

3 Tips For Leading A Successful Entrepreneurial Life



By Peter J. Strauss,

The life of an entrepreneur – or at least the idea behind that life – can seem enticing to just about everyone.

You launch a new enterprise that makes millions – and maybe even changes the way people lead their lives.

But why do some people follow through on such visions with great fanfare and success, while others fail miserably – or never follow through at all?

“There’s just this mindset that the very best entrepreneurs have that positions them for success when others around them are struggling and unable to stay the course,” says Peter J. Strauss (www.peterjstrauss.com), an attorney, entrepreneur and author of the upcoming book *The Accidental Life*.

Strauss says that anyone who is feeling the entrepreneurial tug, and wants to mimic the most successful entrepreneurs, would do well to consider these three points:

- **Remember that fortune favors the bold.** On the outside entrepreneurs may appear confident and assured in their actions, ready to take the steps needed to achieve success without hesitation. In reality, Strauss says, most successful entrepreneurs have a voice inside them imploring them to wait, to not take that chance. The difference between them and others is they ignore that inner voice. “In my career, I tried to prepare myself as best I could for

my next step, but I always had to take a leap of faith to some degree,” Strauss says. “There’s never going to be perfect time or situation that is a guaranteed win. For any significant opportunity, there is always a risk.”

- **Take the “life gives you lemons” approach.** Things don’t always work out the way we hope, but that doesn’t mean you have to accept defeat. Strauss points out that Steve Jobs was once fired by the board of the company he founded. “Steve Jobs easily could have decided that his life as an entrepreneur was not meant to be,” Strauss says. “Instead, he built another company and eventually found himself back at the helm of Apple. Jobs knew that whatever happened, his was not going to be a story of failure.” It’s inevitable that life will throw you curveballs, he says, so learn to hit them. “The good news is that adaptability can be learned,” Strauss says. “The more you train yourself to see possibility in the curveballs, the more you will adapt to hitting singles, doubles and even home runs.”
- **Understand the “family” connection.** Businesses often describe their organizations as “family.” Sometimes that’s just lip service, Strauss says, but in the best corporate cultures the team respects one another and holds each other accountable – much like a family. “If you are in a lead-

ership position, it’s up to you to instill this mindset and to be the role model for it in your company,” he says. He even discovered that the business family he created as an entrepreneur helped make him a better parent. “If I don’t set clear goals and expectations at work, I can’t be disappointed or surprised when my team falls short,” he says. “The same holds true at home. Framing expectations as a dialogue will make your family and your team feel valued.”

“Ultimately, no matter the obstacles, entrepreneurs just find a way to persevere and get the job done,” Strauss says. “But that doesn’t mean it’s always easy. There are real risks involved. People rarely see all the ins and outs and ups and downs of what it takes to reach a place where you feel real success.”

About Peter J. Strauss

Peter J. Strauss (www.peterjstrauss.com) is an attorney, entrepreneur and author of several books, including the soon-to-be-released *The Accidental Life*. He is the founder and managing member of The Strauss Law Firm, LLC, on Hilton Head Island, S.C, and also the founder and CEO of Hamilton Captive Management, LLC. He is a graduate of the New England School of Law and of Harvard Business School’s Owner/President Management program. Strauss also holds an LL.M. in estate planning from the University of Miami and speaks regularly at public seminars.



California Sub-Bid Request Ads

SKANSKA

**REDLANDS PASSENGER RAIL PROJECT MAINLINE CONSTRUCTION
IN SAN BERNARDINO AND REDLANDS
Invitation for Bids (IFB) 17-1001705
Bid Date: December 5, 2018 2:00 PM**

Skanska USA Civil West California District Inc. is interested in soliciting in Good Faith all subcontractors, material suppliers, professional services, consultants and vendors; especially DBE subcontractors related to the scopes of work below for the Redlands Passenger Rail Project Mainline Construction in San Bernardino and Redlands.

All Quotes are due by Friday, November 30, 2018 by 5:00 pm so that all bids/proposals can be fairly evaluated.

