

The Top At-Risk Construction Managers and Design-Builders



GE Johnson Construction Co. is CMAR/GC on the U.S. Olympic Museum in Colorado Springs, Colo., which is scheduled to open later this year.

PHOTO COURTESY OF GE JOHNSON CONSTRUCTION CO.

By Gary J. Tulacz,

The movement by owners away from traditional design-bid-build project delivery continues to accelerate as construction management-at-risk, design-build and integrated project delivery systems grow in popularity. Owners are demanding a more collegial, less adversarial atmosphere from their project team, which is driving them to accept alternative project delivery.

The growth of alternative project delivery can be seen in this year's rankings of ENR's Top 100 Construction Management-at-Risk Firms and Top 100 Design-Build Firms. The Top 100 CMR firms had a combined revenue of \$132.24 billion in 2017, up 10% from the \$120.25 billion reported in 2016.

But what is striking is that the Top 100 CMR revenue numbers for domestic projects rose 15.9% over 2016 figures, to \$121.58 billion in 2017. This more than makes up for the 30.4% drop in revenue from international CMR projects, which fell to \$10.66 billion in 2017, from \$15.31 billion in 2016.

The DB list provides a similar contrast between domestic and international project delivery. Overall, the Top 100 DB firms had a total revenue of \$107.15 billion in 2017, up 4% from

2016. However, revenue from domestic DB projects grew a robust 9.6%, rising to \$84.35 billion in 2017. On the other hand, international DB revenue dropped 12.8% in 2017, thanks in part to a falloff in huge engineering-procurement-construction projects in the international mining, power and petroleum markets.

To put the strong growth in DB and CMR in a broader context, domestic DB revenue has grown 54.3% from 2011, when the construction recession ended, to 2017. This is well ahead of the growth in the overall market. At the same time, domestic CMR revenue has grown 89.4% from 2011 to 2017.

The growth in alternate project delivery is continuing unabated. The Washington, D.C.-based Design-Build Institute of America commissioned a market study by industry consultant FMI Corp., Raleigh, N.C., on the use of design-build in the market. "The FMI report, which will be released in late June, shows design-build is now used on 45% of the projects in the building sector, and that use should grow by 17% over the next three years," says Lisa Washington, CEO.

Washington says design-build is growing in surprising new markets. "Its greatest growth recently has been in the education sector," she

says. Washington also notes that design-build is growing in regions that have long resisted its use. "People in New York City have seen design-build's success on local infrastructure projects and are growing more interested in how it would work on their projects." She says an upcoming DBIA conference in New York City sold out quickly.

Markets Are Booming

Many companies are noting a surge in design-build in the buildings sector. "We'll continue to focus on projects where our design-build delivery method can bring the greatest value, which tend to be largely apartments, distribution centers and senior housing," says Dave Bangasser, CEO of Opus Design Build. However, he says demand is still strong in Opus' other major markets, such as commercial offices and institutional and student housing. "Our portfolio is also expanding to include healthcare projects, as there is a growing demand in this sector also," he says.

■ Continued on page 5

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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:

Owner Agency: Contra Costa Transit Authority (CCTA)

Contract No. 04-4H6104

680 HOV LANE COMPLETION AND EXPRESS LANE CONVERSION

CONSTRUCTION ON STATE HIGHWAY ON CONTRA COSTA COUNTY FROM 3.6 MILE SOUTH OF EL CERRO BOULEVARD TO 3.2 MILE SOUTH OF BENICIA-MARTINEZ BRIDGE

Bid Closing Date: JUNE 13, 2018

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:

We are requesting bids for the following trades and/or material suppliers:

