

A Guide to Finding and Hiring the Best Contractors



By Alyssa Merwin,

The rise of — and demand for — contractors is starting to rewrite the rules of talent. Twenty to thirty percent of the workforce in the U.S. and the EU15 is doing some type of independent work, according to the McKinsey Global Institute, and 42% of U.S. executives plan on hiring more of these workers in the coming years.

This is in part because companies need to hire highly skilled people for shorter periods of time as work flows in faster, less predictable cycles. As a result, hiring managers are now tasked with finding, hiring, and managing employees who run the gamut from full-time workers to those in remote, flex, or contract roles.

The catch is that hiring skilled contractors at scale is a fairly new phenomenon for companies, leaving many employers without a clearly defined path to find, attract, and hire top-notch people. Identifying people who are open to new opportunities — and who are also open to contract work — can be challenging.

To help companies better understand who contractors are, where they are in their career paths, what they want out of their next job, and where they can be found, we recently aggregated and analyzed data from public LinkedIn profiles. We defined contractors as professionals who work

on time-based (as opposed to project-based freelance) contracts. For example, a company may hire an accounts payable professional to help cover a particularly busy time period or to backfill for someone on leave. Contractor status was determined through member-supplied position titles and based on profile and behavioral analysis. Years of experience was calculated as the time between university graduation and the end date (if available, or current date if not) of the latest position listed on each profile. Only profiles where this data was known or could be confidently inferred were included in the analysis — 6 million out of more than 500 million profiles on LinkedIn.

While there's still quite a bit we don't know about contractors, our analysis does shed light on who is working in the role and why. In addition, we've conducted a separate survey of contract workers to learn more about what they're looking for in a role. Based on what we've learned, here are some tips that can help recruiters and hiring managers alike better understand the contractor mindset and develop strategies to integrate them into their workforce.

Be open to industry transfers and a range of experience levels. Our data shows that 70% of contractors who switched jobs in the past year moved to an entirely different industry.

So if you're striking out in your search for people within your industry, you might consider looking elsewhere. For example, the health care, real estate, and construction industries gained contractors in the past year, while public safety, retail, and the arts lost them. If you're reviewing candidates for a project management role in the real estate field, don't rule out folks who hail from a health care background, as long as they have the requisite, or transferable, skills.

And when it comes to experience, companies in the market for contractors shouldn't limit themselves to costly industry veterans. While one-quarter of contractors in our sample did have more than 16 years of experience, 31% had been in their careers for four years or fewer, and 27% for five to nine years. Companies can find plenty of junior or midlevel folks who are willing to take on contract roles to gain both career flexibility and marketable skills.

Search outside of traditional hiring hot spots to find hidden gems. While you'll find the biggest sup-

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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:

Signs, Erosion Control, Fencing, Landscape, Trucking, Rip Rap, Guardrail, Traffic Control, Treated Wood Waste, Rebar, Steel Pipe Arch, Corrugated Steel Pipe

**FOR CONSTRUCTION ON STATE HIGHWAY IN SAN BERNARDINO COUNTY
NEAR LUDLOW FROM 0.3 MILE EAST OF CRUCERO ROAD
TO 0.4 MILE WEST OF BADGER WASH**

In District 08 On Route 40

**Contract No. 08-0R1604 Federal-Aid Project ACHSIM-040-1(084)E
DBE Goal 14%**

BID DATE July 10, 2018 @ 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, 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**

Shimmick Construction Company Inc.

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

LBE & DBE Subcontractor/Supplier Bids Requested For:

**San Francisco Public Utilities Commission
General Contractor: Sundt/Walsh, A Joint Venture
Southeast Water Pollution Control Plant Bruce Flynn Pump Station Improvements
Contract No. CWWSSIPSE02**

BID DATE: July 23, 2018 at 2:00PM

Email all quotes to northwest.estimated@shimmick.com

Requesting certified LBE & DBE Subcontractor and Supplier Quotes on: *Architectural, Structural, Mechanical, HVAC*

Contract Documents are subject to a non-disclosure agreement.

Please contact Jamie Helmick at jhelmick@shimmick.com for more information.

