's also important to find ways to measure the use and economic and social value of digital infrastructure. Doing so is a challenge, but without metrics that demonstrate concrete value, it's going to be difficult to advocate for support.

The Ford Foundation is working with Nadia Eghbal and other partners, including the Alfred P. Sloan Foundation, to implement these solutions. In the coming months we will share more, including our first digital infrastructure grants and opportunities for research and support to address this issue.

SOURCE: <http://www.fordfoundation.org>

California City Scoop: Construction Starts in Sacramento

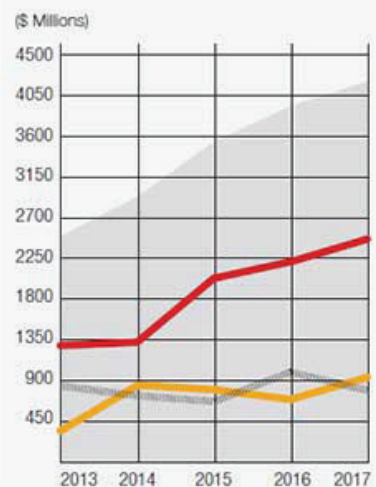
Total Construction Starts		Sacramento-Arden-Arcade-Roseville, Calif.				
	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Forecast 2017	
TOTAL CONSTRUCTION						
(\$ Millions)	\$2,500	\$2,936	\$3,544	\$3,927	\$4,213	
NON-RESIDENTIAL	\$356	\$860	\$808	\$701	\$946	
Commercial and Manufacturing	\$116	\$196	\$427	\$330	\$340	
Stores and Shopping Centers	\$46	\$66	\$156	\$59	\$105	
Office and Bank Buildings	\$10	\$32	\$103	\$82	\$74	
Hotels and Motels	—	\$41	\$89	\$74	\$43	
Other Commercial Buildings	\$60	\$55	\$79	\$71	\$103	
Manufacturing Buildings	—	\$2	—	\$43	\$16	
Institutional	\$241	\$665	\$382	\$370	\$606	
Education Buildings	\$72	\$144	\$84	\$119	\$134	
Health-Care Facilities	\$19	\$63	\$54	\$73	\$66	
Other Institutional Buildings	\$150	\$457	\$244	\$178	\$406	
RESIDENTIAL						
Single Family	\$1,185	\$1,233	\$1,844	\$2,070	\$2,330	
Multifamily	\$109	\$100	\$200	\$156	\$135	
TOTAL NON-BUILDING	\$849	\$742	\$691	\$1,002	\$802	
Highways and Bridges	\$273	\$199	\$200	\$212	\$232	
Other Public Works	\$111	\$96	\$66	\$103	\$100	
Environmental Public Works	\$404	\$444	\$391	\$650	\$436	
Electric Utilities	\$62	\$3	\$34	\$37	\$34	

Total Picture

Total Construction Spending Expected to Continue Its Steady Growth Pattern in 2017

Retail construction expected to surge, while institutional spending could rise by more than 63%.

■ Total construction
■ Residential building
■ Non-residential building
■ Non-building



John Webre
 President
 Dreyfuss + Blackford Architecture

“While the Bay Area has reached peak momentum and begins to level off, Sacramento remains an emerging marketplace,” Webre says. Rent in-

creases in the residential markets have attracted investors to the city's urban infill arena, while downtown has been invigorated by the Golden 1 Center and a hotel/condo complex, he says. Sacramento is also expanding the convention center, adding hotel rooms, investing in riverfront projects and making improvements to Old Sacramen-

to. But the office market remains dormant as rents linger below rates necessary to entice investors, he adds.

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



Public Legal Notices



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

**Contract No. 100005796
PW JOC J37 GEN BLDG SVC
(Job Order Contract J37
General Building Services)**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 9, 2017**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at www.sf-publicworks.org/biddocs, or obtained on a CD format from 1155 Market Street, 4th Floor, San Francisco, California 94103, telephone 415-554-6229, at no cost. Please visit the Contracts, Bids and Payments webpage www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The advertisement for bids is for the award of a Job Order Contract (JOC). Work is accomplished by issuing Task Orders to the successful contractor during the term of the contract. The scope of work may include The advertisement for bids is for the award of a Job Order Contract (JOC). Work is accomplished by issuing Task Orders to the successful contractor during the term of the contract. The scope of work may include include repair, alteration, modernization, maintenance, rehabilitation, demolition and construction of infrastructure, buildings, structures, or other real property.

