

SMALL BUSINESS

EXCHANGE

Vol 31, Edition 36 • NOVEMBER 25, 2015 Voice of Small, Emerging Diversity Owned Businesses Since 1984 • NEWS • INFO • BIDS

PURCHASING

Business Outreach Committee (BOC)

UPCOMING CONTRACTING OPPORTUNITIES (SELECTED AGENCIES) (Partial Listing):

SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY (SFMTA)

Sheila Evans Peguese
Contract Compliance Officer (415) 701-4436
or sheila.evans-peguese@sfmta.com

5 Fulton Mid-Route
Issue Date*: Nov 2015
Est. \$: 7.3M

ATCS Wiring Replacement - Van Ness Only
Issue Date*: Dec 2015
Est. \$: TBD

Kirkland Underground Storage Tanks Replacement
Issue Date*: Jan 2016
Est. \$: 1.4M

Presidio ETI Bus Hoist Lifts
Issue Date*: Feb 2016
Est. \$: 2.1M

Fall Protection System & Disconnect Switch
Issue Date*: Mar 2016 Est. \$: 8M

METROPOLITAN TRANSPORTATION COMMISSION (MTC)

Denise Rodrigues
Contract Compliance Manager
(510) 817-5897 or drodri@mtc.ca.gov

Express Lanes Fiber Optic Communications
Network Due Date*: Dec 2, 2015
Est. \$: TBD

511 Traveler Information and Express Lanes
Operational Services Due Date*: Dec 8, 2015
Est. \$: TBD

Coordinated Public Transit—Human Services
Transportation Plan
Issue Date*: TBD • Est. \$: TBD

I-880 Integrated Corridor Management (ICM)
Issue Date*: TBD • Est. \$: TBD

You can view the rest at:
http://www.transbaycenter.org/uploads/2009/07/BOC_Newsletter_NO_29_Fall_2015.pdf

Source: www.transbaycenter.org

Fixing the date of the holiday

Thanksgiving Day is a national holiday celebrated in Canada and the United States as a day of giving thanks for the blessing of the harvest and of the preceding year. It is celebrated on the second Monday of October in Canada and on the fourth Thursday of November in the United States. Several other places around the world observe similar celebrations. Thanksgiving has its historical roots in religious and cultural traditions and has long been celebrated in a secular manner as well.

History

Prayers of thanks and special thanksgiving ceremonies are common among almost all religions after harvests and at other times.[1] The Thanksgiving holiday's history in North America is rooted in English traditions dating from the Protestant Reformation. It also has aspects of a harvest festival, even though the harvest in New England occurs well before the late-November date on which the modern Thanksgiving holiday is celebrated.

In the English tradition, days of thanksgiving and special thanksgiving religious services became important during the English Reformation in the reign of Henry VIII and in reaction to the large number of religious holidays on the Catholic

calendar. Before 1536 there were 95 Church holidays, plus 52 Sundays, when people were required to attend church and forego work and sometimes pay for expensive celebrations. The 1536 reforms reduced the number of Church holidays to 27, but some Puritans wished to completely eliminate all

Church holidays, including Christmas and Easter. The holidays were to be replaced by specially called Days of Fasting or Days of Thanksgiving, in response to events that the Puritans viewed as acts of

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How to Reduce Employee Stress Around the Holidays

By Kelly Spors

The holiday season is supposed to be a time of comfort and joy. Yet, for many people it can also be a time of great stress. Employees have to juggle their professional duties with personal demands, such as shopping for gifts, hosting and attending holiday parties, cleaning and cooking.

Moreover, some workers may feel financially or emotionally drained this time of year. "The holidays can be a hectic time for many, and a lack of money, a lack of time, and the hype and commercialism of the season causes increased stress" for

many Americans, according to a 2006 study by the American Psychological Association.

Business owners and managers can take steps to relieve their employees' stress levels around the holiday season and make their lives a little merrier:

Be flexible about scheduling.

Offering flexible scheduling or extra personal time in the days leading up to Thanksgiving or Christmas may be the best gift you can give your employees. This will allow them extra time to run errands, shop, spend time with family or simply unwind during the hectic holiday season.

Hire temporary staff, if you need extra help.

Hiring a few extra workers can relieve your full-time staff and prevent them from needing to work overtime around the holidays.

Don't overdo employee holiday events.

Even though it's a festive time of year, office holiday parties and other employee events around the holiday season only place an extra burden on your staff. Consider keeping work-related events to a minimum around the holidays, if possible. Perhaps host just one party or employee event over the holiday season.

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PUBLISHED BY SMALL BUSINESS EXCHANGE, INC.
795 Folsom Street, 1st Floor, San Francisco, CA 94107

PRSR STD
U.S. Postage
PAID
San Fran CA 941
Permit No. 820



Community Outreach

Recognizing Native American Owned Small Businesses

November is Native American Heritage Month, and the United States Department of Transportation's (USDOT), Office of Small and Disadvantaged Business Utilization (OSDBU) would like to take the opportunity to highlight the work it does with Native American Owned Small Businesses in the transportation industry. OSDBU regularly assists these small businesses, this fall, several of OSDBU's Small Business Transportation Resource Centers (SBTRC) participated in Native American business outreach events across the country.

These events give SBTRCs the opportunity to meet face to face with participating business owners to discuss USDOT's Small Business programs and available transportation-related contracting opportunities in their regions. The Northern Plains SBTRC is gearing up to host the second

Native American focused USDOT Bonding Education Program in early 2016, after the success of the first program held in North Dakota.

OSDBU and its SBTRCs work to make sure that Native American businesses have the skills and resources needed to help build a better transportation system and keep the economy moving forward. One of OSDBU's new SBTRCs is hosted at the Native American Development Corporation (NADC). Located in Billings, Montana, NADC is now serving as the Northern Plains Region SBTRC, covering the states of Montana, North Dakota, Minnesota, and Iowa. NADC brings a wealth of knowledge, resources and nearly 20 years of experience assisting small and emerging businesses within the region. For more information about small business resources for Native

Americans, please visit the U.S. Small Business Administration's webpage. For more information about OSDBU and to find the SBTRC near you,

please contact the OSDBU's Regional Assistance Division at (202) 366-1930.

Source: U.S. Department of Transportation



Business Tools

Top No-Nos When Running a Business From Home



By Kelly Spors

Running a business out of your house has many rewards: no commute, less time-sucking small talk, no missed time with your family.

But before you settle into the bliss of this heaven on Earth, remember that, in the end, you are still running a business. Working from home has all kinds of pitfalls that need to be avoided if you are to succeed.

Here are five no-nos to avoid when running a business from the comforts of your abode:

1. Working in your pajamas

The process of getting ready for the day and commuting to an office creates a useful transition between home life and work life, notes writer Carol Tice on her Make a Living Writing blog.

"Staying in bed and not getting dressed = no transition," Tice writes. "Lots of hanging out on Facebook often follows." Simply put, nothing gets done.

Tice doesn't sit around her house in a suit every day, but she does get dressed every morning in something casual that signals that it is time to get to work. Think a stretched, long-sleeve cotton shirt and chinos with a sweater.

"My attitude is, I'm in business. I'm serious about it. So I'm dressed and ready," Tice says.

And while you're at it, remember to shower and brush your teeth before you dress, too.

2. Not having a home office

Having a space in your home that is dedicated exclusively to work also helps, career expert Kerry Hannon writes in Forbes. "You'll be able to deduct it from your taxes, and it will help you psychologically."

Not having a home office can be like leaving money on the table, since the federal government offers home office tax deductions. In recent years, the Internal Revenue Service (IRS) has made things much easier for people with home offices, offering a simplified deduction for filing: \$5 per square foot for a home office (up to 300 square feet).

Avoid skimping on the home office, too. Remember that this is where you could be spending hours of your day. Deb McAlister-Holland, a freelance marketing professional in the Dallas-Fort Worth area, tells Inc.com that the \$5,000 she spent on her home office provided a major boost to her productivity. "I love my home office. It has a big leather sofa, three walls covered with built-in bookshelves and storage cabinets, dedicated circuits for my computers, special lighting, and a soft hand-woven rug on the floor which is the perfect spot for my dog to nap while I work," McAlister-Holland says.

3. Not covering your home office

If you have clients or customers coming into your home, if you store customer data on your computer or if you're shipping and receiving (or just storing) product in your home, you probably need a home-based business insurance policy. Don't mistake the coverage your homeowners policy gives you for business coverage.

4. Compartmentalizing work and home

Drawing a line between work life and home life can be an unrealistic goal, especially for situations in which spouses work together or the kids are at home for all or part of the workday. However, it is an essential part of the ways to ensure that your business doesn't swallow your life.

"The goal should instead be to figure out how to seamlessly transition from one to another," Evrim Oralkan, founder and CEO of Travertine Mart, an online-based flooring retailer, writes in Entrepreneur. "Instead of fighting to keep work and home separate, embrace the overlap, and use it to make your relationship even stronger," Oralkan says.

That could mean, for example, having lunch with your spouse on days when you're both at home and available or devoting a little time during the workday to talk with the kids about their school day.

5. Doing the dishes—and falling to other distractions

It is still very important, though, to figure out how to prevent your home life from distracting you too much from daily work tasks. It can be tempting, for example, to do household chores, run personal errands, call friends or browse the Internet when working from home instead of

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EDITORIAL POLICY—The Small Business Exchange is published weekly. Publication is extended by one day for weeks in which holiday occurs on a Monday. SBE is a certified DBE - CA UCP Firm #5988
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The Small Business Exchange is adjudicated as a newspaper of general circulation by the Superior Court of the City and County of San Francisco, State of California, under the date January 29, 1988. Organized 1984.

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ISSN 0892-5992

Workforce Development

When Woodrow Wilson Segregated the Federal Workforce

By Tom Shoop

This week, Woodrow Wilson became the latest historical figure to be drawn into ongoing battles over the legacy of racism at colleges and universities. A group of Princeton students demanded that Wilson's name be erased from campus facilities and programs—a huge undertaking, given that there's an entire school at the university (where Wilson served as president before entering the White House) named in his honor.

It's tempting to dismiss this crusade as an exercise in political correctness, but, as Vox's Dylan Matthews points out today, Wilson has a checkered past when it comes to race relations. Indeed, he was an ardent segregationist, even by the standards of his time—especially when it came to managing the federal workforce.

Here's how William Keylor, professor of history and international relations at Boston University, describes the atmosphere in government when Wilson took office in 1913:

Washington was a rigidly segregated town—except for federal government agencies. They had been integrated during the post-war Reconstruction period, enabling African Americans to obtain federal jobs and work side by side with whites in government agencies. Wilson promptly authorized members of his cabinet to reverse this long-standing policy of racial integration in the federal civil service.