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 | • FENCE | • REMOVE/ADJUST INLETS |
| • AGGREGATE SUPPLY | • FORMLINER (MAT) | • ROADSIDE SIGNS |
| • ASPHALT COLD MILL | • GENERAL TRUCKING | • ROCK SLOPE PROTECTION |
| • ASPHALT OIL SUPPLY | • JOB SITE MANAGENENT | • SCHEDULING |
| • ASPHALT PAVING | • JOINT SEAL | • SHOTCRETE |
| • CELLULAR CONCRETE | • LANDSCAPE/IRRIGATION | • SLOPE PAVING |
| • CIDH (CAST-IN-DRILLED-HOLES) | • LEAD COMPLIANCE PLAN | • SOIL NAILS |
| • CLEAR & GRUB | • MASONRY SOUNDWALLS | • STREET SWEEPING |
| • COCRETE BARRIER TYPE 700 | • METAL BEAM GUARD RAIL | • STRUCTURE CONCRETE |
| • CONCRETE BARRIER TYPE 60 | • MINOR CONCRETE | • SURVEYING |
| • AREA SIGNS | • MSE WALLS | • SWPPP |
| • CONTINUOUSLY REINFORCED CONCRETE PAVEMENT (CRCP) | • NOISE MONITORING | • TEMPORARY SHORING |
| • DEMOLITION | • OVERHEAD STRUCTURE SIGNS | • TEMPORARY STRIPING |
| • DRILL AND BOND DOWELS | • PAINT | • TIMBER LAGGING |
| • EARTHWORK/GRADING/RDWAY | • PERMANENT STRIPING/MARKING | • TRAFFIC CONTROL |
| • EXCAVATION | • PRESTRESSING CONCRETE | • UNDERGROUND (STORM DRAIN) |
| • ELECTRICAL & COMMUNICATION | • REBAR | • WELDED STEEL PIPE |
| • EROSION CONTROL | • REMOVE CULVERT | |

For the complete list of the Actual Project Bid Items go to:
<https://www.bidexpress.com/businesses/14014/home>

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 Bid Express (<https://www.bidexpress.com/>). B&W will also make plans electronically please email rrosas@brosamerwall.com for free online link. Brosamer & Wall Inc., intends to work cooperatively with all qualified firms seeking work on this project. If you are interested in submitting a subcontractor bid for this project, you may contact Robert Rosas Chief Estimator at 925-932-7900 or fax us your quote at 925-279-2269. PLEASE SUBMIT A COPY OF YOUR CURRENT DBE CERTIFICATION WITH YOUR BID. Subcontractors, Dealers/Suppliers and Brokers please provide your designation code to us on or before the bid date. B&W, INC., IS AN EQUAL OPPORTUNITY EMPLOYER.

Silver Creek Industries, Inc.

We are requesting bid quotations from all Subcontractors and Suppliers and DVBE Subcontractor/Supplier for the following:

**Grossmont-Cuyamaca Community College District
 Cuyamaca College Building H
 Renovation Science Modular Buildings
 Bid No. B18.011**

Bid Date: June 14, 2018 @ 2pm

**PLEASE EMAIL US YOUR BID PROPOSAL AT LEAST 1 DAY PRIOR
 TO BID OPENING, THANK YOU.**

Silver Creek Industries, Inc.

2830 Barrett Avenue, Perris, CA 92571

Estimator: Leon Fregeolle

email: lfregeolle@silver-creek.net

Phone: (951) 943-5393 Fax: (951) 943-2211



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:

**ANNUAL OVERLAY / REHABILITATION 2017-18,
 Project No. 2018.0050, Bid No. 17-18.026
 Local Business Enterprise Goal Assigned is 25%**

OWNER:

CITY OF SAN LEANDRO

**835 East 14th Street, 2nd Floor,
 San Leandro, CA 94577**

BID DATE: JUNE 21, 2018 @ 3:00 P.M.

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

**ADJUST IRON, CLEARING AND GRUBBING/
 DEMOLITION, COLD PLANE, ELECTRICAL,
 STRIPING, SURVEY/STAKING, UNDERGROUND,
 TRUCKING, WATER TRUCKS, STREET SWEEP-
 ING, HOT MIX ASPHALT (TYPE A) MATERIAL,
 RUBBERIZED HMA (GAP GRADE) MATERIAL, AS-
 PHALT OIL, FULL DEPTH RECLAMATION, COLD
 CENTRAL PLANT RECYCLED ASPHALT.**

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 at <http://www.sanleandro.org/depts/finance/purchasing/bids>.

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 LBE 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 LBE 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.

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CALTRANS 2016 DISPARITY STUDY PUBLIC COMMENT FORUMS



The California Department of Transportation (Caltrans) conducted a Disparity Study (Study) that Caltrans and local governments will use to refine their implementations of the Federal Disadvantaged Business Enterprise (DBE) program in accordance with 49 Code of Federal Regulations Part 26. The Study includes an analysis of whether there is evidence of discrimination or its effects in the transportation contracting industry in California.