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

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

The Contract Term is 730 days from the date of notification to Contractor of executed Contract or when the cumulative amount of issued Task Orders reaches the Maximum Contract Value, whichever comes first. The Contract Term may be extended up to 5 years to complete the work of issued Task Orders, but no new Task Orders will be issued after the first 4 years.

The Maximum Contract Value is \$5,000,000, with a guarantee to receive opportunity to perform a minimum of \$50,000 worth of Task Order(s) to be issued during the Contract Term. For more information, contact the JOC Manager, **Tenchee Le** at 415-558-4023.

Bids will not be accepted from contractors currently holding a JOC contract with San Francisco Public Works, except when such existing JOC contract will expire in 120 days or fewer from the date Bids are due for this Contract, or if the contractor has been issued Task Orders valued by the City in an amount equal to or exceeding 90% of the Maximum Contract Value of the existing JOC contract.

Pursuant to San Francisco Administrative Code ("Administrative Code") Section 6.25 and Chapter 25 of

the Environment Code, "Clean Construction" is required for the performance of all work.

Each Task Order will include liquidated damages, and each Task Order will be on a Lump Sum basis computed using pre-set Unit Prices and the Adjustment Factors. Progressive payments will be made on Task Orders with construction duration of more than 45 calendar days.

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is **25%**. Call Lupe Arreola at 415-558-4059 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on Tuesday, July 25, 2017 at 10:30 a.m. at 30 Van Ness Avenue, 4th Floor Main Conference Room. Bidders are strongly encouraged to attend to obtain information regarding the Job Order Contract program.

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for no less than \$125,000, an amount equal to ten percent (10%) of the Initial Performance Bond and Initial Payment Bond amount of \$1,250,000, must accompany each bid.

Class "B" license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with Administrative Code Chapter 12P, Minimum Compensation Ordinance.

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction ("Policy") as set forth in Administrative Code Section 6.22(g). Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

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

7/27/17

CNS-3033329#

SMALL BUSINESS EXCHANGE

OAKLAND UNIFIED SCHOOL DISTRICT

REQUEST FOR QUALIFICATIONS AND PROPOSALS LEASE-LEASEBACK MODULAR CONSTRUCTION SERVICES RFQ/P #006-17

Oakland Unified School District ("District") is seeking proposals from qualified persons, firms, partnerships, corporations, associations, or professional organizations to provide constructability review, value engineering, master scheduling, site logistic planning, cost estimating, budgeting and construction services for the development and construction for the Dr. Marcus Foster Educational Leadership Complex ("Project") in accordance with the lease-leaseback structure set forth in Education Code section 17406 et seq. The Project includes rehabilitation of The Paul Robeson Building and The Ethel Moore Memorial Building, and construction of a new 8,000-10,000 s.f. multi-purpose, modular building on the current Dewey Academy campus.

The Request for Qualifications and Proposals ("RFQ/P"), which includes instructions for its completion, is available at the District website (www.ousd.org) for your consideration. According to the specifications contained in this RFQ/P, Respondents to this RFQ/P shall submit a completed Statement of Qualifications ("SOQ") along with its Proposal (collectively "RFQ/P Packet").

Respondents must mail or deliver five (5) bound copies, one (1) unbound copy, and one (1) electronic copy on CD or USB flash drive of the RFQ/P Packet conforming to the requirements of this RFQ/P to:

OAKLAND UNIFIED SCHOOL DISTRICT

**ATTN: Cesar Monterrosa
955 High Street
Oakland, CA 94601
Re: RFQ/P #006-17**

ALL RESPONSES ARE DUE BY 1:00 PM, ON WEDNESDAY, AUGUST 30, 2017. Oral, telegraphic, facsimile, telephone or email RFQ/P Packets will not be accepted. RFQ/P Packets received after this date and time will not be accepted and returned unopened. The District reserves the right to waive any informalities or irregularities in the RFQ/P Packets, to reject any and all RFQ/P Packets, and to negotiate contract terms with one or more Respondents.

A non-mandatory informational meeting will be conducted on **THURSDAY, AUGUST 3, 2017, at 10:30 AM.** The meeting will be held at the District's Facilities Office, located at 955 High Street, Oakland CA 94601.