At a cabinet meeting in April 1913, Matthews writes, Postmaster General Albert Bursleson made the case for resegregating the Railway Mail Service. Hearing no objection from Wilson, Bursleson went ahead. Soon, the discriminatory policy expanded,

■ Continued on page 7



Woodrow Wilson

SUB-BID REQUESTS CALIFORNIA

RELATED

RFP FOR GOODWILL SITE:

Mechanical, Electrical, Plumbing, Fire Protection & Precast/GFRC

RFP DUE DATE: Monday, December 7th, 2015

Related California ("Developer") is seeking firms interested in providing Mechanical, Electrical, Plumbing, Fire Protection, and Precast/GFRC.

The Project is to demolish most of the two existing buildings on the project site and construct a mixed-use development with two components, a residential and retail development and an office development and permit center to be occupied by several City and County of San Francisco departments.

We encourage interested firms to review documents

(including the Sign In Sheet from the recent Pre-Bid Workshop).

Documents available at <http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=10255>

Local Business Enterprises (LBEs) —including MBEs and WBEs—are encouraged to respond.

Contact: Harold Hill at hhill@related.com

Sub-Bids Requested from qualified SBE/VSBE/LSBE Subcontractors and Suppliers For:
THREE LOW FLOW DIVERSION (LFD) SYSTEMS AND TWO VORTEX SEPARATION SYSTEMS (VSS)

SPEC. NO. R-7029

Owner: City of Long Beach

Location: Long Beach, CA

Bid Date: December 16, 2015 @ 10:00 A.M.

J.F. Shea Construction, Inc.

667 Brea Canyon Road, Suite 30 • Walnut, CA 91788-0489

Phone: (909) 595-4397 • Fax: (909) 444-4268

Contact: Lori Olivas, lori.olivas@jfshea.com

J.F. Shea Construction, Inc. is soliciting your participation in the preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items: Demolition, Dewatering, Base Materials, Curb & Gutter, Traffic Striping, AC Paving, Landscaping, Ready-Mix Concrete, Reinforcing Steel, Pre-Cast Concrete, Equipment, Electrical & Instrumentation

You may obtain a free download of Plans and Specifications from: The City of Long Beach's website at <http://www.longbeach.gov/finance/business-info/purchasing-division/purchasing-division>. You must register on-line to view and download documents. Plans may also be viewed at the Dodge Plan Rooms or at our Walnut Office.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested SBE/VSBE/LSBE firms and intends to utilize the lowest responsive bidder. J.F. Shea expects potential subcontractors to be bondable. J.F. Shea will pay for up to 1% for subcontractor bond costs. Subcontractors and Suppliers are expected to bid per plans and specifications, including requirements for warranties. Standard manufacturer's warranties, if not in conformance with owner's specifications, will not be accepted.

The John Stewart Company as General Contractor is hereby soliciting Subcontractor bids from the following trades for the repair and waterproofing replacement of approximately 2,500 square feet of elevated walkways at **Church Lane Apartments, located at 2555 Church Lane in San Pablo, California;** Waterproofing, Concrete, Carpentry, Painting.

Plans and specifications for the above project will be available for purchase on or about November 20, 2015 from the John Stewart Company located at 1388 Sutter Street in San Francisco, CA. Electronic bid documents will be available at no cost upon request. This project is funded by the Contra Costa County Community Development Block Grant (CDBG) program. The successful low bidder will be required to comply with all applicable federal CDBG regulations including payment of prevailing wages (Davis-Bacon) and Section 3 Hiring. The successful low bidders must be California licensed sub-contractors and must be able to provide proof of general liability insurance and workers compensation insurance. A Performance Bond may be required.

A Pre-Bid Walk thru will be held at the project site on Thursday, December 3 at 9:00 a.m.

Bids are due on Tuesday, December 15 at 3:00 p.m. Bids received after the deadline will not be accepted. Bids may submitted by hand, mailed or sent by courier to The John Stewart Company at 1388 Sutter Street, 11th floor, San Francisco, CA, Attn: Bernadette Tognietti or by fax to (415) 614-9175 or by e-mail to btognietti@jSCO.net. MBWE/WBE/DBE general contractors are encouraged to submit bids. The John Stewart Company reserves the right to reject any or all bids.

For a complete invitation to bid and instructions to bidders, for bid documents or more project information, contact Bernadette Tognietti at the John Stewart company via e-mail at btognietti@jSCO.net



IMPORTANT NOTICE TO DBE

If you are a Disadvantaged Business Enterprise (DBE)

who is serious about participating

in state and federal DOT construction projects,

you need to be listed in the SBE Database®.

Visit www.sbeinc.com or call 1-800-800-8534 to join.

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Job Listings

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

Public Policy

Keeping the BB Promise

November marks the one-year anniversary of the passage of Measure BB and what a busy year it has been. Measure BB came into effect on April 1, 2015 and Alameda CTC began to distribute funds to all Alameda County cities and transit agencies in July, pursuant to the 2014 Transportation Expenditure Plan. More than \$20 million has been distributed to date for critical transportation projects and programs and transit service, and the much anticipated Measure BB-funded Affordable Student Transit Pass Program is moving forward with the recent approval of a contract for the development and implementation of four three-year pilot programs.

In June 2015, Alameda CTC approved the first Comprehensive Investment Plan (CIP) that allocated more than \$47 million in funding for capital project scoping, design and construction. Projects include Bus Rapid Transit, interchange improvements, HOV lane extensions, and the new BART Irvington Station among many others. The CIP included \$1.2 billion over the next five years to support capital projects, funds for transit operations, local street maintenance, bicycle and pedestrian paths and safety and para-transit and transportation programs. In spring 2016, Alameda CTC is scheduled to approve its second CIP for additional project funding. See contractor outreach look-ahead information to

help local businesses plan for upcoming opportunities.

As we move full speed ahead to deliver Measure BB dollars, we are also continuing to deliver Measure B-funded projects. A recent San Francisco Chronicle article, "Mass transit, car-pools key to big projects" highlighted Alameda County projects opening soon - I-580 Express Lanes, BART extension to South Fremont and East Bay Rapid Transit - calling them "some of the most hotly anticipated projects." These projects were funded in part by Measure B.

Source: Alameda County Transportation Commission

Background Information on Measure BB

Measure BB passed with 70 percent voter support: funds 30-year Transportation Expenditure Plan

Measure BB, approved by Alameda County voters on November 4, 2014, will generate nearly \$8 billion over 30 years for essential transportation improvements in every city throughout Alameda County. See election results map. Funds began flowing to municipalities and transit agencies in July 2015. See Measure BB FY2015-16 sales tax revenue allocation projections.

Measure BB funds the 2014 Transportation Expenditure Plan (2014 Plan), which was unanimously approved by the Alameda County Transportation Commission at its January 2014 meeting. An economic analysis by the Bay Area Council Economic Institute reports that the Plan will yield \$20 billion in total economic activity in the Bay Area and 150,000 full-time equivalent jobs.

The 2014 Expenditure Plan:

- Expand BART, bus and commuter rail for reliable, safe and fast services, including BART expansion and improvements within Alameda County, bus service expansion and commuter rail service improvements.
- Keep fares affordable for seniors, youth and people with disabilities, including affordable senior shuttles, vans and services that help keep seniors independent, and critical funding for student transit passes to ensure youth can affordably get to school. It also funds reliable and inexpensive transportation for people with disabilities.
- Provide traffic relief, including funds to every city in the County to repave streets, fill potholes and upgrade local transportation infrastructure. It also invests in aging highway corridors to upgrade on and off ramps, using

modern technology to manage traffic and improve safety.

- Improve air quality and provide clean transportation by reducing pollution using innovative technology and expanding bike and pedestrian paths, and BART, bus and commuter rail expansion and operations.
- Create good jobs within Alameda County by requiring local contracting that supports residents and businesses in Alameda County.

Strict accountability and performance measures ensure delivery. The 30-year Plan includes strict accountability measures to ensure all \$8 billion for County transportation improvements are spent on approved projects. It requires open and transparent public processes to allocate funds, annual independent audits, an independent watchdog committee made up of people who live in Alameda County and annual compliance reports distributed to the public that detail costs and how specific performance measures are met.

Alameda CTC sought and received unanimous approval of the 2014 Transportation Expenditure Plan by each of Alameda County's 14 cities, and by the County Board of Supervisors. View the calendar of these meetings.

Source: <http://www.alamedactc.org/2014Plan>

SUB-BID REQUESTS CALIFORNIA

McGuire and Hester

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

Sub Bids Requested From Qualified DBE Subcontractors & Suppliers for
County of San Joaquin - Woodbridge Street Improvements Phase III
CFD #14.218 • Location: Woodbridge, CA
Bid Date: December 10, 2015 @ 1:30 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: traffic control; SWPPP; cold plane AC; clearing & grubbing; AC dike; minor concrete; striping & signs; and trucking. We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710 • Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Donat Galicz • An Equal Opportunity Employer

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:
Hwy 101 San Jose - Morgan Hill
Resurface and Repair Flexible Pavement, PCC Slab
Caltrans #04-1J6304
BID DATE: December 1, 2015 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Portable Changeable Message Sign, SWPPP, Storm Water Annual Report, Sweeping, Cold Plane AC, Asphalt Treated Permeable Base, Base Bond Breaker, AC Dike, Geosynthetic Pavement Interlayer, Shoulder Rumble Strip, AC Dike, Tack Coat, Drill and Bond (Dowel Bar), Spall Repair (Polyester Concrete), Individual Slab Replacement (RSC), Grinding, Object Marker, Midwest Guardrail System, Vegetation Control, Transition Railing, Concrete Barrier, Striping & Marking, Loop Detector 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 the Caltrans Website at www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php.



Kiewit Infrastructure West Co.

4650 Business Center Drive Fairfield, CA 94534 • Attn: Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractor, Consultants, and/or Suppliers seeking to participate in the City of Pinole, Pinole-Hercules Water Pollution Control Plant Upgrade Project in Pinole, CA.

<http://www.epa.gov> / <http://www.sba.gov> / www.californiaucp.org

Subcontractors and Suppliers for the following project:
Pinole-Hercules Water Pollution Control Plant Upgrade Project
Contract No. 000101
Owner: City of Pinole

Bid Date: December 10, 2015 @ 10:00 A.M.

Disadvantaged Business Enterprises (DBEs)

Disabled Veteran Business Enterprises (DVBE), Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Small Business Enterprises (SBE), Small Businesses in a Rural Area (SBRA), Labor Surplus Area Firms (LSAF), or Historically Underutilized Business (HUB) Zone Businesses wanted for the following scopes, including, but not limited to:

Asphalt Paving, Aggregates, Minor Concrete, Concrete Pumping, Concrete Readymix, Concrete Reinforcement Supply & Install, Concrete Forms, Precast Concrete, Structural Concrete, Clear & Grub, Dewatering, Doors & Windows, Demolition, Electrical, Equipment, Erosion Control, Fencing, Hazardous Abatement, HVAC, Lime Treatment, Masonry, Metals, Paintings & Coatings, Piping & Valves, Potholing, Sawcutting, Shotcrete, Specialties, Street Sweeping, SWPPP, Support of Excavation, Thermal & Moisture Protection, Trucking & Hauling & 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 CUCP, DVBE, MBE, SBE, SBRA, LSAF or HUB Certified DBE 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 Scopes are due December 4, 2015 and
Quotes NO LATER THAN December 9, 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.