Caltrans is hosting a series of Public Comment Forums to obtain comments related to the Study and personal testimony and experiences related to working in the California transportation contracting industry. Information Caltrans is seeking includes, but is not limited to, whether:

- Firms face difficulties or barriers when bidding as prime contractors, subcontractors, or suppliers
- Business owners believe they have been treated fairly or unfairly based on their race, ethnicity, or gender
- Contractors solicit, or fail to solicit, bids or price quotes from DBEs on projects with no DBE goals
- There is a level playing field for firms in accessing to capital, bonding, and insurance

You are invited to participate in public forums that will be held statewide as follows:

DATE	DISTRICT	TIME	LOCATION
Monday June 18, 2018	District 3	3-5 p.m.	Caltrans District 3 Office, Cedar Ridge Room, 703 B Street, Marysville, CA 95901
Monday June 18, 2018	District 10	3-5 p.m.	Lodi Community Library, Community Room, 201 W. Locust Street, Lodi, CA 95240
Tuesday June 19, 2018	District 4	3-5 p.m.	Caltrans District 4 Office, Auditorium, 111 Grand Avenue, Oakland, CA 94612
Tuesday June 19, 2018	District 7	3-5 p.m.	Caltrans District 7 Office, Conference Room 1.037, 100 South Main Street, Los Angeles, CA 90012
Wednesday June 20, 2018	District 8	3-5 p.m.	Caltrans District 8 Office, 805 Conference Room, 464 W. 4 th Street, San Bernardino, CA 92401
Thursday June 21, 2018	District 9	3-5 p.m.	Caltrans District 9 Office, Mt. Tom Room, 500 South Main Street, Bishop, CA 93514
Friday June 22, 2018	<i>Webinar</i>	9-11 a.m.	RSVP to mario.solis@dot.ca.gov if interested in participating.
Monday June 25, 2018	<i>Webinar</i>	3-5 p.m.	RSVP to mario.solis@dot.ca.gov if interested in participating.
Tuesday June 26, 2018	District 5	3-5 p.m.	Caltrans District 5 Office, Sycamore Room, 50 Higuera Street, San Luis Obispo, CA 93401
Wednesday June 27, 2018	District 1	3-5 p.m.	Caltrans District 1 Office, Room 59, 1656 Union Street, Eureka, CA 95501
Wednesday June 27, 2018	District 6	3-5 p.m.	Caltrans District 6-Manchester Office, Yosemite Room #145, 2015 E. Shields Avenue, Suite 100, Fresno, CA 93276
Thursday June 28, 2018	District 2	3-5 p.m.	Caltrans District 2-West Venture Building, Lassen Training Room, 1031 Butte Street, Redding, CA 96001
Friday June 29, 2018	District 11	3-5 p.m.	Caltrans District 11 Office, Gallegos Room, 4050 Taylor Street, San Diego, CA 92110
Friday June 29, 2018	District 12	3-5 p.m.	Caltrans District 12 Office, Room 104, 1750 East 4 th Street, Suite 100, Santa Ana, CA 92705

You may also submit testimony electronically, **no later than 5:00 pm, Friday, June 29, 2018, to Mario.solis@dot.ca.gov**, or by U. S. mail to Caltrans Office of Business & Economic Opportunity, Attention: Mario Solis, 1823 14th Street, Sacramento, CA 95811; or by fax at (916) 324-1949. If you have any questions about the Caltrans Disparity Study, contact Mario Solis, Branch Manager, at (916) 324-1812 or Mario.solis@dot.ca.gov.



California Sub-Bid Request Ads



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

Pavement Grinding, AC Paving, Stripe & Mark, Traffic Control, Aggregate, Pipe PVC, SWPPP, Schedule, Shoring, Bore & Jack, CCTV

Hi-Desert Water District Wastewater Reclamation Project Phase 1 Collection System Bid Package D

Located in Yucca Valley, San Bernardino County, California
Hi-Desert Water District

BID DATE June 19, 2018 @ 2:00 p.m.

Sub & Vendor Scopes and Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Robbie Zwick

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

Plans/specs are available for viewing at our office by appointment, by Sukut FTP, or from Owner's website. 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. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination. Please contact Sukut Construction for assistance in responding to this solicitation.