Questions regarding this RFQ/P may be directed to Tadashi Nakadegawa, Director of Facilities, at tadashi.nakadegawa@ousd.org with a copy ("cc:") to Cesar Monterrosa, Director of Facilities, at cesar.monterrosa@ousd.org, and Aboudi Kabbani, Project Manager, at aboudi.kabbani@ousd.org. All questions must be submitted on or before **1:00 P.M. ON AUGUST 9, 2017.**

In this RFQ/P, the term Respondent identifies the firm or partnership submitting as the entity to enter into the terms of the Agreements included in Exhibit B. All Respondents must have already been prequalified by the District in accordance with the Public Contract Code section 20111.6. The Respondent is not required to identify electrical, mechanical and plumbing subcontractors but if such subcontractors are identified, they are also subject to the prequalification requirements as required by Public Contract Code section 20111.6.

Public Legal Notices



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

**Contract No. 1000005797
PW JOC J38 GEN ENG SVC
(Job Order Contract No. J38
General Engineering Services)**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 16, 2017**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at www.sf-publicworks.org/biddocs, or obtained on a CD format from 1155 Market Street, 4th Floor, San Francisco, California 94103, telephone 415-554-6229, at no cost. Please visit the Contracts, Bids and Payments webpage www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The advertisement for bids is for the award of a Job Order Contract (JOC). Work is accomplished by issuing Task Orders to the successful contractor during the term of the contract. The scope of work may include The advertisement for bids is for the award of a Job Order Contract (JOC). Work is accomplished by issuing Task Orders to the successful contractor during the term of the contract. The scope of work may include include Repair, alteration, modernization, maintenance, rehabilitation, demolition and construction of infrastructure, rights-of-way, retaining walls, parks, playgrounds, medians and other similar works, structures, or other real property.

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

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

The Contract Term is 730 days from the date of notification to Contractor of executed Contract or when the cumulative amount of issued Task Orders reaches the Maximum Contract Value, whichever comes first. The Contract Term may be extended up to 5 years to complete the work of issued Task Orders, but no new Task Orders will be issued after the first 4 years.

The Maximum Contract Value is \$5,000,000, with a guarantee to receive opportunity to perform a minimum of \$50,000 worth of Task Order(s) to be issued during the Contract Term. For more information, contact the JOC Manager, Teenchee Le at 415-558-4023.

Bids will not be accepted from contractors currently holding a JOC contract with San Francisco Public Works, except when such existing JOC contract will expire in 120 days or fewer from the date Bids are due for this Contract, or if the contractor has been issued Task Orders valued by the City in an amount equal to or exceeding 90% of the Maximum Contract Value of the existing JOC contract.

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

Each Task Order will include liquidated damages, and each Task Order will be on a Lump Sum basis computed using pre-set Unit Prices and the Adjustment Factors. Progressive payments will be made on Task Orders with construction duration of more than 45 calendar days.

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is 25%. Call Lupe Arreola at 415-558-4059 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on Tuesday, July 25, 2017 at 10:30 a.m. at 30 Van Ness Avenue, 4th Floor Main Conference Room. Bidders are strongly encouraged to attend to obtain information regarding the Job Order Contract program.

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for no less than \$125,000, an amount equal to ten percent (10%) of the Initial Performance Bond and Initial Payment Bond amount of \$1,250,000, must accompany each bid.

Class "A" license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with Administrative Code Chapter 12P, Minimum Compensation Ordinance.

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction ("Policy") as set forth in Administrative Code Section 6.22(g). Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

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

7/27/17
CNS-3033333#
SMALL BUSINESS EXCHANGE

If a Supervillain Destroyed San Diego, How Would You Rebuild It?

The Ghostbusters saved New York City from the Stay Puft Marshmallow Man. But skyscrapers were covered with sticky fluff in the process, a mess that was left completely unaddressed in the script.

And Lex Luthor, when he created an earthquake along the San Andreas Fault, certainly ripped up roads and power lines and sewer systems.

While it made good for movies, after the closing credits rolled there was still a disaster to clean up. Like a lot of things tied to public administration, what happened next in Gotham and Metropolis would depend on willpower, support, money and political capital.

It's a practical problem that's not as thrilling as saving the world, but it could also be a pivotal moment that causes a city's rebirth and strengthens its resolve.

"You think it's all not real, right? And that it's never going to happen," San Diego Councilman David Alvarez said. "But I think that the takeaway is that things won't happen this way, but communities in the past have faced challenges with their infrastructure, or natural disasters, and even war.

"You have to rebuild, and how do you do that?"

Alvarez and other officials and politicians will sit on a panel on Saturday at Comic-Con where they'll discuss how they'd respond and clean up after a destructive battle between two superheroes, filling a wonky plot hole left in many action movies.