Kiewit Infrastructure West Co., 4650 Business Center Drive Fairfield, CA 94534

Attn: Victor Molina victor.molina@kiewit.com

You can view the plans in our office during regular business hours by appointment. 100% Performance Bond and Payment Bonds are required for this project.

American Iron and Steel requirements apply.

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CA Lic. #433176

Visit Small Business Exchange at www.sbeinc.com
to download the latest SBE Newspaper and Newsletter

Transportation

Creating value in transportation and logistics



By Ludwig Hausmann, Ishaan Nangia, Werner Rehm, and Maximilian Rothkopf

To unlock growth and profitability in a challenging sector, transportation and logistics companies need to make bolder and more astute strategic choices than ever before. The sector's checkered

history of value creation is counterbalanced by compelling lessons from successful players in a range of transportation and logistics industries, both pre- and post-crisis. For all of the upheaval facing the sector, a number of powerful megatrends will create unprecedented opportunities to enter new markets and redefine existing business models. The asset intensity and geographic breadth

of transportation and logistics companies will reward granular fact-based decisions about the markets in which to play, city by city, route by route. This is an opportune moment for executives in the sector to challenge whether their strategy will meet and outperform market expectations.

We looked at the capital-market performance of 264 listed transportation and logistics companies from around the world over a period of ten years, examining the drivers of value creation, both before and after the economic crisis, across eight industries that comprise the sector: airline, bus, freight forwarding, postal/CEP (courier, express, and parcel), rail, shipping, trucking, and contract logistics. Our key findings were:

- The through-cycle capital market performance of the transportation and logistics sector is below investors' requirements. Over the last ten years, the companies in our sample have generated an average total return to shareholders (TRS) of 7.2 percent, a figure well below the

sector's cost of capital (10.5 percent). Although the sample did produce average to above-average revenue growth at a compound annual growth rate of 3.6 percent, the sector's return on invested capital (ROIC) of 7.5 percent was lower than in most other sectors.

- Even in the worst-performing industries, successful players provide valuable lessons for those seeking a pathway to economic profitability. Overall, companies in the bottom 60 percent of the sample destroyed 3.5 times the economic profit created by the top 40 percent. All is not lost, however. Individual "winners" in each industry have been able to create value, typically by making bold strategic moves to boost margins and capital efficiency. An example here is the large new aircraft orders placed by easyJet and Ryanair in a saturated intra-European air transport market—a bet that has paid off. Both companies have delivered continuous value-

Continued on page 8

California Sub-Bid Request Ads

I-10 PEPPER AVENUE BRIDGE REPLACEMENT SANBAG IFB #15-1001238 CITY OF COLTON

SAN BERNARDINO COUNTY, CA

THIS PROJECT HAS A 13% DBE GOAL

BID DATE: DECEMBER 2, 2015 • BID TIME: 1:00 P.M.

Please respond by 4:00 p.m., DECEMBER 1, 2015

We are seeking quotes from all small business concerns - CERTIFIED DBE including, but not limited to, the following work items:

Trucking On-Site, Trucking Aggregates, Trucking Asphalt, Street Sweeping, Equipment Rental, Lead Compliance Plan, Progress Schedule (Critical Path Method), Construction Area Signs, Traffic Control System, Temp Traffic Stripe (Paint), Channelizer (Surface Mounted), Traffic Plastic Drum, Temp Pavement Marker, Portable Changeable Message Sign (EA), Temp Railing (Type K), Temp Crash Cushion Module, Job Site Management, Prepare Storm Water Pollution Prevention Plan, Rain Event Action Plan, Storm Water Sampling and Analysis Day, Storm Water Annual Report, Temp Drainage Inlet Protection, Temp Concrete Washout, Temp Fence (Type ESA), Remove Yellow Thermoplastic Traffic Stripe (Hazardous Waste), Treated Wood Waste, Remove Single Thrie Bean Barrier, Remove Thermoplastic Pavement Marking, Remove Pavement Marker, Remove Concrete Pavement (CY), Clearing and Grubbing (LS), Roadway Excavation, Erosion Control (Bonded Fiber Matrix)(Acre), Fiber Rolls, Class 2 Aggregate Base (CY), Tack Coat, Transition Railing (Type STB), Thermoplastic Traffic Stripe, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe (Sprayable), Pavement Marker (Non-Reflective), Pavement Marker (Retroreflective), Maintaining Existing Traffic Management System Elements During Construction, Inductive Loop Detector (EA), Concrete Aggregates, Asphalt, Joint Sealant Pavement, Joint Sealant Bridge Abutments, Bridge Demolition, Asphalt Dike, Slurry Seal, Rumble Strip (Ground-In), Rebar, Road Signs.

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. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

If you have any questions, Please contact Marty Keane: Phone 858-536-3100, Fax 858-586-0164 or email estimating@coffmanspecialties.com.

Non-DBE Subs/Suppliers: Indicate 2nd tier participation offered on your quotation as it will be evaluated with your price. For any bid proposal submitted on or after March 1, 2015 and any contract for public work entered into on or after April 1, 2015, the following registration requirements apply: Every Subcontractor is required to be registered to perform public work pursuant to Section 1725.5 of the Public Contract Code. No Contractor or Subcontractor shall be qualified to bid on, be listed in a bid proposal pursuant to Section 4104 of the Public Contract Code, or engage in the performance of any contract for public work, unless currently registered to perform public work pursuant to Section 1725.5. No bid shall be accepted nor any subcontract entered into without proof of the Subcontractor's current registration to perform public work pursuant to Section 1725.5. If used in our Bid, Coffman Specialties requires this proof be submitted w/in 24 hours of Bid Date.



9685 Via Excelencia, Ste 200 • San Diego, CA 92126
Phone: (858) 536-3100 • Fax: (858) 586-0164
e-mail inquiries to: estimating@coffmanspecialties.com

RTE 15 - SOUTH OF SD MISSION RD OC TO NORTH OF 52/15 SEPARATION CALTRANS #11-413304 SAN DIEGO COUNTY, CA

THIS PROJECT HAS A 10% DBE GOAL

BID DATE: DECEMBER 2, 2015 • BID TIME: 2:00 P.M.

Please respond by 4:00 p.m., DECEMBER 1, 2015

We are seeking quotes from all small business concerns - CERTIFIED DBE including, but not limited to, the following work items:

Trucking On-Site, Trucking Aggregates, Trucking Asphalt, Street Sweeping, Equipment Rental, Lead Compliance Plan, Progress Schedule (Critical Path Method), Construction Area Signs, Traffic Control System, Temp Traffic Stripe (Paint), Channelizer (Surface Mounted), Traffic Plastic Drum, Temp Pavement Marker, Portable Changeable Message Sign (EA), Temp Railing (Type K), Temp Crash Cushion Module, Job Site Management, Prepare Storm Water Pollution Prevention Plan, Rain Event Action Plan, Storm Water Sampling and Analysis Day, Storm Water Annual Report, Temp Drainage Inlet Protection, Temp Concrete Washout, Temp Fence (Type ESA), Remove Yellow Thermoplastic Traffic Stripe (Hazardous Waste), Treated Wood Waste, Remove Single Thrie Bean Barrier, Remove Thermoplastic Pavement Marking, Remove Pavement Marker, Remove Concrete Pavement (CY), Clearing and Grubbing (LS), Roadway Excavation, Erosion Control (Bonded Fiber Matrix)(Acre), Fiber Rolls, Class 2 Aggregate Base (CY), Tack Coat, Transition Railing (Type STB), Thermoplastic Traffic Stripe, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe (Sprayable), Pavement Marker (Non-Reflective), Pavement Marker (Retroreflective), Maintaining Existing Traffic Management System Elements During Construction, Inductive Loop Detector (EA), Minor Concrete, Grinding, Mill Asphalt, Joint Sealant Pavement, Joint Sealant Bridge Abutments, Asphalt Dike, Slurry Seal, Rumble Strip (Ground-In), Rebar, Road Signs.

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. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the CALTRANS WEBSITE using the Project ID # 11-413304 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

If you have any questions, Please contact Marty Keane: Phone 858-536-3100, Fax 858-586-0164 or email estimating@coffmanspecialties.com.

Non-DBE Subs/Suppliers: Indicate 2nd tier participation offered on your quotation as it will be evaluated with your price. For any bid proposal submitted on or after March 1, 2015 and any contract for public work entered into on or after April 1, 2015, the following registration requirements apply: Every Subcontractor is required to be registered to perform public work pursuant to Section 1725.5 of the Public Contract Code. No Contractor or Subcontractor shall be qualified to bid on, be listed in a bid proposal pursuant to Section 4104 of the Public Contract Code, or engage in the performance of any contract for public work, unless currently registered to perform public work pursuant to Section 1725.5. No bid shall be accepted nor any subcontract entered into without proof of the Subcontractor's current registration to perform public work pursuant to Section 1725.5. If used in our Bid, Coffman Specialties requires this proof be submitted w/in 24 hours of Bid Date.



9685 Via Excelencia, Ste 200 • San Diego, CA 92126
Phone: (858) 536-3100 • Fax: (858) 586-0164
e-mail inquiries to: estimating@coffmanspecialties.com

Fixing the date of the holiday



Jennie Augusta Brownscombe, The First Thanksgiving at Plymouth, 1914, Pilgrim Hall Museum, Plymouth, Massachusetts

special providence. Unexpected disasters or threats of judgement from on high called for Days of Fasting. Special blessings, viewed as coming from God, called for Days of Thanksgiving. For example, Days of Fasting were called on account of drought in 1611, floods in 1613, and plagues in 1604 and 1622. Days of Thanksgiving were called following the victory over the Spanish Armada in 1588 and following the deliverance of Queen Anne in 1705. An unusual annual Day of Thanksgiving began in 1606 following the failure of the Gunpowder Plot in 1605 and developed into Guy Fawkes Day.

In Canada

While some researchers state that “there is no compelling narrative of the origins of the Canadian Thanksgiving day”, the first Canadian Thanksgiving is often traced back to 1578 and the explorer Martin Frobisher. Frobisher, who had been trying to find a northern passage to the Pacific Ocean, held his Thanksgiving celebration not for harvest but in thanks for surviving the long journey from England through the perils of storms and icebergs. On his third and final voyage to the far north, Frobisher held a formal ceremony in Frobisher Bay in Baffin Island (present-day Nunavut) to give thanks to God and in a service ministered by the preacher Robert Wollfall they celebrated Communion.

The origins of Canadian Thanksgiving are also sometimes traced to the French settlers who came to New France with explorer Samuel de Champlain in the early 17th century, who celebrated their successful harvests. The French settlers in the area typically had feasts at the end of the harvest season and continued throughout the winter season, even sharing food with the indigenous peoples of the area.