Bidders are hereby notified that work to be performed under this contract will be in full or in part financed by the Clean Water State Revolving Fund (SRF), administered by the United States Environmental Protection Agency (US EPA) and the State Water Resources Control Board (SWRCB). The Bidder shall comply with all applicable terms and conditions, special provisions, and reporting requirements, as set forth in these specifications, and as may be required by federal law, rule, or regulation. Refer to Contract Section 00 48 10.01 for more information.

Subcontractors and Suppliers interested in this project may contact Jerry Blazek by email at jblazek@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.



Kiewit

10704 Shoemaker Ave., Santa Fe Springs, CA 90670

Tel: (562) 946-1816, Fax: (562) 946-3823

Contact Mitul Lad at mitul.lad@kiewit.com

Kiewit Infrastructure West Co. (Kiewit) is seeking sub-quotes from Disadvantaged Business Enterprises (DBE) firms, including Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Small Business in Rural Area (SBRA), Labor Surplus Area Firm (LSAF), Historically Underutilized Business (HUB) firms; and all other business enterprises to perform as Subcontractors and Material Vendors/Suppliers. DBEs must be certified by one of the following agencies prior to bid opening: The US Environmental Protection Agency (USEPA), The Small Business Administration (SBA), California Department of Transportation (Caltrans) with U.S. citizenship, Tribal, State and Local governments, or an independent private certifying organization.

Project Owner: Sanitation District of Los Angeles County

Project Name: Valencia Water Reclamation Plant UV Disinfection Facilities

Project Location: 28185 The Old Road, Valencia, CA 91355

Project Bid Date / Time: July 24, 2018 at 2 pm PST.

Project Description:

The work consists of construction of five (5) closed-velocity UV chambers and appurtenant electrical systems, flow diversion structure, UV feed wet well/pump station, electrical building, junction structures, tertiary effluent piping, UV influent and effluent piping, and recycled water piping, modifications to the existing chlorine contact tanks, modifications to the sodium hypochlorite, ammonia, sodium bisulfite, washwater and sampling systems, and tie-in to the existing plant electrical power distribution and control systems, and all appurtenant work.

Kiewit is requesting quotes in the areas described, but not limited to:

Aggregate, trucking & hauling, demolition, shoring and underpinning, slope protection & erosion control, ductile iron pipe, reinforced concrete pipe, plastic pipe (PVC), clay pipe, plastic polyethylene pipe (HDPE), asphalt paving, curbs and gutter, fences/gates/guardrails, landscaping contractors, ready mix supply, concrete reinforcing installation, masonry work, metals, welding services, stainless steel pipe (fabricated only), steel pipe (fabricated only), metal deck, membrane roofing, flashing and sheet metal, sheet metal roofing, joint sealer, metal doors and frames, plaster and gypsum board, paints and coating, equipment, water supply & treatment equipment, mixers and flocculator, chemical feed equipment, hydraulic gates & valve, bolts and gaskets, hangers and support, mechanical insulation, valves, pipes and tubes, plumbing fixtures and equipment, heating, ventilation and air conditioning (HVAC) and electrical work.

All responsive subcontractors must possess a valid California Contractor's license 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. *Plans and specifications are available at the address listed above or provided to you through Kiewit's electronic use of SmartBidNet by contacting Kiewit.*

Kiewit intends to conduct itself in good faith with all DBEs and all other business enterprises regarding participation on this project. For further information, assistance or questions regarding the project, to discuss your specialty or scope of work, project schedule, requirements of the contract, licensing, insurance or bonding, equipment, supplies, materials, related assistance or services, please contact the Lead Estimator listed above.

Kiewit Infrastructure West Co.
is an Equal Opportunity Employer.

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



California Sub-Bid Request Ads



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

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 rosas@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.



**Barnard Bessac Joint Venture
DBE Opportunities**

Barnard Bessac Joint Venture, an Equal Opportunity Employer, is seeking quotes from interested and qualified Disadvantaged Business Enterprises (DBE's) and other subcontractors and suppliers for the following:

PROJECT:
Gravity Pipeline Progressive Design Build Project
OWNER: Silicon Valley Clean Water
Initial Publish Date: February 22, 2018
Proposal Deadline: July 9, 2018

Firms that are certified by one of the following programs are qualified: Entities owned and/or controlled by socially and economically disadvantaged individuals, MBE, WBE, SBE, SBRA, LSAF and HUB.