If the battles between heroes and villains were real, it would be a bizarre and novel type of emergency. But cities already have some relevant experience in disasters, public health threats, and massive public events that could be transferable to handling whatever Stan Lee could imagine.

"We do catastrophic planning, but none of those have involved a battle of superheroes," said Holly Crawford, director of the San Diego County Office of Emergency Services.

"But we go through a lot of real events, like Zika and Ebola, and planned events like the Trump rally, and the (Major League Baseball) All-Star Game, that we prepare for and challenge us."

There have been detailed contingency plans for massive wildfires, meltdowns at the San Onofre nuclear power plant and earthquakes that could be adapted to respond to a villain's evil plans to take over the world.

Fire departments are constantly responding to medical calls, car crashes, hazardous material spills, and fires. Police departments have bomb squads to handle any explosives that might be

Public Legal Notices



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Contract No. 1000005849 PW ESER2014 PARK & INGLESIDE "ESER BOND 2014 - PARK AND INGLESIDE POLICE STATION RENOVATION"

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 23, 2017**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Public Works Electronic Bid Documents Download site at www.sfpublishworks.org/biddoes. Please visit the Contracts, Bids and Payments webpage at www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work at Ingleside Police Station includes but is not limited to emergency generator and fuel tank replacement, hazmat abatement, HVAC work including new cooling system for selected areas in main building, replace existing deteriorated roof gutters, and architectural finish replacements at affected areas.

The Work at Park Police Station includes but is not limited to structural alterations (new shotcrete walls and foundations), emergency generator and fuel tank replacement, hazmat abatement, HVAC work including new cooling system for selected areas in main building, and selected architectural finish replacement at affected areas. The time allowed for completion is 360 consecutive calendar days. The Architect's estimate is approximately \$3,300,000. For more information, contact the Project Manager, Lisa Zhuo at 415-557-4699.

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

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

This Project shall incorporate the required partnering elements for **Partnering Level 1**. Refer to Section 01 31 33 for more details.

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

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

The Specifications include liquidated damages. Contract will be on a Lump Sum Bid Items basis. Progress

sive payments will be made.

The Contract will be awarded to the lowest responsible bidder.

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is **25%**. Call Finbarr Jewell at 415-274-0511 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on **July 31, 2017** from 1:30 - 3:00pm at Park Police Station

(1899 Waller Street, San Francisco, CA 94117)

July 31, 2017 from 3:30 - 4:30pm at Ingleside Police Station (1 Sgt, John V. Young Lane, San Francisco, CA 94112).

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. Administrative Code Section 6.22(a) requires all construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

Class "B" license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with Administrative Code Chapter 12P, Minimum Compensation Ordinance.

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction ("Policy") as set forth in Administrative Code Section 6.22(g). Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

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

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

7/27/17

CNS-3034515#

SMALL BUSINESS EXCHANGE

If a Supervillain Destroyed San Diego, How Would You Rebuild It?

Continued from page 7

sitting around, and to help control the public chaos that would likely ensue.

And when the danger is over, urban planners will, like they're doing already, review permits to rebuild structures, civil engineers will design upgrades and repairs to sewer lines, water treatment plants and the other necessities of a civilized society.

"Obviously the first thing is the public safety issue," said Oceanside Councilwoman Esther Sanchez, who is also on the panel.

People who are injured or sick will need to be treated before anything else, she said.

After the battle is over there would be a massive crime scene too large to cordon off with yellow police tape. But after investigators do their part, it's time for the public works crews and their excavation equipment, the civil engineers with their computer models, and the accountants and their spreadsheets.

"I think if you did have a superhero battle in the middle of our county, you'd likely have buildings that are damaged like in an earthquake," Crawford said. "You'd need to have people to inspect those buildings to make sure that the structural integrity was maintained. You'd have to have debris removal. You'd have to have structures set up for people to get out of the way of the battling superheroes. You'd have to have donations management because people in California and others states would want to assist us."

These workers are going to earn a lot of overtime. In 2012, the Hollywood Reporter spoke with disaster-expense modeling firm Kinetic Analysis Corp. and found that all the destruction shown in "The Avengers" movie would cost about \$160 billion in combined physical damage and lost economic activity. The 9/11 terrorist attack cost about \$83 billion, and Hurricane Katrina cost \$90 billion, and the 2011 tsunami in Japan totaled about \$112 billion.

The bulk of the bill would likely not be paid locally.