As settlers arrived in Canada from New England, late autumn Thanksgiving celebrations became common. New immigrants into the country—such as the Irish, Scottish, and

Germans—also added their own traditions to the harvest celebrations. Most of the US aspects of Thanksgiving (such as the turkey), were incorporated when United Empire Loyalists began to flee from the United States during the American Revolution and settled in Canada.

Thanksgiving is now a statutory holiday in most jurisdictions of Canada, with the exception of the Atlantic provinces of Prince Edward Island, Newfoundland and Labrador, New Brunswick, and Nova Scotia.

In the United States

In the United States, the modern Thanksgiving holiday tradition is commonly, but not universally, traced to a sparsely documented 1621 celebration at Plymouth in present-day Massachusetts. The 1621 Plymouth feast and thanksgiving was prompted by a good harvest. Pilgrims and Puritans who began emigrating from England in the 1620s and 1630s carried the tradition of Days of Fasting and Days of Thanksgiving with them to New England. Several days of Thanksgiving were held in early New England history that have been identified as the “First Thanksgiving”, including Pilgrim holidays in Plymouth in 1621 and 1623, and a Puritan holiday in Boston in 1631. According to historian Jeremy Bangs, director of the Leiden American Pilgrim Museum, the Pilgrims may have been influenced by watching the annual services of Thanksgiving for the relief of the siege of Leiden in 1574, while they were staying in Leiden. Now called Oktober Feest, Leiden’s autumn thanksgiving celebration in 1617 was the occasion for sectarian disturbance that appears to have accelerated the pilgrims plans to emigrate to America. In later years, religious thanksgiving services were declared by civil leaders such as Governor Bradford, who planned the colony’s thanksgiving celebration and fast in 1623. The practice of holding an

annual harvest festival did not become a regular affair in New England until the late 1660s.

Thanksgiving proclamations were made mostly by church leaders in New England up until 1682, and then by both state and church leaders until after the American Revolution. During the revolutionary period, political influences affected the issuance of Thanksgiving proclamations. Various proclamations were made by royal governors, John Hancock, General George Washington, and the Continental Congress, each giving thanks to God for events favorable to their causes.[17] As President of the United States, George Washington proclaimed the first nationwide thanksgiving celebration in America marking November 26, 1789, “as a day of public thanksgiving and prayer to be observed by acknowledging with grateful hearts the many and signal favours of Almighty God”.

In modern times the President of the United States, in addition to issuing a proclamation, will “pardon” a turkey, which spares the bird’s life and ensures that it will spend the duration of its life roaming freely on farmland.

Debate about first celebrations in the United States

The traditional representation of where the first Thanksgiving was held in the United States has often been a subject of boosterism and debate, though the debate is often confused by mixing up the ideas of a Thanksgiving holiday celebration and a Thanksgiving religious service. According to author James Baker, this debate is a “tempest in a beanpot” and “marvelous nonsense”.

Local boosters in Virginia, Florida, and Texas promote their own colonists, who (like many people getting off a boat) gave thanks for setting foot again on dry land.(Jeremy Bangs)

These claims include an earlier religious service by Spanish explorers in Texas at San Elizario in 1598, as well as thanksgiving feasts in the Virginia Colony. Robyn Gioia and Michael Gannon of the University of Florida argue that the earliest Thanksgiving service in what is now the United States was celebrated by the Spanish on September 8, 1565, in what is now Saint Augustine, Florida.[A day for Thanksgiving services was codified in the founding charter of Berkeley Hundred in Charles City County, Virginia in 1619.

According to Baker, “Historically, none of these had any influence over the evolution of the modern United States holiday. The American holiday’s true origin was the New England Calvinist Thanksgiving. Never coupled with a Sabbath meeting, the Puritan observances were special days set aside during the week for thanksgiving and praise in response to God’s providence.”

Fixing the date of the holiday

The reason for the earlier Thanksgiving celebrations in Canada has often been attributed to the earlier onset of winter in the north, thus ending the harvest season earlier.[24] Thanksgiving in Canada did not have a fixed date until the late 19th century. Prior to Canadian Confederation, many of the individual colonial governors of the Canadian provinces had declared their own days of Thanksgiving. The first official Canadian Thanksgiving occurred on April 15, 1872, when the nation was celebrating the Prince of Wales’ recovery from a serious illness. By the end of the 19th century, Thanksgiving Day was normally celebrated on November 6. However, when World War I ended, the Armistice Day holiday was usually held during the same week. To prevent the two holidays from clashing with one another, in 1957 the Canadian Parliament proclaimed Thanksgiving to be observed on its present date on the second Monday of October. Since 1971, when the American Uniform Monday Holiday Act took effect, the American observance of Columbus Day has coincided with the Canadian observance of Thanksgiving.

Much as in Canada, Thanksgiving in the United States was observed on various dates throughout history. From the time of the Founding Fathers until the time of Lincoln, the date Thanksgiving was observed varied from state to state. The final Thursday in November had become the customary date in most U.S. states by the beginning of the 19th century. Thanksgiving was first celebrated on the same date by all states in 1863 by a presidential proclamation of Abraham Lincoln. Influenced by the campaigning of author Sarah Josepha Hale, who wrote letters to politicians for around 40 years trying to make it an official holiday, Lincoln proclaimed the date to be the final Thursday in November in an attempt to foster a sense of American unity between the Northern and Southern states. [28] Because of the ongoing Civil War and the Confederate States of America’s refusal to recognize Lincoln’s authority, a nationwide Thanksgiving date was not realized until Reconstruction was completed in the 1870s.

On December 26, 1941, President Franklin D. Roosevelt signed a joint resolution of Congress changing the national Thanksgiving Day from the last Thursday in November to the fourth Thursday. Two years earlier, Roosevelt had used a presidential proclamation to try to achieve this change, reasoning that earlier celebration of the holiday would give the country an economic boost.

Source: en.wikipedia.org

SUB-BID REQUESTS CALIFORNIA

DeSilva Gates Construction

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

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

CALTRANS ROUTE 880 – CONSTRUCTION ON STATE HIGHWAY IN ALAMEDA COUNTY FROM FREMONT BOULEVARD IN FREMONT TO HIGH STREET IN OAKLAND, Contract No. 04-2J0704,

Federal Aid Project ACHSNHPI-880-1(074)E, Disadvantaged Business Enterprise goal assigned is 18%

OWNER:

STATE OF CALIFORNIA
DEPARTMENT OF TRANSPORTATION
1727 30th Street, Bidder's Exchange, MS 26,
Sacramento, CA 95816

BID DATE: DECEMBER 3, 2015 @ 2:00 P.M.

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

AC DIKE, CONCRETE BARRIER, CONSTRUCTION AREA SIGNS, ELECTRICAL, EROSION CONTROL, METAL BEAM GUARDRAIL, MINOR CONCRETE, MINOR CONCRETE STRUCTURE, ROADSIDE SIGNS, SIGN STRUCTURE, STRIPING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, UNDERGROUND, VEGETATION CONTROL, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL, RUBBERIZED HMA (GAP 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 Steve Lippis. 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.

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
An Equal Opportunity Employer

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

CALTRANS - RTE 580 FOR CONSTRUCTION ON STATE HIGHWAY IN SAN JOAQUIN COUNTY NEAR TRACY FROM STANISLAUS COUNTY LINE TO ALAMEDA COUNTY LINE.

CONTRACT NO. 10-0Q17U4, FEDERAL-AID PROJECT ACNHP-X077(023)E, Disadvantaged Business Enterprise goal assigned is 13%

OWNER:

STATE OF CALIFORNIA
DEPARTMENT OF TRANSPORTATION
1727 30th Street, Bidder's Exchange, MS 26,
Sacramento, CA 95816

BID DATE: December 3, 2015 @ 2:00 P.M.

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

Bridge Deck Resurfacing, Clearing & Grubbing, Cold Plane, Concrete Barrier, Construction Area Signs, Crack and Seal, Electrical, Erosion Control, Guard-railing, HMA Dike, Lean Concrete Base, Markers/Delineators, Minor Concrete, Minor Concrete Structures, PCC Paving, Precoated Screenings/ Asphalt Rubber Binder, Prepaving Inertial Profiler, Prepaving Grinding, Rumble Strip, Sign Structures, Striping and Pavement Markers, WPCP Prep, Underground Work, Vegetation Control Concrete, Trucking, Sweeping, Water Trucks, Erosion Control Materials, Imported Borrow Material, Shoulder Backing Material, Aggregate Subbase Material, Aggregate Base Material, HMA Material, RHMA Material and Tack Coat 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. 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.

DeSilva Gates Construction

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

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

CALTRANS ROUTE 101 – CONSTRUCTION ON STATE HIGHWAY IN SANTA CLARA COUNTY IN MORGAN HILL AND SAN JOSE FROM EAST DUNNE AVENUE TO 0.9 MILE NORTH OF SILICON VALLEY BOULEVARD,

Contract No. 04-1J6304, Federal Aid Project ACNHP-Q101(283)E, Disadvantaged Business Enterprise goal assigned is 8%

OWNER:

STATE OF CALIFORNIA
DEPARTMENT OF TRANSPORTATION
1727 30th Street, Bidder's Exchange, MS 26,
Sacramento, CA 95816

BID DATE: DECEMBER 1, 2015 @ 2:00 P.M.

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

AC DIKE, CONCRETE BARRIER, CONSTRUCTION AREA SIGNS, ELECTRICAL, EROSION CONTROL, FABRIC/GEOSYNTHETIC PAVEMENT INTERLAYER, METAL BEAM GUARDRAIL, PCC GRINDING, PCC PAVING, ROADSIDE SIGNS, RUMBLE STRIP, STRIPING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, VEGETATION CONTROL, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL, RUBBERIZED HMA (GAP GRADE) MATERIAL, COLD PLANE.

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 Steve Lippis. 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.



Best Contracting Services, Inc. is requesting sub bids from all qualified LBE/MBW/WBE Suppliers, Subcontractors and Truckers for:

Owner: City and County of San Francisco Port of San Francisco

Project: Pier 31 Roof & Structural Repair Project Contract No.: 2762R

Bid Due Date: 12/15/2015 at 10:30 am

For the following (but not limited to) work:

Sheet Metal, Electrical, Trucking, Concrete, Carpentry, Painting, Abatement, Hazardous Material Demolition

If you are interested in bidding on this work or know someone who is, please contact: Tom Ryan/Candys Simpkins at P: (310) 328-6969, F: (310) 328-9176

Plans, Specs, and Requirements for the project are available for review at our office in Union City or at Port of San Francisco, City and County of San Francisco - Pier 1, The Embarcadero San Francisco, CA 94111 and are available at the Port's website address: <http://www.sfport.com/index.aspx?page=18>

For assistance in obtaining bonds, line of credit, and/or insurance for this project please contact Thomas Ryan/Candys Simpkins at the noted phone number.