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

Sukut Construction, LLC
An Equal Opportunity Employer

TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003
Contact: Arnold Tostado • atostado@taftelectric.com
Phone: (805) 642-0121 • Fax: (805) 650-9015

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

Agency: State of California • Department of Transportation

07A4495 Loop Detector Repair and Replacement

Location: Los Angeles and Ventura Counties

BID DATE: June 14, 2018

Trades Seeking: Fiber Optic, Traffic Control, DLC Cable Supplier, Traffic Signal Model 2070 Controller Units & Type 334 Cabinet Supplier, MVDS Supplier.

We are an Equal Opportunity Employer and intend to seriously negotiate with qualified Disadvantaged Business Enterprise subcontractors and suppliers for project participation.

Payment and performance bonds may be required. Please contact us at the above listed number for further information regarding bidding on this project. To the best of our abilities we will help with bonds/insurance/credit. Plans are available for viewing at our office.

We Are An Equal Opportunity Employer



SWINERTON BUILDERS

Advertisement of Upcoming Cal State LA TOCA Projects

Caltrans Surface Parking Lot: \$3,500,000
Campus Metering Project: \$1,000,000

DVBE, SBE, WBE, MBE, and local subcontractors and suppliers encouraged.

Swinerton Builders is seeking qualified subcontractors and suppliers for all trades to participate in the upcoming Cal State LA TOCA Projects. These Projects are Public Works Projects, and are Prevailing Wage with Certified Payroll required.

Trades

Earthwork, Demolition, Asphalt Paving & Striping, Site Utilities, Concrete, Electrical, & HVAC

All interested bidders must be able to provide a payment and performance bond and/or show proof of bond ability through the Swinerton Prequalification application.

Interested Subcontractors must submit their prequalification application by Friday June 13th 2018.

Interested Subcontractors should contact:

Saed Ali at 213-905-9492, sali@swinerton.com

A link to the project documents are located at:

<http://www.swinerton.com/subcontractors/subcontractor-current-bid-opportunities>

Subcontractors are also encouraged to begin the Swinerton Prequalification process at:

<http://www.swinerton.com/subcontractors/subcontractor-prequal>



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 DBE subcontractors, suppliers, and truckers for the following project:

SEISMIC RETROFIT OF 23rd AVENUE OVERHEAD (Bridge #33C-0148) CITY OF OAKLAND

CITY PROJECT #1001681 & FEDERAL PROJECT #STPLZ-5012(130)

Bids: June 21, 2018 @ 2pm
GOAL: DBE – 17.23%

SWPPP - TRAFFIC CONTROL – PAVEMENT MARKING – TRAFFIC STRIPE – THERMOPLASTIC STRIPES & MARKING – DEWATERING – STEEL PIPE PILING – MICRO-PILING – CONCRETE STRUCTURES – DRILL & BOND DOWELS – REBAR – CHAINLINK FENCE – METAL BEAM GUARD RAILING – CONC BLOCK BARRIER – MISC METALS – SIGNS & MARKERS – PORTLAND CEMENT CONCRETE

Bonding, insurance, lines of credit and any technical assistance or information related to the plans & specifications & requirements for the work will be made available to interested DBE firms. Assistance with obtaining necessary equipment, supplies, materials, or related assistance or services for this project will also be offered to interested DBE firms.

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 call.

We are an Equal Opportunity Employer

With SBE you can:

FIND

Subcontractors, Vendors,
and Suppliers

REACH

Diverse Audiences

ADVERTISE

Sub-Bid Request Ad
Public Legal Notices
Job Listings

Contact us at 800-800-8534 or sbe@sbeinc.com



The Top At-Risk Construction Managers and Design-Builders

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One of the biggest design-build projects in the buildings sector is the \$1.2-billion expansion of the Jacob K. Javits Convention Center on Manhattan's far West Side. The project is a joint venture between Turner Construction and Lendlease. Using design-build gave the JV the flexibility "to facilitate major project changes more efficiently while realizing savings to both the bottom line and overall schedule," says Jeff Arfsten, COO, Lendlease US Construction.

For example, the JV has changed the foundation design for the four-level truck staging area, which is 50% of the center's 1.2 million square feet of expansion, and has altered the construction plan for the superstructure from steel to cast-in-place concrete, Arfsten says. "Streamlining project delivery in this way transforms the relationship between designers and builders into an alliance, which fosters collaboration and teamwork."