Quotes requested include but are not limited to the following work categories:

Traffic Control Devices, Construction Area Signs, Signage, Striping, Equipment Rental or Lease, Safety Equipment, Surveillance Systems, Minor Concrete, Concrete Ditch, Electrical, Earthwork, Asphalt Paving, Asphalt Milling, Fence, Landscape, Handrail, Mechanical, Plumbing, Canopies, Site Furnishings, Masonry, Painting, Land Survey, Quality Control Testing, SWPPP, BMP Materials, Clear and Grub, Bridge Demolition, Aggregate Materials, Rip Rap, Reinforcing Steel, Ready-mix Concrete, Structural Steel, Precast Girders, Steel Piling, CIDH Piling, Waterproofing, Joint Seal Assembly, Bearing Pads, Cellular Concrete, Ground Improvement (Deep Soil Mix), Metal Decking, Miscellaneous Metals, MSE Wall Panels, Articulated Concrete Block, RCP, CMP, HDPE, Waterline Pipe and related.

Assistance: Skanska will assist qualified subcontractors, vendors, & suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities & establish delivery & construction schedules which will permit maximum participation when feasible. We will also review breaking out scope packages and adjusting schedules to assist permit maximum participation.

Plans and Specifications are available for view at our main office in Riverside (Please call or email for appointment). In order to view the documents for this project you must sign a **Sensitive Security Information (SSI) form must be signed and returned by Email: bids.socal@skanska.com** prior to being granted access to the plans and specifications.

Once your signed SSI form is returned, you will receive a bid invitation via Building Connected.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. & general agg; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured Endorsement, Primary Wording Endorsement, & a Waiver of Subrogation (GL & WC). **Other insurance requirements may be necessary per scope or RFP requirement.** Subcontractors may be required to furnish performance & payment bonds in the full amount of their subcontract by an admitted surety & subject to approval by Skanska. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, & Carpenters Unions. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract.

Skanska is an Equal Opportunity/Affirmative Action Employer

EEO/AA/Vet/Disability Employer

Estimating Department - 1995 Agua Mansa Rd, Riverside, CA 92509

Phone (951) 684-5360, Fax: (951) 788-2449

Email: bids.socal@skanska.com • Estimating Contact: Joe Sidor

TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003

Phone: (805) 642-0121 • Fax: (805) 644-1542

Contact: Arnold Tostado • Email: atostado@taftelectric.com

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

**Agency: STATE OF CALIFORNIA • DEPARTMENT OF TRANSPORTATION
Construction on State Highway in La County - Rinaldi St/Amigo Ave & Rt 118
CALTRANS #07A4613**

Location: Los Angeles County

BID DATE: December 6, 2018

Scope of work/Trades: Construction Area Signs, Traffic Control, Portable Changeable Message Signs, Job Site Management (Spill Prevention "Oil", Material Management, Waste Management & Disposal, Non-Storm Water Management and Dewatering Activities), Water Pollution Control Program, Roadside Signs, Striping, Markings & Signage, Fencing (Contractor), Concrete ramps, sidewalk, curb, gutter improvements (Contractor)

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

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

We Are An Equal Opportunity Employer

ROEBUCK CONSTRUCTION, INC.

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

**San Francisco Unified School District
Tule Elk Park Early Education School
Demolition & Abatement Project
Project No. 11904**

**Location: 2110 Greenwich Street,
San Francisco, CA 94123**

Bid Due: December 4, 2018 @ 2:00 PM

PLEASE FAX US YOUR BID PROPOSAL AT LEAST
2 HOURS PRIOR THE BID OPENING. THANK YOU.

ROEBUCK CONSTRUCTION, INC.

1780 Oakdale Avenue

San Francisco, CA 94124

Tel: (415) 255-1506 • Fax: (415) 255-1508

Estimator: Ruairi Murphy

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Contact Info:

795 Folsom Street, 1st Flr, Room 1124

San Francisco, CA 94107

Email: sbe@sbeinc.com

Website: www.sbeinc.com

Phone: (415) 778-6250, (800) 800-8534

Fax: (415) 778-6255

Publisher of

Small Business Exchange

weekly newspaper



California Sub-Bid Request Ads



SWINERTON

PROJECT NAME: Laurel Dell Increment 2
225 Woodland Ave. San Rafael, CA 94901
BID DATE: Dec. 11, 2018 at 12:00 PM.
Include completed Bid form

Swinerton is requesting quotations from certified DVBE. Participation goal is 3%.