Best Contracting Services, Inc.

4301 Bettencourt Way Union City, CA 94587

P: (310) 328-6969, F: (310) 328-9176

E: tryan@bestcontracting.com, cruffin@bestcontracting.com

WE ARE

AN EQUAL OPPORTUNITY CONTRACTOR

CAHILL CONTRACTORS, INC.

Contact: Julie Park
estimating@cahill-sf.com, (415) 986-0600

Bid Requests from Certified SBE Subcontractors and Suppliers for the ALL TRADES* except the following trades that have already bid:

Earthwork / Soil Cement Columns / Structural Concrete / Structural Steel / Elevators / Metal Stairs / Design Build: EBM / Fire Sprinklers / Plumbing / HVAC / Electrical / Solar

***For a detailed list of bidding trades please contact Julie Park at Cahill.**

TRANSBAY BLOCK 7 (REMAINING TRADES)

This is an OCII project with construction work-force and prevailing wage requirements.

Transbay Block 7

255 Fremont Street • San Francisco, CA 94105 Bid Date: 12/1/15 @ 2 PM

Voluntary Pre-bid Meeting on 11/27/15 at 10:00 AM at Cahill Contractors, 425 California Street, Suite 2200, San Francisco, CA 94104.

There will not be a job walk.

Woodrow Wilson Segregated the Federal Workforce

Continued from page 3

according to a history of African Americans' experience at the Postal Service published by the National Postal Museum:

Segregation was quickly implemented at the Post Office Department headquarters in Washington, D.C. Many African American employees were downgraded and even fired. Employees who were downgraded were transferred to the dead letter office, where they did not interact with the public. The few African Americans who remained at the main post offices were put to work behind screens, out of customers' sight.

Both the Post Office and the Treasury Department also created separate bathrooms and lunchrooms for African American and white employees.

Wilson's predecessors in the post-Civil War era had appointed several African Americans to high-ranking government posts. He not only put a stop to that practice, but in 1914 instituted a policy requiring federal job seekers to attach photographs to their applications.

Despite protests from civil rights leaders during his administration, Wilson refused to budge on such measures. "I would say that I do approve of

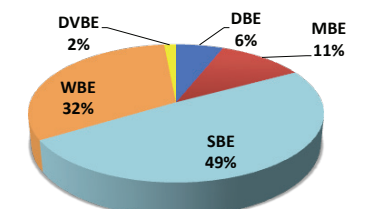
the segregation that is being attempted in several of the departments..." he wrote at one point, declaring that it was in African Americans' interest to be separate from their white coworkers.

That's at best an inconvenient truth for Princeton's Woodrow Wilson School of Public and International Affairs, which is supposed to be training students for service in federal agencies.

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

AUDIENCE PROFILE

Small Business Exchange, Inc.



Creating value in transportation and logistics

Continued from page 5

creating growth through rigorous “clean sheet” cost control and an unmatched asset productivity, benefiting from large-order discounts and highest-in-class flight hours per day.

- Improving ROIC is the key to overcoming investor skepticism about the sector and increasing valuations. Market expectations for transportation and logistics are lower than for the S&P 500 Index on average. Although growth expectations are weak, a poor ROIC in particular drives valuation multiples of about 11 (versus 13.5 for the S&P 500). Transportation and logistics players cannot simply grow their way out of the situation—addressing comparatively low ROIC must be at the core of any value-creating strategy.
- Winning strategies will make the most of seven megatrends that are shaping the transportation and logistics sector. The emergence of more and more megacities and new regional pockets of growth will change the places where transportation and logistics companies can fuel their organic growth. Shared transportation and disruptive technology-related solutions will generate new competition, but also new markets. Companies will face the challenges of understanding how the digital revolution will affect their business and of mastering their own digital transformation. Technological progress will require companies to make conscious choices about their asset intensity and investment program to avoid the “asset trap.” Rapidly changing regulatory and geopolitical environments will call for smart approaches to managing external relations in complex stakeholder landscapes. Finally, an increase in the volatility of demand and input factors will require greater strategic agility and flexibility than in the past.

Ingredients for value creation

To design and implement strategies to beat the market, senior executives of transportation and logistics businesses should ensure their strategies incorporate five imperatives:

Be agile in resource allocation. Companies that are better prepared to flexibly reallocate resources are more successful in generating a higher TRS. Nowhere is this more true than in the geographically diverse network industries of the transportation and logistics sector. In this largely asset-intensive business environment, huge strategic bets have to be made—and run the risk of even greater misallocations. Yet 90 percent of companies’ allocation decisions are anchored on “last year, we . . .” approaches. Few transportation and logistics companies have been more agile in reallocation recently than Singapore Post—cutting capital expenditures for the traditional mail business and even divesting several printing and mailing businesses to allow for bold investments into the growing e-commerce logistics business, expanding coverage across Southeast Asia. Executives can unlock the benefits of agility by overcoming common barriers that hinder flexible resource reallocation—typically, a lack of intent, an inadequate process, and a lack of the right skills and mind-sets.

Resolve the asset dilemma. Our analysis suggests that the flexibility provided by financial leases rarely justifies the premium that asset-intensive companies pay for them, implying that many transport companies could outperform competitors by owning a larger part of their core fleet. A through-cycle procurement strategy is also required to overcome pro-cyclical asset purchases that create vicious cycles of capacity influx in times of lower demand. An understanding of the enormous efficiency gains in the newest equipment models helps avoid the “as-

set trap” (that is, sinking money into transport equipment or infrastructure that rapidly loses value and/or becomes obsolete). A shipping line has saved five percentage points on the costs of adding new asset capacity relative to competitors by consistently better timing its vessel purchases through the cycle for the last 15 years, thereby avoiding having to pay the substantial price premium that is charged during “order booms.” Also, the first movers into innovative asset-pooling concepts, starting with aircraft-engine pools, have been rewarded with higher capital efficiency.

Make your digital transformation a success story. Almost every company is facing the pressure of digitally enabled change from customers, new competitors, and shareholders. Turning a potential threat into an opportunity will require each company to define a digital strategy tailored to its own value drivers, and to make its transformation a success on its own terms. Instead of just “adding” digital outside of existing structures, corporations can create much more value from digitization if they build on their existing assets and strengths (product portfolio and product-development team, existing customer relationships, company assets, and business-building approaches). For most companies, this will mean defining and executing objectives that digitize their core processes, reinforce the IT foundations of their business model, and stake a claim along new frontiers. The latter could reach from digital auxiliary products to partnering with digital giants to develop completely new solutions.

Develop programmatic M&A and cooperation capabilities. Transportation and logistics players have been active consolidators with a bias for using M&A as the predominant source of growth. The sector’s current “firepower” (ex-

cess cash and debt-raising capacity) means that many companies stand to benefit from considering additional M&A opportunities. Instead of chasing “the one big deal,” companies will need to develop a programmatic capability to identify, execute, and integrate attractive acquisition targets—just as many of the leading freight forwarding and contract logistics players have been doing since the year 2000. In addition, companies will need to continue to use alliances to access new markets and capabilities in a cost-effective way.

Manage for an uncertain world. Now more than ever, a market-beating strategy will often mean departing from a company’s traditional markets and experience. Doing so prudently will require executives and boards to be explicit about building the assessment and management of risk and uncertainty into the strategy process. Among sources of uncertainty, changes in regulation can put substantial value at risk. Mitigating the negative impact of regulatory change, and capturing the opportunities it creates, requires a company to rigorously map its stakeholder landscape, engage stakeholders with the right mind-set and fact base, and build crack external affairs capabilities and resources. This will be particularly important for incumbents and entrants in the most regulated industries within T&L—postal services (under the universal service obligation) and passenger rail—but this is no less critical for carriers reliant on access to public transport infrastructure such as ports and airports.

Blending these five strategic ingredients into a compelling strategy will require ambition to outperform the market, tailored analytics, granular understanding of individual markets, and flawless judgment. Executives who are able to combine these inputs will have mixed a potent cocktail that has every chance of beating the market.

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

SUB-BID REQUESTS CALIFORNIA

Shimmick Construction Company Inc.

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

DBE Subcontractor/Supplier Bids Requested For:
**Sacramento Regional County Sanitation District
Biological Nutrient Removal (BNR) Project**
Bid Date: January 20th, 2016 until 2:00 PM
Fax all quotes to 510-777-5099

Requesting qualified DBE certified Subcontractor and Supplier Quotes on: Petroleum, Sand & Gravel, Asphalt, Concrete, Reinforcing Bar, Steel, Doors, Lumber, Paint, Pipe, Fencing, Guard Rail & Barriers, Pavement Markers, Electrical & Signals, Staking, Clear & Grub, Dust Palliative, Earthwork, Erosion Control, Hydroseeding, Finishing Roadway, Aggregate Base & Subbase, Asphalt Concrete, Concrete Structure, Steel Structures, Waterproofing, Reinforcing Steel, Reinforced Concrete Pipe, Structural Steel Plate, Subsurface Drain, Plastic Pipe, Welded Steel Pipe, Sewer, Concrete Curb & Sidewalk, Pumping Plant Equipment, Misc. Metal, Lighting, Civil Engineering, Electrical Engineering, Surveyor, CAD, Scheduling, Project and Document Control, Trucking, Carpentry, Drywall, Crane Work, Wall Covering, Cabinetry, Roofing, Ceramic Tile, Carpet & drapes, Masonry, Plumbing, Painting Structures, Coring, Cutting, Construction Clean-Up, Fuel Systems, Equipment Rental, Elevator, Demolition

Bid Plans and Specifications may be purchased from the County of Sacramento, Site Improvement and Permits Section 827 7th Street, Room 102 Sacramento, CA 95814, (916) 874-6544.

Subcontractors and Suppliers interested in this project may contact John White by phone at (916) 417-8057 or jwhite@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.

D’Arcy & Harty Construction, Inc

(415) 822-5200 Phone • (415) 822-0747 (Fax)
Estimator : willie@darcyharty.com

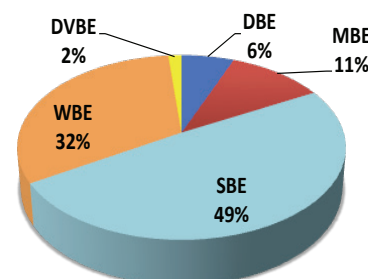
**Adeline Drive and Canyon Road Capacity
Improvement Project**
**Burlingame Hills Sewer Maintenance
District**
San Mateo County, CA

Certified DBE sub-bids requested for
Saw-cutting, Trucking, Traffic Control
and Paving.

Please contact Willie
if you have any questions.

Bids: December 22, 2015 at 2.30 pm

AUDIENCE PROFILE Small Business Exchange, Inc.