Alternative project delivery also is making a big impact on the infrastructure sector. PC Construction has been working on major projects in the water sector using both DB and CMAR. For example, PC's \$300-million Atlanta Water Supply Program is a CMAR project that will address Atlanta's goal of achieving a sustainable water infrastructure and add flexibility in systems operation. "We are about halfway through the second phase of mining for the tunnel," says Jay Fayette, PC's president.

Another firm that has seen a surge in alternative project delivery in infrastructure is Garney Cos. "We had some great fortune the last 18 months with collaborative delivery work. We feel we've really become one of the top in the industry for this delivery model and bring real value to the clients as a true design-builder," says Jason Seubert, COO. Garney is overseeing the design, construction and financing of the \$844-million San Antonio Water System Vista Ridge Water Supply Project in Texas, which includes a 142-mile pipeline.

Many firms say that design-build provides a level of flexibility by letting the design and construction teams work together to solve problems. Many firms are now fully integrated design-builders doing most of the work in-house. These firms say this model gives them even greater agility in meeting challenges, such as workforce shortages or potential price spikes anticipated by the recent imposition of tariffs on imported steel and aluminum.

For example, fully-integrated Opus Design Build is doing the major design and construction in-house, which "allows us to be responsive and flexible to rapidly make design changes to

accommodate such market dynamics without negative impact to the project," says Bangasser. Further, being an integrated design-build firm allows Opus to "look at the whole picture and identify where possible stress points may arise and proactively develop solutions up front."

Some design firms are now moving into the integrated design-build arena. "Every major architect is trying to figure out how to integrate design into construction. Our subsidiary, Henderson Building Solutions, provides integrated design-build services," says Dustin Schafer, senior vice president for Henderson Engineers, Lenexa, Kan.

Henderson Building Solutions bids the equipment the client needs for the project, and then the engineering group designs around that, "which helps eliminate waste and makes our design bids extremely accurate," Schafer says. "When you collaborate like that, you don't have to design for the worst case. You work out ahead of time what's needed and then design around it, forming a better model."

Learning To Communicate

The movement toward alternative project delivery is not without its difficulties. Many firms say the costs and risks of putting together a bid proposal on a design-build project are much higher than for traditional bids. Design firms in particular say that much of the cost for preparing a proposal falls on their shoulders and there often is little they can do to recoup the expenses if the bid fails.

Contractors also are complaining. "Alternate delivery is becoming more common, even for relatively smaller pursuits. This increases the procurement timeline and requires contractors to commit additional resources to bid," says Ashok Patel, CEO of OHL North America.

Another problem is the lack of training in best practices in alternative project delivery. "With the implementation of alternative delivery methods, there is a demand for more integration between companies," says John Carlson, senior vice president for Sundt. "What's needed today is more education and training of professionals and students for the leadership and communication skills necessary for successful integration of multiple entities in delivering projects."

In response to the increased demand for training in alternative project delivery, DBIA now plans to update the core curriculum for its design-build certification exam, which will be introduced in September. Washington says this planned update has had the unintended consequence of having people flock to get into the certification program now, rather than face a new curriculum. "There are currently 3,000

in the certification pipeline with 500 getting certified this year," she says.

Integrated design-build allows firms to "look at the whole picture and identify where possible stress points may arise and proactively develop solutions up front."

– Dave Bangasser, CEO, Opus Design Build

There are a few firms that are beginning to push the boundaries and are looking at a vertically integrated model of project delivery, where a firm can provide not just design and construction services, but also planning, technology, materials and manufacturing as part of the construction process.

J. Peter Devereaux, CEO of Southfield, Mich.-based architect Harley Ellis Devereaux, has been an interested observer and participant in this trend. He says HED is currently working with both Menlo Park, Calif.-based Kattera and Chicago-based Skender and "we have been watching, with great interest, their efforts to implement a more efficient and vertically integrated design and construction process." Devereaux says some designers despair over this development and others are excited over the possibilities.

Kattera is particularly interesting, as it recruited top executives from the major design and construction firms in an effort to explore the outer reaches of project delivery efficiency. In January, an equity investor team led by Japan's SoftBank Group Corp. invested \$865 million in Kattera. Kattera recently acquired Vancouver, B.C.-based architect Michael Green Architecture (see p. 53), which has a particular expertise in cross-laminated timber.