Trades: All Trades needed. Note all long lead items & the anticipated lead times.

RFIs Due: November 30, 2018.

Project Description:

Complete construction of 3 new buildings and site work including paving and landscape. Modernization of 2 existing buildings. Scopes of work include replacement of roofing, mechanical, lighting, cabinetry, and finishes etc. Associated materials, site paving, landscaping, playground and completion of all remaining site work. The project includes but is not limited to civil and other site improvements work, electrical and site work including associated civil, architectural, plumbing, mechanical, and electrical work.

PROJECT SCHEDULE: Increment 2 construction will start January 23, 2019 and complete October 25, 2019. The campus will be unoccupied throughout construction

PLANS & SPECIFICATIONS:

Available upon request

Contact: Diane Sementelli

Tel: (415) 705-9980

EMAIL TO: dsementelli@swinerton.com

- This is a Public Works project. Subcontractor must be registered with the CA Department of Industrial Relations before submitting a bid. Application and renewal are completed online with an annual, non-refundable fee.
- The project is subject to current contract requirements public contracting code 17407.5 and AB566 "Skilled and Trained Workforce" Requirements.
- Performance and Payment Bonds are required and shall be included in the base bid.
- This is a Prevailing Wage project.
- MEPS trades must be prequalified with the District.

We reserve the right to require all subcontractors to furnish 100% performance and payment bonds from a U.S. Treasury-listed surety. Premium cost to be included as a separate item. At our discretion, a bid bond and/or letter of bondability from a U.S. Treasury-listed surety may be required within 48 hours of demand. Swinerton Builders is an equal opportunity employer requesting subcontractor bids from all interested firms including disadvantaged, minority, women, veterans and emerging small business enterprises. Assistance in helping subcontractors obtaining bonds, lines of credit and/or insurance will be provided. Please contact Charles "Rick" Moore, Vice President Director Community Relations at 415-421-2980 if you have any questions. All bids received to be per Swinerton Builders subcontract terms and conditions without modification. Swinerton Builders uses wrap up insurance for all its projects. If there are no instructions with the bid to the contrary, then you shall include all insurance costs in your bid. Swinerton Builders Standard Subcontract and insurance requirements are available for review at <https://www.swinerton.com/subcontractors/subcontractor-sample-agreements>

"Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran 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 (DGC) is preparing a bid as a Prime Contractor for the project listed below:

**CALTRANS ROUTE 580 ON
STATE HIGHWAY IN ALAMEDA COUNTY FROM
ROUTE 580/ROUTE 238 SEPARATION TO
BOSTON AVENUE UNDERCROSSING**

CONTRACT NO. 04-270104

**Federal Aid Project No. ACSB11M-580-1(076)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 11th, 2018 @ 2:00 P.M.

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to: **AC Dike, Clearing and Grubbing/Demolition, Cold Plane, Concrete Barrier, Construction Area Signs, Electrical, Erosion Control, Fencing, Hazardous Material, Landscaping / Irrigation, Lead Compliance Plan, Metal Beam Guardrail, Minor Concrete, Minor Concrete Structure, PCC Grinding, LCB, RSC Paving, Roadside Signs, Rumble Strip, Sign Structure, Striping, Survey/Staking, SWPPP Prep/Water Pollution Control Plan Prepare, Temporary Erosion Control, Traffic Control System, Underground, Vegetation Control, Trucking, Water Trucks, Street Sweeping, Class 2 Aggregate Base Material, 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 and password is f7pa55wd) 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: **Eric Allred**
Website: www.desilvagates.com
An Equal Opportunity Employer

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

**CALTRANS CONTRACT NO. 04-3K6004 -
FOR CONSTRUCTION ON STATE HIGHWAY IN
SANTA CLARA COUNTY IN SAN JOSE FROM
0.2 MILE SOUTH OF CAPITOL EXPRESSWAY
UNDERCROSSING TO 0.2 MILE NORTH OF
CURTNER AVENUE UNDERCROSSING**

DVBE GOAL: 5%

OWNER

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

BID DATE: December 6th, 2018 @ 2:00 P.M.