Sub-Bids Requested From Qualified
DBE Subcontractors & Suppliers
**Los Angeles County At Various Locations
From 0.2 Mile East Of Long Beach
Boulevard Undercrossing In Long Beach To
Orange County Line**
District 07
Location: 07-LA-91-R1 1.3/R20.7
Contract No. 07-306204
Bid Date: 12-03-2015 @ 2:00 PM

We have information about the plans, specifications, and requirements in our office located at 14425 Joanbridge Street, Baldwin Park, CA. Please call to arrange an appointment, our office hours are 8:00 am to 4:30 pm. Copying services are available.

Chumo Construction, Inc.
14425 Joanbridge Street, Baldwin Park, CA 91706
Phone: (626) 960-9502 Fax: (626) 960-3887
Contact: George Chumo

100% Performance and Payment Bonds with a surety company subject to approval of Chumo Construction Company, Inc. are required of subcontractors for this project. Chumo 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 AGC Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions. Chumo 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. Chumo Construction requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable complete evaluation. For assistance with bonding, insurance or lines of credit contact George Chumo at (626) 960-9502.

An Equal Opportunity Employer

Public Legal Notices





Notice of Availability for Parking Lot Operations

The San Francisco Port Commission is issuing a Request for Proposals ("RFP") to seek qualified Parking lot operators to operate surface parking lots in the northern waterfront located at SWL321, SWL321-1, SWL323-324, Pier 19½, Pier 29½, and Pier 33. The RFP package will be available for pick up at the Port of San Francisco, Pier 1, San Francisco, CA 94111 or download from the Port's website www.sfport.com (<http://www.sfport.com/index.aspx?page=18>) on November 6, 2015. For more information you may contact Bob Davis at robert.g.davis@sfport.com or Jay Edwards in writing at jay.edwards@sfport.com.

Submittals must be delivered by hand to the Port of San Francisco, Pier 1, San Francisco CA 94111, no later than 5:00 P.M. PST on Thursday, December 17, 2015.

CNS#2816396

Stress Around the Holidays

Continued from page 1

Praise your staff.

Your employees may need some extra encouragement and compliments around the holidays. Tell employees directly that they're doing good work or give them cards with messages that show gratitude. Whatever you do, avoid making the holidays extra stressful by complaining too much or pressuring your employees.

Be sensitive to cultural and religious differences.

Remember that not everyone celebrates Thanksgiving and Christmas—and you don't want to ostracize employees who don't. Make sure all employees will feel welcome at any events you throw around the holidays.

Be on the lookout for overstressed employees—and lend a hand.

For some people, the holidays may not be joyous at all. Keep an eye out for an employee who might see especially distracted or distraught around the holidays and offer to listen and help out any way you can, recommends Rich Bayer, CEO of Upper Bay Counseling and Support Services in Elkton, Maryland. Sometimes holiday stress or sadness can be caused by personal issues or problems at home. "For instance, the first holiday after the death of a loved one can be particularly sad," Bayer writes. "Most likely, this is a 'situational sadness,' and the employee should rebound when the holiday is over."

Keep the workplace fun.

Even though the holiday season can be a hectic time for some businesses—especially those in retail or the hospitality industry—it's good to bolster employees' spirits by maintaining a fun, light-hearted mood in the workplace. Writes Hcareers.com, a job site for the hospitality industry: "Small gestures like seasonal treats, holiday-themed contests and games, and special prizes can help defuse some of the tension that your super-busy staff is likely to be shouldering."

Source: <http://sba.thehartford.com>

STATE OF CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION

NOTICE TO CONTRACTORS

MULTIPLE STATE PRISONS ELECTRIFIED FENCE PROJECT NETTING REPLACEMENT – PHASE IV

The California Department of Corrections and Rehabilitation (CDCR) intends to receive bids and award a contract to remove and replace the existing electrical wires of the Lethal Electrified Fence (LEF) system with new, and adding approximately 6,300 Lineal Feet (LF) of new Wildlife Mitigation Netting (WMN) and associated components/hardware to the LEF at the California Department of Corrections and Rehabilitation (CDCR) – Mule Creek State Prison (MCSP) only, and approximately 14,900 LF of existing WMN and associated components/hardware covering the existing bottom nine (9) stainless steel wires of the LEF, as well as removing the existing rodent wire and associated hardware, at the CDCR – California Medical Facility (CMF) and Salinas Valley State Prison (SVSP). The work shall be completed in the following order for these three (3) institutions, located as follows:

1. Mule Creek State Prison (MCSP)
4001 Highway 104
Ione, CA 95640
2. California Medical Facility (CMF)
1600 California Drive
Vacaville, CA 95696
3. Salinas Valley State Prison (SVSP)
31625 Highway 101
Soledad, CA 93960

The INVITATION FOR BID which includes the Projected Timetable, Drawings and Specifications for the above referenced project is available to view and download on the California State Contracts

Register (CSCR) eProcurement website at <http://www.bidsync.com>: Reference Bid Number 60000001899.

CDCR Contact: Ms. Toshi Cordova
Phone No.: (916) 255-6151
E-mail: Toshi.Cordova@cdcr.ca.gov

CONTRACTORS INTERESTED IN BIDDING MUST ATTEND THE SCHEDULED MANDATORY WALK-THROUGH as scheduled below:

- Mule Creek State Prison at 10:00 a.m. on December 17, 2015
- California Medical Facility at 2:00 p.m. on December 17, 2015
- Salinas Valley State Prison at 10:00 a.m. on December 18, 2015

(Information is included in the IFB document referenced above to confirm attendance and begin gate clearance process).

STATE'S DISABLED VETERAN BUSINESS ENTERPRISE (DVBE) 3% MINIMUM PARTICI- PATION GOAL IS A REQUIREMENT OF THIS PROJECT.

In accordance with M&VC §999.5(a) and PCC §10115, an incentive will be given to bidders who provide DVBE participation. For evaluation purposes only, the State shall apply an incentive to bidders that propose California certified DVBE participation as identified on the Bidder Declaration form and confirmed by the State. The incentive amount for awards based on low price will vary in conjunction with the percentage of DVBE participation and applied to responsive bids from responsible bidders.

The State's Estimate for the project is approximately \$1,658,112.00

When in the best interest of the State, all bids may be rejected.

11/19, 11/26/15
CNS-2816881#
SMALL BUSINESS EXCHANGE

CALIFORNIA STATE UNIVERSITY (CSU) OFFICE OF THE CHANCELLOR

NOTICE INVITING BIDS

Bid Nos. RJOCN-002

RJOCC-002

RJOCS-002

Regional General Job Order Contract California State University, Office of the Chancellor

The Trustees of the California State University (CSU) will receive electronic bid proposals for the above referenced job order contract.

Contract Description: In general, the work consists of furnishing of all labor, materials, and equipment for a Job Order Contract (JOC), consisting of separate bids for three CSU regions, Northern, Central and Southern, for general construction work to be used by campuses within the CSU. Bidders may submit a bid for one, two, or all three regions.

Bid Date: January 20, 2016
eBid Opening Time: 2:00 p.m.

at the following website: <https://www.planetbids.com/portal/portal.cfm?CompanyID=15331>

No paper bids will be accepted. See Table of Contents in the bid documents for the list of required documents to be submitted electronically with the eBid Proposal documents, and documents which are to be delivered within 24 hours of bid closing.

Contractor License Requirement: B

Online Pre-bid Webcast Conference Date: December 15, 2015 at 10:00 a.m.

Viewers must register at <https://www.surveymonkey.com/r/BRGJOC> to participate.

Contractor is **strongly encouraged** to participate in this one pre-bid webcast conference which will cover all three regions; Northern, Central, and Southern California campuses.

Sample bid documents are available at the website below. Interested parties must register with PlanetBids to download bid documents, receive addenda, update notices, and submit their ebid. There is no cost to register. The specifications, plans and the Construction Task Order Catalog will be available at the PlanetBids website at no cost.

Bid documents are available at the PlanetBid website specified above on or after December 7, 2015.

CONTACT:

Arlene Lee, Construction Management Specialist
CSU Office of the Chancellor,
CPDC-Construction Management
401 Golden Shore, Long Beach, CA 90802
E-mail: cocm@calstate.edu

The Trustees require the successful bidder to achieve three percent (3%) Disabled Veteran Business Enterprise participation in contracting construction projects as established in the bidding documents, and this must occur prior to the bid opening. Bidders shall contact the Trustees' DVBE Program Advocate Mr. Darryl Dearborn at 562-951-4581 or e-mail at ddearborn@calstate.edu.

This contract is comprised of public works projects which are subject to prevailing wage rate laws (see Contract General Conditions, Article 4.02-C). All contractors and all tiers of subcontractors bidding on this project shall register to bid public works projects with the Department of Industrial Relations, and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/Public-Works/PublicWorks.html> for more information and to register.

All contractors must be prequalified prior to receiving a bid package, see Notice to Contractors in the specifications for further details.

11/25/15
CNS-2818311#
SMALL BUSINESS EXCHANGE

SUB-BID REQUESTS CALIFORNIA

Taber Construction Inc.
2278 Pike Court Concord CA 94520
Phone (925) 682-6133 • Fax (925) 682-6122

**Project: West County Wastewater District
Electrical Improvements – Project 14PP501
Location: Richmond CA
Owner: West County Wastewater District
Bid Date: January 5, 2016 @ 2:00 PM
VIA FACSIMILE**

Taber Construction Inc. is requesting proposals from all qualified subcontractors and suppliers including DBE, MBE, WBE, DVBE, HUBZONE, SBE, SBRA, LSAF, and VSBF for the West County Wastewater District Electrical Improvements.

In general the work covered by this contract will be performed at the West County Wastewater District's Water Pollution Control Plant located at 2377 Garden Tract Road, Richmond, CA, 94801 in Contra Costa County. The work includes, but is not limited to, the following: construction of new 12 kV Switchgear in a new building, replacement of MCCs A, B/BB, C, D, DA, G, and I, remove MCC-G, CL, H, and Solar Disconnect No. 2 from existing switchboard SWDBBB and re-feed from 480V Switchgear, new duct banks to re-feed MCCs, declassify South Head works Building, EQ Pump Station, Primary Sludge Pump Station No. 2, and Thickened Sludge Pumping Building with ventilation, monitoring, and controls per NFPA 820.

The Engineer's Estimate is \$4,039,000.00. The project shall be completed within 505 calendar days; Liquidated Damages are \$500.00 per calendar day.

The project includes at least the following divisions of work: Earthwork, clearing, dewatering, excavation, trenching, bypass pumping, precast concrete, asphalt paving, concrete work, epoxy anchors, reinforcing steel, grouting, masonry, structural steel, metal decking, fiberglass pipe, waterproofing, roof insulation, roofing, sheet metal, joint sealants, doors and hardware, painting, pumps, HVAC, plumbing, electrical, electrical switchgear, panel boards, instrumentation, control systems.

Project plans and specifications can be reviewed at:

<https://www.dropbox.com/sh/64961aw1nko8y/AADoNzUVrLX1Zx13SKmTHBama?dl=0>

Subcontractors shall review the link periodically as well as the project owner's website to check for clarification and addendum information. Taber may not issue notification of such document posting; subcontractor is responsible for ensuring that its proposal includes all clarification and addendum; including all documents issued by the project owner.