Devereaux says several venture capitalists, along with huge corporations like Amazon and Google, are widely believed to be investing big money in similar ventures that will greatly disrupt and change the way the industry has delivered projects for the past century. "There is no future in trying to forestall it, but rather, we should embrace this change." Whatever the future holds, "our practices will be different," he says.

SOURCE: www.enr.com



California Sub-Bid Request Ads



**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

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
(Feb. 2018 through June 2022):

Shaft - Slurry wall; Shaft - Secant pile; 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); Temporary modular office trailer supply & installation; 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; Sheet pile installation; Potholing; Geotechnical investigation (Borings, CPT's); Instrumentation & Monitoring; Pre-condition surveys (buildings, roadways, utilities); Tunnel precast segmental lining manufacturing; Supply of moulds for precast segmental lining; Rebar supply and/or installation; Ready-Mix concrete supply; Street sweeping / cleaning; Utility inspections; Water treatment systems; Concrete pumping and placing; Dimensional lumber supply; and Paving subcontractors.

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

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

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



Healy Dragados PL3T Joint Venture – An Equal Opportunity Employer
*****INVITATION TO BID*****

Project: Purple Line Extension Section 3 Stations Project – Design/ Build
Owner: Los Angeles County Metropolitan Transportation Authority (METRO)
Location: Los Angeles County
Bid Date 6/22/2018 – 2:00PM PST

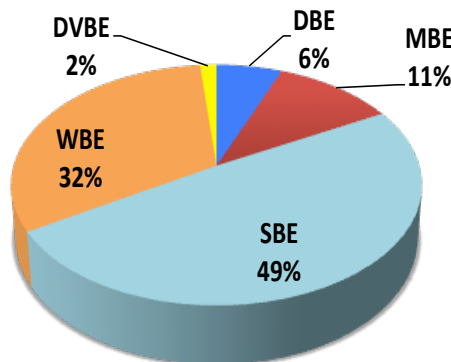
The joint venture partners of Healy Dragados PL3T are soliciting subcontractor and supplier quotations in the following categories of work:

- Aggregate
- Asphalt Paving
- Cathodic Protection
- Ceilings
- Cladding
- Concrete Flatwork
- Concrete Accessories
- Concrete Pumping
- Demo (Building & Solar Panels)
- Dewatering
- Electrical
- Formwork & Falsework
- Fencing
- Fireproofing
- Floor & Wall Tiling
- Geotechnical Instrumentation and Monitoring
- Glazing
- Handrails (Steel & Stainless Steel)
- Hatches, Louvers & Gratings
- HVAC
- Janitorial
- Landscaping & Tree Removal
- Masonry
- Painting & Coating
- Pipe (Drainage & Sewage)
- Plumbing & Fire Protection
- Potholing
- Pre-Post Construction Survey
- Ready Mix
- Rebar
- Roofing
- Security (Armed)
- Signage
- Soldier Pile & Lagging
- Drilled Tieback
- Sound Walls
- Station Furnishings
- Striping
- Structural Steel
- SWPPP
- Testing & Inspection
- Traffic Control
- Trucking
- Underground Utilities (Electrical, Water, Gas, Sewage)
- Waterproofing/ Gas Proofing
- Welding

Los Angeles County Metropolitan Transportation Authority (LACMTA) has established a contracting opportunity for the final design and construction of the Purple Line Extension Section 3 Stations Project (Project). The Project will extend the existing heavy rail subway Purple Line approximately 2.59 miles from the future Century City Constellation Station site and includes two stations - the Westwood/UCLA Station and Westwood/VA Hospital Station. The Section 3 alignment extends beneath the City of Los Angeles, Caltrans (I-405), County of Los Angeles, Veterans Affairs (VA) Hospital property and property of the U.S. Army Reserve. The Work under this contract will include, but is not limited to, furnishing all management, coordination, professional services, labor, equipment, materials and other services to perform the final design and construction of Stations, Trackwork, Utilities and Systems of the Purple Line Extension Section 3 Stations Project as detailed further in the Statement of Work, Specifications, and other documents provided in this RFQ/RFP.