**OPPORTUNITIES INCLUDE
(For July 9, 2018 Deadline):**

Shaft - Slurry wall; Jet Grout; Earth Pressure Balance Tunnel Boring Machine fabrication & delivery; Concrete foundations (flat work); Concrete demolition & off-haul (shallow structures); Site clearing & grading; Site fencing; Trucking (spoils off-haul & disposal); Office Janitorial services; Office Supplies; Security; Quality control testing and other laboratory testing services; Trucking of materials & equipment; Equipment rental (Loaders, Skidsteers, Excavators, Manlifts, Forklifts); Raw material supply (iron/steel, consumables, fluids); Fabrication; Jobsite supplies (PPE, tools, etc...); Printing services (plotting / signs / banners); Traffic control supply and/or services; Utility relocation; Trench excavation and shoring; Potholing; Geotechnical investigation (Borings, CPT's); Instrumentation & Monitoring; Pre-condition surveys (buildings, roadways, utilities); Rebar supply and/or installation; Ready-Mix concrete supply; Street sweeping / cleaning; Utility inspections; Water treatment systems; Concrete pumping and placing; and Dimensional lumber supply.

Please contact either of the following names to get your name on the bidders list:

- Shannon Cozino:
shannon.cozino@barnard-inc.com (site office)
- Brittany McNamee:
brittany.mcnamee@barnard-inc.com (HQ office)

Looking for Subcontractors, Vendors, and Suppliers?



Advertise your Sub-Bid Requests in the **Small Business Exchange.**

With a monthly readership of 75,000, SBE reaches a diverse audience, cutting across ethnic and gender lines as well as traditional industry segments.

Call 1-800-800-8534
or visit us at www.sbeinc.com

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



California Sub-Bid Request Ads

SWINERTON



SWINERTON
INVITATION TO PREQUALIFY FOR
CALIFORNIA STATE UNIVERSITY, FULLERTON
TOGA 090 PROJECT
CSUF Chilled Water Line - New Chiller Project
OUTREACH REQUIREMENTS:
8% DVBE and 30% SBE

DUE DATES

Completed Prequalifications Due:
Monday July 2, 2018 2:00pm

Proposals Due: **Monday July 13, 2018 2:00pm**

Design-Build MEP Subcontractor Response (SOQ) to RFQ Due: **June 29, 2018 2:00pm**

PROJECT INFORMATION AND DESCRIPTION:

CSUF Chilled Water Line - New Chiller Project - Estimated Budget: \$2.8 million

The scope of this project is to replace existing aged and inefficient Chiller(s) along with associated chilled and condenser piping and pumps. The provision of new one or two 1200-ton chiller(s) along with associated chilled water piping and pump(s) at the Central plant. Modification of existing sequence of operation to optimize operation of existing central and trigeneration plant. Existing 12kV-480V, 3-phase Distribution substation will be upgraded to meet the demand of the proposed chiller and associated pump. Temporary bypass work in order to facilitate construction will also be by bidders. The project will also include the installation of direct-vented gas-fired boilers, associated heating hot water piping and primary pumps.

This Project is Public Works Project, and is Prevailing Wage with Certified Payroll required.

TRADES:

Including but not limited to: Surveying, Abatement, Sawcutting, Demolition, Shoring, Underground Utilities, Roofing, Concrete, A.C. Paving, Misc. Metals, Signage, Floor Covering, Landscape & Irrigation, Fire Sprinklers, Sheet Metal, Striping, Framing & Drywall, Painting, Waterproofing, Clean up.