All questions must be submitted in writing, by fax or email. Hard copy sets of plans and specs can be viewed in our office by appointment; contact Bret for assistance. It is imperative that all prospective bidders carefully review and account for all safety, quality, and testing provisions; no additional compensation will be made for failure to include the aforementioned requirements in your proposal. All subcontractors will be required to execute a standard Taber Construction Inc subcontract agreement without modifications; a copy of the standard agreement will be furnished upon written request. Taber Construction Inc is an equal opportunity employer. We encourage participation from DBE, WBE, SBE, LBE, DVBE, MBE, and all other subcontractors and suppliers. Taber Construction Inc. is signatory to the Carpenters and Laborer's Collective Bargaining Agreements. All Subcontractors shall be required to provide 100% performance and payment bonds from a surety acceptable to Taber; Taber will reimburse subcontractor up to 1.5% for the bond premium. Listing of a subcontractor by Taber shall not be deemed acceptance of all subcontractor's proposal terms and conditions. Please contact our office for assistance with bonding, lines of credit, equipment, materials, and insurance. Taber will make every effort to break-out work into smaller more economically feasible packages.

Business From Home

Continued from page 2

from an office. Having a home office can help you stay focused on work, but so can setting up some boundaries. Committing to working specific hours of the day—and then reminding your family members and friends that you're not available during those hours—is a good way to create some structure and forced discipline in your work day. Limiting distractions, such as by closing your office door and not checking your social media accounts or personal email during your designated work hours, can help you stay on task.

You also might follow the advice of business consultant Perry Marshall in Entrepreneur to hire a housekeeper to clean your home so that you have time to do the much more lucrative work related to your business and aren't distracted by the urge to clean during the workday.

"As a go-getter, your core entrepreneurial skills can earn you hundreds of thousands of dollars a year. So there's no reason why you should be scrubbing your own toilets," Marshall says.

Fictitious Business Name

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367646-00

Fictitious Business Name(s):
Biolight US
Address
**67 Harrington Street,
San Francisco, CA 94112**
Full Name of Registrant #1
Huiyi Zhong
Address of Registrant #1
**67 Harrington Street,
San Francisco, CA 94112**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/4/2015**

Signed: **Huiyi Zhong**

This statement was filed with the County Clerk of San Francisco County on **11/5/2015**.

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**
Deputy County Clerk
11/5/15

11/12/15 + 11/19/15 + 11/26/15 + 12/3/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367614-00

Fictitious Business Name(s):
The Lark Bar
Address
**29 Third Street,
San Francisco, CA 94103**
Full Name of Registrant #1
Destination Bars Inc (CA)
Address of Registrant #1
**244 Kearny Street, 7th Floor
San Francisco, CA 94108**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **Not Applicable**.

Signed: **Brian Sheehy**

This statement was filed with the County Clerk of San Francisco County on **11/3/2015**.

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Alex Liang**
Deputy County Clerk
11/3/15

11/05/15 + 11/12/15 + 11/19/15 + 11/26/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367982-00

Fictitious Business Name(s):
HMS Associates
Address
**3 Jackson Street,
San Francisco, CA 94111**
Full Name of Registrant #1
Nirak, Inc. (CA)
Address of Registrant #1
**3 Jackson Street,
San Francisco, CA 94111**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **Not Applicable**

Signed: **Karin Johnston**

This statement was filed with the County Clerk of San Francisco County on **11/20/15**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**
Deputy County Clerk
11/20/2015

11/25/15 + 12/3/15 + 12/10/15 + 12/17/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367272-00

Fictitious Business Name(s):
CHOCOLLECTIVE CO
Address
**558 Balboa Street
San Francisco, CA 94118**
Full Name of Registrant #1
Brawne Asana
Address of Registrant #1
**558 Balboa Street
San Francisco, CA 94118**
Full Name of Registrant #2
Kaitlin Guerin
Address of Registrant #2
**558 Balboa Street
San Francisco, CA 94118**

This business is conducted by **A General Partnership**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/12/15**.

Signed: **Brawne Asana**

This statement was filed with the County Clerk of San Francisco County on **10/12/2015**.

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Maribel Jaldon**
Deputy County Clerk
10/13/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367747-00

Fictitious Business Name(s):
KMD Group
Address
**21606 Justco Lane,
Castro Valley, CA 94552**
Full Name of Registrant #1
Mouhamet Dia
Address of Registrant #1
**21606 Justco Lane,
Castro Valley, CA 94552**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/13/15**

Signed: **Mouhamet Dia**

This statement was filed with the County Clerk of San Francisco County on **11/13/15**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**
Deputy County Clerk
11/13/2015

11/19/15 + 11/25/15 + 12/3/15 + 12/10/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0366930-00

Fictitious Business Name(s):
SF Landscapes and Construction
Address
**256 Talbert Street,
San Francisco, CA 94134**
Full Name of Registrant #1
Brawne Asana
Address of Registrant #1
**256 Talbert Street,
San Francisco, CA 94134**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **8/18/2015**

Signed: **Brett Stephens**

This statement was filed with the County Clerk of San Francisco County on **9/22/2015**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Susanna Chin**
Deputy County Clerk
9/22/2015

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367434-00

Fictitious Business Name(s):
Lion's Heart
Address
**3150 18th St Suite 202,
San Francisco CA 94110**
Full Name of Registrant #1
Kimberley Rose Peirano
Address of Registrant #1
**2142 Ahneita Dr,
Pleasant Hill, CA 94523**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/8/15**.

Signed: **Kimberley Rose Peirano**

This statement was filed with the County Clerk of San Francisco County on **10/22/2015**.

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Jennifer Wong**
Deputy County Clerk
10/22/2015

11/05/15 + 11/12/15 + 11/19/15 + 11/26/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367453-00

Fictitious Business Name(s):
Pagan Idol
Address
**246 Kearny Street,
San Francisco, CA 94108**
Full Name of Registrant #1
Future Beverage Inc (CA)
Address of Registrant #1
**244 Kearny Street, 7th Floor
San Francisco, CA 94108**

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **10/23/15**.

Signed: **Brian Sheehy**

This statement was filed with the County Clerk of San Francisco County on **11/3/2015**.

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Jennifer Wong**
Deputy County Clerk
10/23/15

11/05/15 + 11/12/15 + 11/19/15 + 11/26/15

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0367874-00

Fictitious Business Name(s):
STEEP
Address
**240 Ritch Street,
San Francisco, CA 94107**
Full Name of Registrant #1
Alvin Yu
Address of Registrant #1
**850A Brunswick Street,
San Francisco, CA 94112**

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **11/18/15**

Signed: **Alvin Yu**

This statement was filed with the County Clerk of San Francisco County on **11/18/15**

Notice: This fictitious name statement expires five years from the date it was filed. A new fictitious business name statement must be filed prior to this date. The filing of this statement does not of itself authorize the use in this state of a fictitious business name in violation of the right of another under Federal, State or Common Law

Filed: **Fallon Lim**
Deputy County Clerk
11/18/2015

11/19/15 + 11/25/15 + 12/3/15 + 12/10/15

Business From Home



Continued from page 9

6. Staying at home all day

A change of scenery can help ward off a mid-afternoon nap, according to tech entrepreneurs Jason Fried and David Heinemeier Hansson in Business Insider. And getting to a coffee shop or library has other benefits.

For example, having other people around, even if they might be strangers, can trick you into thinking that being productive is the only acceptable thing to do, Fried and Heinemeier Hansson write in their book, "Remote: Office Not Required," as relayed by Business Insider.

Other helpful options include taking a break to get some fresh air, grabbing lunch with an associate or friend, and attending networking events. Also remember that there are many communications tools out there to "virtually" meet someone else outside the house, from Skype to Google Hangouts.

Too often, working from home can feel like a staycation and sap productivity. So arranging meetings can help refresh your brain and energize you toward getting more business done.

These advice points should help you stay productive as you build your business from home, even as you reap the benefits from not having to drive twice a day or miss out on important time with your family.

Source: <http://sba.thehartford.com>

CHANGE OF NAME

CHANGE OF NAME

ORDER TO SHOW CAUSE FOR
CHANGE OF NAME
CASE NO. CNC 15-551568

PETITIONER OR ATTORNEY

Cheng Chen
**2475 17th Avenue,
San Francisco, CA 94116**

TO ALL INTERESTED PERSONS:

1. Petitioner **Cheng Chen** for a decree changing names as follows:

Cheng Chen changed to **Darren Chen**

2. THE COURT ORDERS that all persons interested in this matter shall appear before this court at the hearing indicated below to show cause, if any, why the petition for change of name should not be granted.

NOTICE OF HEARING

Date: **December 24 2015** Time: **9:00 AM**
Dept: **514** Room: **514**

3. A copy of this Order to Show Cause shall be published in **Small Business Exchange**, at least once each week for four successive weeks prior to the date set for hearing on the petition in the **Small Business Exchange** newspaper of general circulation, printed in this county.

**SUPERIOR COURT OF CALIFORNIA,
COUNTY OF SAN FRANCISCO**
**400 MCALLISTER STREET
SAN FRANCISCO, CA 94102**

ARLENE RAMOS, Clerk
DATED - September 29, 2015

11/19/15 + 11/25/15 + 12/3/15 + 12/10/15

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Access to Capital

SMALL & MINORITY BUSINESS

What SBA Offers to Help Small Businesses Grow

What does SBA offer to small business owners? The programs are many and varied, and the qualifications for each are specific. SBA can help facilitate a loan for you with a third party lender, guarantee a bond, or help you find venture capital. Understanding how SBA works is the first step towards receiving assistance.

SBA's Role

SBA provides a number of financial assistance programs for small businesses that have been specifically designed to meet key financing needs, including debt financing, surety bonds, and equity financing.

Guaranteed Loan Programs (Debt Financing)

SBA does not make direct loans to small businesses. Rather, SBA sets the guidelines for loans, which are then made by its partners (lenders, community development organizations, and microlending institutions). The SBA guarantees that these loans will be repaid, thus eliminating some of

the risk to the lending partners. So when a business applies for an SBA loan, it is actually applying for a commercial loan, structured according to SBA requirements with an SBA guaranty. SBA-guaranteed loans may not be made to a small business if the borrower has access to other financing on reasonable terms.

SBA loan guaranty requirements and practices can change as the Government alters its fiscal policy and priorities to meet current economic conditions. Therefore, you can't rely on past policy when seeking assistance in today's market.

Bonding Program (Surety Bonds)

SBA's Surety Bond Guarantee (SBG) Program helps small business contractors who cannot obtain surety bonds through regular commercial channels.

A surety bond is a three-party instrument between a surety (someone who agrees to be responsible for the debt or obligation of another),

a contractor and a project owner. The agreement binds the contractor to comply with the terms and conditions of a contract. If the contractor is unable to successfully perform the contract, the surety assumes the contractor's responsibilities and ensures that the project is completed.