To be added to the interested vendors list please visit us at www.healydragadosjv.com
Contact our office by Phone: (702) 754-6459, Fax: (702) 754-6458,
DBE companies are highly encouraged to provide quotations.

Quotations must be received by 6/15/2018



AUDIENCE PROFILE

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8 Traits of Exceptional Character That Lead to Happiness and Success



Keys to Success for Small Business Owners

By Sherrie Campbell,

There is nothing more valuable to any team or company than people of good character. These types of people hold traits within themselves that separate them from others. When hiring, the one thing we want to look for is an idea of their character.

If we hire a person with substandard character but who can produce, we may benefit financially but will deal with a host of problems caused by their poor character that become more of a headache than it's worth. We want to hire and work alongside people who can produce but who also demonstrate exceptional character. In my new book *Success Equations: A Path to Living an Emotionally Wealthy Life*, I discuss the importance of exceptional character. Here are some of the traits I define.

1. Honest

At the core of any person with good character is honesty. They do their work clean, according to what is right, and never cheat or lie to get ahead of the curve. People with good character are who they say they are and deliver what has been promised by them and expected of them. Honesty is what separates the activator from the procrastina-

tor, the dreamer from the doer, and the successful from the non-successful. When it comes to character, we are not what we think, we are not what we say, we are what we do.

2. Survivor

Character is largely developed from suffering the trials and errors of life. Survivors stick, they don't quit. People of exceptional character do not quit when times get tough, nor do they treat others terribly when things don't go their way. People who possess exceptional character have the faith and tough-mindedness to stay in the grind and get things accomplished regardless of the odds. There is a lot to be said about staying power. The more others quit under the same stressors, the more opportunity and grit the person of good character has to make sure to secure what they set out to achieve.

3. Lover

People of good character are loving people. They take the time to care. They understand that when people feel cared for they will do almost anything for them. In reality, there is no way to fake genuine caring. It has a completely different vibe than "selling" or "convincing." People of good character impact others as deeply as they do and

people want to work along side them because of their loving and genuine nature. When we work around, for or with people who are caring there is less absenteeism, fewer missed or canceled meetings and higher rates of productivity because people enjoy working around those who raise their morale.

4. Leader

When people possess good character, leadership is the natural side effect. People want to follow those who have suffered, those who possess self-awareness, patience and the ability to rise above. No matter their title in the business world, people of exceptional character draw a following with word of mouth supporting and promoting their reputation as someone others should invest in learning from and working with. When a person's character is authentic, they live with a quiet resolve about them that others feel compelled to trust, emulate and follow.

5. Elegant

Self-control is one the most powerful traits of people who possess exceptional character. They have a calm demeanor as demonstrated in their ability to be patient and listen to others. It takes a certain



Public Legal Notices



REQUEST FOR PROPOSALS FOR THE TERMINAL 2 SUNGLASS OR COSMETICS STORE LEASE AT SAN FRANCISCO INTERNATIONAL AIRPORT

The Airport Commission has commenced the Request for Proposals (RFP) process for the Terminal 2 Sunglass or Cosmetics Store Lease. The Lease is comprised of one location totaling 723 square feet in Terminal 2.

The proposed minimum financial offer for the Terminal 2 Sunglass or Cosmetics Store Lease is \$125,000.00. The Lease shall have a term of seven years. Rent shall be the higher of the Minimum Annual Guarantee or the sum of the percentage rent as follows: 12% of Gross Revenues achieved up to and including \$500,000.00; plus 14% of Gross Revenues achieved from \$500,000.01 up to and including \$1,000,000.00; plus 16% of Gross Revenues over \$1,000,000.01.

Small, local, and disadvantaged businesses are encouraged to participate. The Informational Conference will be held on Wednesday, June 20th, 2018 at 10:00 a.m. at the Terminal 2 Partnering Conference Room, at San Francisco International Airport.

Please see <http://www.flysfo.com/business-at-sfo/current-opportunities> for additional information or call Nanette Hendrickson, Assistant Director, Revenue Development and Management Department, (650) 821-4500.

CNS-3139169#

Outreach
June 2018

INVITATION FOR BIDS

The Port of San Francisco, a department of the City and County of San Francisco announces the following contracts for bid:
Contract #2797, PIER 29 UTILITY UPGRADE & BELTLINE BUILDING SEWER RE-ROUTING PROJECT consists of water, gas, sewer, electrical and lighting improvements at Pier 29, and gravity sewer re-routing to the City sewer in the Embarcadero Street at the Bellline Building.