Design-Build Trades: Electrical, HVAC and Controls, Plumbing (Subcontractor Response (SOQ) to RFQ Due June 29th)

Required Submittals

1. Completion of Swinerton Master Subcontract Agreement (MSA)
2. Swinerton Prequalification (<http://www.swinerton.com/subcontractors/subcontractor-prequal>)
3. Project List including CSU/ Swinerton projects completed within the past 5 years
4. List of two projects completed in California within the past 5 years
5. Personnel Labor Rates- Apprentice through Project Manager with escalation through 2 years
6. List showing minimum of 8% DVBE and 30% SBE participation
7. Acknowledgment of Prevailing Wage Rates
8. Proof of Registration with DIR

For information on Prequalification, contact us at EstimatingOC@Swinerton.com, or (949)622-7000

SWINERTON



SWINERTON
INVITATION TO PREQUALIFY FOR PHASE II
TERMINAL AREA IMPROVEMENTS AT LONG
BEACH AIRPORT

DUE DATE FOR PREQUALIFICATIONS

Requesting completed prequalification forms from Subcontractors by Monday July 9, 2018 2:00PM PST

PRE-BID MEETING

July 11th in Long Beach, CA
 For more information and to RSVP:
<https://conta.cc/2Kjw8Ox>

DUE DATE FOR BIDS & AWARD OF CONTRACTS

Bid Due – Component 1A:
 Thursday, July 26, 2018 2:00PM PST
 Bid Due Date for remaining components will be published at a later date.

PROJECT INFORMATION AND DESCRIPTION

The Project will focus on increasing customer service and the safe movement of vehicular and pedestrian traffic through the Terminal Area.

The Project will include construction of:

- Component 1A – Checked Baggage Inspection System (CBIS) facility
- Component 1B – Baggage Claim Area Improvements
- Component 2 – Ticketing Facilities
- Component 3A – Terminal Renovation
- Component 3B – Rental Car Customer Transaction Services
- Component 4 – PreSecurity Concessions, Meet and Greet Plaza, and Restrooms
- Component 5 – Roadway and Signage Improvements
- Component 6A – Rental Car Vehicle Storage
- Component 6B – Ground Transportation Improvements

TRADES

Component 1A: Rough Carpentry, Architectural Woodwork, Thermal Insulation, Membrane Roofing, Flashing and Sheet Metal & Wall Panels, Doors Frames & Hardware, Sliding Exterior Automated Doors, Framing, Drywall, Plaster, Fireproofing, Acoustical Ceilings, Parking Control Equipment, Tiling, Resilient Flooring, Terrazzo Flooring, Fluid-Applied Flooring, Carpeting, Interior & Exterior Painting, Signage, Toilet Compartments, Corner Guards & Fire Ext, Site Concrete and Deck Overlay, Joint Sealants, Wall Coverings, Audio-Visual Equipment, Window Treatments, Furnishings and Accessories, Site Furnishings, Asphalt Paving, Pavement Markings, Fences and Gates, Landscaping, Electrical, Plumbing, Mechanical, Fire Alarm, Fire Protection, Baggage Handling System.

REQUIRED SUBMITTALS

1. Swinerton Prequalification:
<http://www.swinerton.com/subcontractors/subcontractor-prequal>
2. Project-Specific Prequalification Packet (Provided upon request to our office)

If interested in prequalifying and bidding, please contact EstimatingOC@swinerton.com or call 949.622.7075 for the prequalification forms.

Do NOT contact the City of Long Beach, Long Beach Airport, Architect or any of the project Consultants. All queries of any nature should be directed to Swinerton.

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran 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
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SMALL
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ply of contractor talent — and the highest demand — in New York City and San Francisco, some cities have a larger supply along with a relatively low demand. Because of this, companies in these locations — Los Angeles, Houston, Philadelphia, Denver, and Washington, DC — are less likely to have competition.

There is some good news, too, for employers who struggle to find contractors in their market: Our data also shows that many people are willing to relocate. In fact, a full 13% of contractors who changed companies during the past year moved to a new region.

Appeal to what contractors want from their careers. To attract great contractors, go beyond the assumed perks of flexibility and competitive compensation, and address what made them leave their last role. Among the 600 respondents to our 2016 Talent Trends survey who identified themselves as contractors, a desire for more challenging work (30%), career growth and advancement (26%), and finding a culture and work environment they enjoy (23%) were the leading causes cited. They also value being able to contribute to the organization: 40% of contractors look for the ability to make an impact when considering a new role. Providing work that can fill these gaps could make you stand out from other prospects a contractor might have.