Through the SBG Program, the SBA makes an agreement with a surety guaranteeing that SBA will assume a percentage of loss in the event the contractor should breach the terms of the contract. The SBA's guarantee gives sureties an incentive to provide bonding for eligible contractors, thereby strengthening a contractor's ability to obtain bonding and greater access to contracting opportunities for small businesses.

SBA can guarantee bonds for contracts up to \$5 million, covering bid, performance and payment bonds, and in some cases up to \$10 million for certain contracts.

Venture Capital Program

SBA's Small Business Investment Company (SBIC) Program is a public-private investment partnership created to help fill the gap between the availability of growth capital and the needs of small businesses. The SBA does not invest directly in small businesses, relying instead on the expertise of qualified private investment funds. The SBA licenses these funds as SBICs and supplements the capital they raise from private investors with access to low-cost, government-guaranteed debt.

With these two sources of capital backing them, SBICs search across the United States for promising businesses in need of debt or equity financing. SBICs are similar to other investment funds in terms of how they operate and their pursuit of high returns. However, unlike other funds, SBICs limit their investments to qualified small business concerns as defined by SBA regulations.

Source: /www.sba.gov/

Lean In or Lean Together

San Francisco Is Open for Business: Bank of America Survey Finds That Hiring Among Bay Area Entrepreneurs Is on the Rise



Small business owners in the Bay Area are overwhelmingly optimistic, according to the fall 2015 Bank of America Small Business Owner Report, a semi-annual study exploring the concerns, aspirations and perspectives of small business owners in San Francisco and around the country.

Sixty-four percent of Bay Area small businesses plan to hire in the coming year, an increase from 42 percent a year ago. Additionally, 77 percent of area businesses plan to grow their business over the next five years, a 16 percentage point spike from last year, and 71 percent are confident their revenue will increase in the coming year, a 17 percentage point jump from a year ago.

"Bay Area small business owners are growing in innovative ways," said Emily Shanks, West Coast small business regional executive at Bank of America. "They are continuing to evolve their businesses and are an exemplary market when it comes to collaborative workplace cultures."

Not surprisingly, this expected growth demands more capital. More than one-third (37 percent) of San Francisco small business owners plan to apply for a loan in 2016, a significant increase from 10 percent one year ago. When asked about how they would use this capital, 62 percent of business owners said they will use it to invest in new equipment (compared to 52 percent in fall 2014), and 62 per-

cent will invest in employee training and development – an impressive 40 percentage point jump since fall 2014. As a tech startup hub, Bay Area small business owners are more likely to obtain this funding through alternative lending sources (35 percent), compared to 32 percent nationally.

Economic confidence on the rise, despite lingering concerns

In addition to confidence in their businesses, Bay Area small business owners have increased confidence in the economy: Two-thirds (66 percent) believe the local economy will improve in the next year, an increase of 10 percentage points from a year ago and the highest since the inception of the survey in 2012. Fifty-seven percent also predict the national economy will improve (versus 46 percent a year ago and 36 percent three years ago). Skepticism remains higher on the performance of the global economy with 43 percent saying it will improve.

When asked about their top concerns, San Francisco small business owners believe the following factors have the potential to impact their business over the next 12 months:

- The possibility of future interest rate hikes (43 percent).
- The upcoming U.S. presidential election (43 percent).
- The possibility of a rising minimum wage (43 percent).
- Financial crises in countries abroad [i.e., China and Greece] (41 percent).

Bay Area small business owners embrace workplace 2.0

The workplace culture among San Francisco small businesses is collaborative, tech-friendly and flexible. Most small business owners (91 percent) say that

changing technology has helped their business. In addition, 86 percent of San Francisco small business owners say they are willing to adopt new technologies, with many having incorporated new technologies into their business practices over the past five years, including website optimization (50 percent) and new payment systems (48 percent).

Collaboration is key, with half (50 percent) saying their workplace has become more focused on teamwork in recent years, the highest of all nine markets surveyed. This collaboration is happening even as employers are offering employees more flexibility: 54 percent of Bay Area small business owners give their employees the option to telecommute – a benefit that more than half (59 percent) say improves employee attitudes at work.

Even though 43 percent of small business owners say that technology has reduced their need for employees, hiring remains strong, indicating the nature of the work is changing and they may be hiring employees that more directly contribute to business growth.

Small business owners are beginning to offer nontraditional perks as well, including areas to relax and unwind, such as nap pods or game rooms (22 percent), office happy hours (22 percent) or the ability to bring pets to work (15 percent).

Sharing economy, cybersecurity raise concerns

Small business owners in San Francisco are split on the sharing economy, an industry in which businesses organize and profit from the sharing rather than owning of goods and services – from bikes to Wi-Fi. One-quarter (25 percent) say it's a benefit, while the same number say it's a threat; this is higher than any other market surveyed.

Visit link for full article:

www.sbeinc.com/resources/cms.cfm?fuseaction=news.detail&articleID=1414&pageID=25

ABLE: Asian Black Latino Enterprises

2015's Best Cities for Black Entrepreneurs

The State of Black Entrepreneurship



African Americans own **1.9 million businesses** in the U.S., an increase of 60.5% from 2002.



African American-owned businesses generate more than **\$137.5 billion** in receipts per year. The 100 largest businesses earn more than **\$19.1 billion** in revenue.



Black women are the **fastest growing** group of entrepreneurs in the U.S. - they have grown **322%** since 1997.

However,

- Only 13% of black small business owners report being able to obtain the credit they need
- African American-owned businesses account for just 7.1% of all firms
- Black business owners represent just .8% of total employment and .5% of total receipts

Source: The U.S. Census Bureau, American Express Open's 2015 State of Women-Owned Businesses Report, Wells Fargo and Gallup's Small Business Diverse Segments Lending Study.

Methodology



We evaluated cities nationwide on the following criteria:

30%

PROFESSIONAL NETWORKING: The number of African American-owned businesses per 1,000 residents in a city. A larger number of African American-owned businesses indicates a greater level of support and networking potential for black entrepreneurs.

30%

EDUCATIONAL ATTAINMENT: The percentage of each city's black residents who have attained a bachelor's degree or higher. Higher educational attainment indicates strong educational values and a highly educated workforce.

25%

UNEMPLOYMENT: We also looked at each city's unemployment rate. Low unemployment indicates a healthy job market and solid employment prospects.

15%

GDP: Each city's year-over-year change in gross domestic product. Greater positive change indicates an area's economic health and its ability to support new businesses.

By Paul Southerland

With the economy steadily improving, now is as good a time as any to make the leap into entrepreneurship. And while we've already looked at the best places for women entrepreneurs, we wanted to find the best, most supportive environments for another group that's growing yet often under-represented when it comes to business ownership: African Americans.

To find out just where black entrepreneurs and business owners are thriving, we evaluated cities on a number of metrics from the U.S. Census Bureau and the Bureau of Economic Analysis. We considered each city's economic health, the strength of its job market, its educational values and its concentration of African American-owned businesses:

The Top 10 Places for Black Entrepreneurs

10. New York-New Jersey-Jersey City, NY-NJ-PA

GoodCall score: 279.30

Networking rank: 53

Economic health rank: 24

African American-owned businesses per 1,000 residents: 11.65

YoY change in GDP: 1.01%

African American educational attainment: 22.07%

Unemployment rate: 29.60%

9. Durham-Chapel Hill, NC

GoodCall score: 286.70

Networking rank: 17 47

Economic health rank: 98

African American-owned businesses per 1,000 residents: 13.14

YoY change in GDP: 1.42%

African American educational attainment: 26.98%

Unemployment rate: 8.60%

8. Oklahoma City, OK

GoodCall score: 287.10

Networking rank: 165

Economic health rank: 15

African American-owned businesses per 1,000 residents: 3.98

YoY change in GDP: 2.78%

African American educational attainment: 20.03%

Unemployment rate: 6.20%

7. Manhattan, KS

GoodCall score: 289.25

Networking rank: 192

Economic health rank: 43

African American-owned businesses per 1,000 residents: 2.90

YoY change in GDP: 1.82%

African American educational attainment: 34.80%

Unemployment rate: 4.30%

6. Austin-Round Rock, TX

GoodCall score: 289.50

Networking rank: 190

Economic health rank: 11

African American-owned businesses per 1,000 residents: 3.06

YoY change in GDP: 5.16%

African American educational attainment: 24.17%

Unemployment rate: 7.50%

5. Hood River, OR

GoodCall score: 292.25

Networking rank: 251

Economic health rank: 6

African American-owned businesses per 1,000 residents: 1.70

YoY change in GDP: 3.57%

African American educational attainment: 39.06%

Unemployment rate: 5.30%

4. Baton Rouge, LA

GoodCall score: 292.50

Networking rank: 19

Economic health rank: 77

African American-owned businesses per 1,000 residents: 17.79

YoY change in GDP: 1.92%

African American educational attainment: 18.39%

Unemployment rate: 7.80%

3. Dallas-Fort Worth-Arlington, TX

GoodCall score: 309.00

Networking rank: 86

Economic health rank: 24

African American-owned businesses per 1,000 residents: 8.10

YoY change in GDP: 5.16%

African American educational attainment: 23.40%

Unemployment rate: 8.10%

2. Houston-The Woodlands-Sugarland, TX

GoodCall score: 313.20

Networking rank: 73

Economic health rank: 24

African American-owned businesses per 1,000 residents: 9.47

YoY change in GDP: 5.16%

African American educational attainment: 23.41%

Unemployment rate: 8.10%

1. Washington-Arlington-Alexandria, DC-VA-MD

GoodCall score: 323.65

Networking rank: 72

Economic health rank: 72

African American-owned businesses per 1,000 residents: 15.82

YoY change in GDP: 1.56%

African American educational attainment: 30.62%

Unemployment rate: 7.00%

Methodology

To evaluate the best places for black entrepreneurs in 2015, we used the following metrics to evaluate more than 370 cities:

- **Networking rank:** We calculated each city's networking rank by looking at its number of African American-owned businesses per 1,000 residents, using data from the U.S. Census Bureau's American FactFinder 2007 Survey of Business Owners. This represents 30% of our overall score.

- **Educational attainment:** We looked at educational attainment for each city, defined as the percentage of black residents who have achieved a bachelor's degree or higher, using data from the U.S. Census Bureau's American FactFinder 2013 ACS 5-year estimates. This represents 30% of our overall score.

- **Unemployment rate:** We also considered each city's unemployment rate, using data from the U.S. Census Bureau's American FactFinder 2007 Survey of Business Owners. This represents 25% of our overall score.

- **GDP:** Finally, we included each city's year-over-year change in gross domestic product from 2012 to 2013, using data from the Bureau of Economic Analysis. This represents 15% of our overall score.

Source: www.goodcall.com/data-center/2015s-best-cities-for-black-entrepreneurs/