"You have the federal government and hopefully they're responsive and get past any partisanship," said California Treasurer John Chiang, another panelist. "Then you'll have the state and local governments making their own contributions. And you have the Red Cross and other philanthropic organizations."

Legislators would need to decide if they should create a new tax or fees or borrow money. It's a slow process, but could be necessary, Chiang said.

Continued on page 9

Public Legal Notices



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Contract No. 1000005847 PW LHH IT FIRE SUPPR DRY SYS “LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER – IT FIRE SUPPRESSION DRY SYSTEM PROJECT”

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on August 23, 2017**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Public Works Electronic Bid Documents Download site at www.sfpublishworks.org/biddocs. Please visit the Contracts, Bids and Payments webpage at www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work is located at 375 Laguna Honda Boulevard and includes performing the design services to be submitted to OSHPD, supply the Fire Suppression equipment, installation labor and material (CA system electrical devices only), Project Management, Technical services, Programming, Pre and Final Testing / Training, Clean Agent Fire Suppression System utilizing Addressable Smoke Detection. Scope of work also reflects adding an EPSMS (EPO) System application into the Main Server Room space. In addition to the Clean Agent Fire Suppression Systems we are to supply and install (1) EPSMS (EPO) System that will be installed at the Server Room location only. Refer to OSHPD approved contract documents for identification of spaces included in this project scope of work. The time allowed for completion is 90 consecutive calendar days. The Architect's estimate is approximately \$700,000. For more information, contact the Project Manager, Tony Leung at 415-557-4777.

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

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

This Project shall incorporate the required partnering elements for **Partnering Level 1**. Refer to Section 01 31 33 for more details.

Pursuant to San Francisco Administrative Code (“Administrative Code”) Section 6.25 and Chapter 25 of the Environment Code, “Clean Construction” is required for the performance of all work.

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

The Specifications include liquidated damages. Contract will be on a Lump Sum Bid Items basis. Progressive payments will be made.

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

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is 20%. Call Selormey Dzikunu at 415-554-8369 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on **July 27, 2017** at 1:00 p.m. at Laguna Honda Hospital, 375 Laguna Honda Blvd, San Francisco CA 94116 Administration Building (Old Hospital) Lobby.

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. Administrative Code Section 6.22(a) requires all construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

Class “B” license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with Administrative Code Chapter 12P, Minimum Compensation Ordinance.

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction (“Policy”) as set forth in Administrative Code Section 6.22(g). Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

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

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

7/27/17
CNS-3034532#
SMALL BUSINESS EXCHANGE

If a Supervillain Destroyed San Diego, How Would You Rebuild It?

■ Continued from page 8

On the plus side, there would be a spike in cleanup and construction work, Sanchez said.

And cities could rebuild from a bare canvas.

“In the event that the Incredible Hulk were to go and destroy a city and you had to rebuild it, it would be an amazing opportunity to build the transit lines and the infrastructure and the buildings as you want it,” said former San Diego Assemblyman Nathan Fletcher, now a candidate for county supervisor.

New infrastructure and upgrades are generally designed around existing facilities, sometimes at the cost of functionality. But if everything needed to be built all at once, that limit no longer exists.

“If you can start from scratch, you could bring in the most modern, high-speed systems,” Fletcher said.

Long-term projects that are already planned might be expedited since there is a clearer need. It could be prime time to create another desalination plant to provide the region with a stable supply of water, or to overhaul the rail and highway networks to alleviate beach traffic, or add a pedestrian walkway underneath the Coronado Bridge. The region could be modernized in a series of months, maybe years, rather than decades.

It's happened before; it took 74 days to rebuild two sections of the Santa Monica Freeway, and less than three months to fix bridges on Interstate 5 after the 1994 Northridge Earthquake.

It would also change the sense of community, and disasters tend to bind people together.

“That's obviously where the true character and value of folks come out,” Alvarez said. “San Diego has proven to do that with wildfires, and the rest of our country has done that in the past. We find ways to rebuild and find ways to put us back on the map and on our way back to success and prosperity.”

It's not a new concept, Fletcher said. In Britain, immediately after the German bombings in World War II, people felt like they were dependent on their neighbors and needed to trust each other. It caused a decline in some mental health issues.

“You have this incredible sense of community where people really band together,” Fletcher said. “You really see the best of a community come out in these disasters.”

If a city has to clean up millions of tons of melted marshmallow, or patch itself together after a villain causes an earthquake, that type of cohesion might be necessary.

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