Design competitive compensation. Contractors who responded to the Talent Trends survey said pay is their number one priority, but determining how to compensate contractors can be tricky. Different locations may pay the exact same skill sets differently based on cost of living, supply and demand, competition, and years of experience. In some industries, contractors earn 10% to 20% more than regular employees, to make up for the lack of benefits received and to entice competitive talent.

The best rate is achieved when negotiation ends with a result that satisfies both parties. Paying what can be perceived as too little or too much can cause resentment and dissatisfaction with work output or contract length from either party. In addition, contract professionals are often incredibly networked, and probably will get new offers during their engagement. Consider raising their pay above market rates to ensure project continuity.

Focus on fairness, transparency, and inclusion. Start the relationship with a contractor with an honest appraisal of how you hope to work together and for how long. Don't mislead them by saying that a project or assignment should last 12 months when you know it will be closer to three, and be up front about the working conditions, what they'll need to be successful, and how to work with the team. Also, while some contrac-

tors enjoy the ability to move from company to company, others hope contract work leads to full-time employment. Be realistic about whether there's a chance to convert, or if you are just looking for temporary help.

And don't forget: Give contractors the same respect you show your full-time workers. Provide them with the tools they need to be successful, and help them make connections internally. Create a welcoming atmosphere by including them in everything from all-hands meetings to informal gatherings. If you're unable to be inclusive in all ways, be clear about why.

As the nature of work continues to evolve, companies need the flexibility to evolve along with it. To find the contract help you need to remain competitive, there's a lot you can do: Be prepared to look outside of the big markets. Tailor your messaging to speak to their career goals. Pay your contractors appropriately per market expectations. And, of course, treat them with the same openness and respect as your full-time employees. In doing so, you'll attract and retain a powerful contractor workforce that can help drive your business and provide the flexibility you need to navigate changing market dynamics.

SOURCE: hbr.org/

Orange County's Old Wastewater Plant Gets \$100M Upgrade



The Orange County Sanitation District has hired Black & Veatch to design the overhaul and upgrade of Wastewater Plant No. 2 in Huntington Beach, Calif. The new facilities will replace units built in the 1970s and will facilitate the increase in the Orange County Water District groundwater replenishment system plant's capacity from 100 million gallons per day (mgd) to 130 mgd. The project will require replacing four primary clarifiers and upgrading 10 existing clarifiers. Investigations during the design phase uncovered two earthquake faults beneath the plant that the sanitation district had not known about. The discovery led to a decision to relocate the new clarifiers. The estimated construction cost will be \$120 million, and work is expected to start in 2021. The upgrades will improve the plant's ability to provide source water for the county's groundwater replenishment system. The system, the world's largest for indirect potable reuse, takes highly treated wastewater from throughout the county and further treats the water before injecting it back into the ground for a seawater-intrusion barrier or to increase the local drinking-water supply.

SOURCE: www.enr.com



California Sub-Bid Request Ads

PROJECT: CAJON AIR CENTER CENTER AIRCRAFT TRANSIENT APRON

Project No. 1021017 RFB 8938

OWNER: COUNTY OF SAN DIEGO

**GOALS: SBE = 36% / SDVOSB = 3% **

BID DATE: **JULY 6TH, 2018 BID TIME: 2:00 P.M.**

Please respond by 5:00 p.m., JULY 5TH, 2018

Coffman Specialties, Inc. (CSI) is requesting quotes from all qualified subcontractors and suppliers for the following items of work, including but not limited to:

- TRUCKING / IMPORT BORROW
- EQUIPMENT RENTAL
- LEAD COMPLIANCE PLAN / ADL WORK
- SWPPP / WPC
- SURVEY / QC
- CONSTRUCTION AREA & ROADSIDE SIGNS
- PAVEMENT MARKING / STRIPING
- TRAFFIC CONTROL
- WATER TRUCK
- EARTHWORK / GRADING / ROADWAY EXCAVATION
- EROSION CONTROL
- METAL BEAM GUARD RAIL (MBGR) / FENCING
- STREET SWEEPING
- REBAR
- CONCRETE / MINOR CONCRETE
- ASPHALT / ASPHALT PAVING / ASPHALT DIKE
- COLD PLANING / PULVERIZING
- CLEAR & GRUB
- ELECTRICAL
- LANDSCAPING
- ROCK SLOPE PROTECTION
- STORMDRAIN / UNDERGROUND UTILITIES
- AGGREGATE SUPPLY / AGGREGATE BASE
- DEMOLITION / BRIDGE REMOVAL

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment/Materials and/or supplies. ****Subcontractors must provide a current contractor's license number and Department of Industrial Relations (DIR) current registration number with their quote.**

Plans and specs are available at no cost at <https://buynet.sdcountry.ca.gov>. We are an EOE & seriously intend to negotiate with qualified firms.

**Please send quotes via email to estimating@coffmanspecialties.com or via fax to (858) 586-0164

If you have any questions or need further information, please contact Joe Eckardt @ (858) 536-3100



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

Phone: (858) 536-3100 • Bid Fax: (858) 586-0164 • e-mail inquiries to: estimating@coffmanspecialties.com



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

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:f7pa55wd@pub.desilvagates.com> (if prompted the username is [ftp@desilvagates.com](ftp://ftp%25desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.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

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.



11555 Dublin Boulevard • P.O. Box 2909

Dublin, CA 94568-2909

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

Estimator: **VICTOR LE / JACK SHEWMAKER**

Website: www.desilvagates.com

An Equal Opportunity Employer

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

CALTRANS ROUTE 5 – CONSTRUCTION ON STATE HIGHWAY IN SACRAMENTO COUNTY IN AND NEAR SACRAMENTO FROM 1.1 MILES SOUTH OF ELK GROVE BOULEVARD TO AMERICAN RIVER VIADUCT

Contract No. 03-0H10U4,

Federal Aid Project No. ACSB11M-005-6(349)E

Disadvantaged Business Enterprise Goal

Assigned is 16%

OWNER:

STATE OF CALIFORNIA

DEPARTMENT OF TRANSPORTATION

1727 30th Street, Bidder's Exchange, MS 26, Sacramento, CA 95816

BID DATE: AUGUST 9, 2018 @ 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:

AC DIKE, BIOLOGIST CONSULTANT, BRIDGE DECK RESURFACING, BRIDGE, CLEARING AND GRUBBING/DEMOLITION, CONCRETE BARRIER, CONSTRUCTION AREA SIGNS, CRACK & SEAT CONCRETE, ELECTRICAL, EROSION CONTROL, FABRIC/GEOSYNTHETIC PAVEMENT INTER-LAYER, FENCING, LIME TREATMENT, METAL BEAM GUARDRAIL, MINOR CONCRETE, MINOR CONCRETE STRUCTURE, PCC GRINDING, PCC PAVING, PUMP STATION, ROADSIDE SIGNS, SIGN STRUCTURE, SOIL NAIL, STRIPING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TEMPORARY EROSION CONTROL, TRAFFIC CONTROL SYSTEMS, UNDERGROUND, VEGETATION CONTROL, TRUCKING, WATER TRUCKS, STREET SWEEPING, CLASS 2 AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL, RUBBERIZED HMA (OPEN GRADE) 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](ftp://ftp%25desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.com)) or from the Owner's site at www.dot.ca.gov/hq/esc/oe/weekly_ads/all_adv_projects.php

Fax your bid to (925) 803-4263 to the attention of Estimator Victor Le or Jack Shewmaker. 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

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.