Contract #2812, CRANE COVE PARK, CONSTRUCTION PACKAGE 2 – PARK IMPROVEMENTS consists of site grading and formation, shoreline reconstruction including a beach and revetment, in-water sediment cap, hardscape, landscaping, custom site furnishings, site lighting, irrigation, minor restoration of historic gantry crane (non-functional), use of shipyard relics as interpretive elements, building relocation, site utilities, and construction of a parking area.

For additional details and bid dates please refer to www.sfpport.com and www.sfgov.org/oca.

The Assessment Appeals Board

The Assessment Appeals Board resolves legal and value assessment issues between the Assessor's office and property owners. We have two vacancies on Board 1, which oversees all downtown properties – high rise residential, office, commercial, hotels. Board 1 also oversees all properties over \$50 million in assessed value throughout the City.

Assessment appeal hearings are quasi-judicial, conducted in a manner similar to a court setting, with evidence and testimony presented by the parties. The Board then evaluates the evidence and testimony, and renders its decision.

To be eligible for seat appointment, you must have a minimum of five years professional experience in California as either a: (1) public accountant; (2) real estate broker; (3) attorney; or (4) property appraiser accredited by a nationally recognized organization, or certified by either the Office of Real Estate Appraiser or the State Board of Equalization.

For more information regarding the Assessment Appeals Board call (415) 554-6778.

Did you know that there is a daily pill to prevent HIV?

Find out about PrEP, a daily pill to prevent HIV, through an automated mobile texting conversation. You can learn about PrEP, have concerns addressed, and even find out where you can get PrEP! You can also refer friends to find out about PrEP through the texting service.

Text "PREP" to 213-33 (messaging and data rates apply).

Email prep@sfph.org or visit <https://askaboutprep.org/> for more information.

This program is sponsored by the Population Health Division of San Francisco Department of Public Health (SFDPH).

War Memorial Arts Market

Friday, June 8, 2018
10am – 5pm

Join us as we celebrate local artists during our Veterans Building Arts Market series. Shop local and patronize the arts on the second Friday of the month in the Veterans Building lobby. Featuring a rotating collection of artists licensed through the Arts Commission. The City and County of San Francisco encourage public outreach. Articles are translated into several languages to provide better public access. The newspaper makes every effort to translate the articles of general interest correctly. No liability is assumed by the City and County of San Francisco or the newspapers for errors and omissions.

CNS-3134779#



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8 Traits of Exceptional Character That Lead to Happiness and Success

Continued from page 7

amount of self-control to listen rather than talk. It is this elegant nature of those with good character that not only makes them a bit mysterious but also so interesting to others. People of good character recognize that gentleness is their greatest strength. They are above the pettiness of right and wrong when in conflict or facing challenge. They are more interested in finding the path to the solution that involves inclusion and innovation; ideas given by everyone.

6. Hard worker

Good character and hard work go hand in hand. None of us are born with good character. Good character is developed over time and through the virtues of hard work and commitment. We cannot develop our character without having to work hard and to suffer through times of conflict and challenge. The reason hard work develops character is because it is the only thing that can outdo and outlast both genius and talent.

7. Helper

More than anything, people of good character are deeply driven to help others. They do not view success and selfishness as being at all compatible. Once person's success is also another's. The greatest thing people of good character believe

in and do is help others succeed. These types of people will jump in and help in any way they can, especially when it is good for the team. Success is never viewed as a one-man position. Success is always a team effort.

8. Inspire

Perhaps the greatest standout quality of people with exceptional character is how they inspire others nearly effortlessly. They don't often need to be center stage or the person who's getting all the attention; rather, they are the calm force who people listen to when they talk. Everything about these types of people make them stand out from the rest. Their most notable traits being great composure and smart decision-making.

Possessing exceptional character is more than being praised for our talent or intellect. Those are things common to all. We each have our intellectual gifts and unique talents. Those who possess good character stand out from the rest in the honing of their skills and intellect, making sure to use it for good rather than self-promotion. Good character is not given to us, like talents and IQ. It is something people have to cultivate through thought, choice, courage, commitment and dogged determination.

SOURCE: www.entrepreneur.com