Public Legal Notices

OAKLAND UNIFIED SCHOOL DISTRICT

REQUEST FOR QUALIFICATIONS AND PROPOSALS PROVIDE FURNISHINGS, FIXTURES AND EQUIPMENT (FF&E) at Various School Sites RFQ/P #18-106

The Oakland Unified School District (“District”) is requesting Statement of Qualifications from “Companies” for inclusion in a pre-qualified “pool” to supply and install furnishings, fixtures and equipment at various school projects Interested companies are invited to submit a completed Statement of Qualifications (“SOQ”) along with the Proposal (collectively “RFQ/P Packet”) as described below, with one (1) unbound original, five (5) bound copies and a PDF version on a flash drive of requested materials to:

Oakland Unified School District
Tadashi Nakadegawa, Director
Department of Facilities Planning and Management
955 High Street, Oakland, CA 94601

ALL RESPONSES ARE DUE BY 4:00 PM ON WEDNESDAY, JULY 18, 2018. Proposals received after this date and time will not be accepted and will be returned unopened. Oral, facsimile, or email Proposals will not be accepted. Each Proposal must conform and be responsive to the requirement set forth in this RFQ/P.

The District reserves the right to change the dates on the schedule without prior notice.

DATE/TIME	ACTION ITEM
Wednesday, June 20, 2018	Release of RFQ/P #18-106.
Tuesday, July 3, 2018 at 5:00 P.M.	Deadline for submission of written questions to District concerning RFQ/P #18-106.
Friday, July 6, 2018	District to answer questions or issue addenda concerning RFQ/P #18-106.
Wednesday, July 18, 2018 at 4:00 P.M.	Proposals Due for RFQ/P #18-106.

The District reserves the right to waive any informalities or irregularities in received Proposals. Further, the District reserves the right to reject any and all Proposals and to negotiate contract terms with one or more Respondents for one or more of the work items. The District retains the sole discretion to determine issues of compliance and to determine whether a Respondent is responsive, responsible, and qualified.

If you have any questions regarding this RFQ/P, please email Kenya Chatman, Facilities Coordinator at kenya.chatman@ousd.org and cc: Pamela Henderson at pamilam.henderson@ousd.org and Colland Jang, at colland.jang@ousd.org per the summary schedule above. See link below for full copy of RFQ/P and forthcoming Addenda.

<https://www.ousd.org/site/default.aspx?PageType=3&ModuleInstanceID=21862&ViewID=7b97f7ed-8e5e-4120-848f-a8b4987d588f&RenderLoc=0&FlexDataID=19570&PageID=682>



SAN FRANCISCO HOUSING AUTHORITY

REQUEST FOR PROPOSALS FOR HAZARDOUS MATERIALS ABATEMENT CONSULTANT II Solicitation 18-050-RFP-0015-1

The San Francisco Housing Authority will receive proposals for Hazardous Materials Abatement Consultant services.

The last date for submitting questions regarding this solicitation is Friday July 13, 2018 by 2:00 P.M. PST. Please submit all questions in writing to procurement@sfha.org

Proposals will be received at 1815 Egbert Avenue, Contract/Procurement Division, San Francisco, CA 94124, until 2:00 P.M. PST on Friday July 20, 2018. To review the RFP Document, go to <http://sfha.org/Procurement-bids.html>. For technical questions, please email procurement@sfha.org.



GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

NOTICE INVITING BIDS

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for Contract No. 2018-F-088, M.V. Napa, M.V. Del Norte, and M.V. Golden Gate Scheduled Drydockings and Capital Improvements. Interested Bidders must submit bids by way of upload to the District’s Procurement Portal: <https://ggbhtd.bonfirehub.com> by Tuesday, July 31, 2018, at 2:00 p.m., PT, at which time bids will be publicly opened and read.

Requests for approved equals, modifications or clarifications of any requirement must be submitted in writing by Tuesday, July 17, 2018, at 4:00 p.m., PT.

The Bid Documents are available for download on the District’s Procurement Portal. In order to download and respond to posted solicitations, Proposers will need to register. Once registered, to download the documents:

- 1) Go to the District’s Procurement Portal: <https://ggbhtd.bonfirehub.com>.
- 2) Under “Action” column of “Open Public Opportunities” page, click on “View Opportunity” next to desired Project.
- 3) Scroll down to “Supporting Documentation” section to download documents.

For general questions regarding this Contract, please contact Jeff Kellogg, Marine Procurement Officer, at (415) 925-5543.

/s/ Aida S. Caputo, Contracts Officer
CNS-3148902#
SMALL BUSINESS EXCHANGE