DGC is soliciting quotations from certified Disabled Veterans Business Enterprises and Small Business Enterprises, for the following types of work and supplies/materials including but not limited to: **Cold Plane, Construction Area Sign, Construction Site Management, Crack Sealing, Electrical, Emulsion Supplier, Erosion Control, Fabric/Geosynthetic Pavement Interlayer, Roadside Signs, Striping, SWPPP Prep/Water Pollution Control Plan Prepare, Temporary Erosion Control, Traffic Control Systems, Traffic Control Material Supplier, Traffic Control /Engineer, Trucking, Water Trucks, Street Sweeping, Hot Mix Asphalt (Type A) Material.**

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the Owner's site 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 Eric Allred. 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 DVBE 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 DVBE 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/Affirmative Action Employer.



California Sub-Bid Request Ads



O.C. Jones & Sons, Inc.
1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Jean Sicard

REQUEST FOR DBE
SUBCONTRACTORS AND SUPPLIERS FOR:

Install Single Lane Roundabout
Hwy 12 Rio Vista
Caltrans #04-4G5604

BID DATE: December 18, 2018 @ 2:00 PM

We are soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Type III Barricade, Portable Delineator, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Temporary Hydraulic Mulch, Temporary Silt Fence, Temporary Gravel Bag Berm, Sweeping, Treated Wood Waste, Clearing & Grubbing, Roadway Excavation, Structure Excavation, Structure Backfill, Subgrade Enhancement Geotextile – Class B1, Rock Blanket, Precast Concrete Panel, Electrical, Erosion Control, Hydromulch, Hydroseed, Compost, Lean Concrete Base, Tack Coat, Jointed Plain Concrete, Structural Concrete, Architectural Treatment, Bar Reinforcing Steel, Pipe Culvert, Minor Concrete, Misc. Iron & Steel, Pavement Marker, Roadside Sign, Vegetation Control (Minor Concrete), Transition Railing, Guard Rail, Concrete Barrier Transition, Grated Line Drain, Striping & Marking and Construction Materials

An Equal Opportunity Employer

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



O.C. Jones & Sons, Inc.
1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Greg Souder

REQUEST FOR DBE
SUBCONTRACTORS AND SUPPLIERS FOR:

Rehabilitate roadway, concrete barrier,
MGS, lighting
Hwy 880 Oakland
Caltrans #04-1A6834

BID DATE: December 18, 2018 @ 2:00 PM

We are soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Noise Monitoring, Clearing & Grubbing, Temporary Erosion Control Measures, Prime and Tack Coat, Grind Concrete, Roadway Excavation (Type Z-2 Aerially Deposited Lead, Lean Concrete Base, Base Bond Breaker, Crack Treatment, Preparing Inertial Profiler, Preparing Grinding, Geosynthetic Pavement Interlayer, AC Dike, Cold Plane AC, Precast Jointed Concrete Pavement, Individual Slab Replacement, Isolation Joint Seal (Preformed Compression), Structural Concrete, Minor Concrete, Underground, Adjust Utilities to Grade, Misc. Iron & Steel, Fencing, Pavement Marker, Midwest Guardrail System, Vegetation Control, Concrete Barrier, Striping & Marking, Rumble Strip, Electrical, Transition Railing, and Construction Materials

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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.



O.C. Jones & Sons, Inc.
1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Jean Sicard

REQUEST FOR DBE
SUBCONTRACTORS AND SUPPLIERS FOR:

Construct 3 Roundabouts
Hwy 29 Napa
Caltrans #04-2J1004

BID DATE: December 13, 2018 @ 2:00 PM

We are soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Type III Barricade, Plastic Traffic Drums, Portable Changeable Message Signs, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Biologist, Temporary High-Visibility Fence, Clearing & Grubbing, Roadway Excavation (Type R-1 Aerially Deposited Lead), Structure Excavation, Structure Backfill, Cellular Concrete Lightweight Embankment Material (Class II), Subgrade Enhancement Geotextile, Rock Blanket, Planting & Irrigation, Hydroseed, Compost, AC Dike, Tack Coat, Cold Plane AC, Concrete Pavement Grinding, CIDH Concrete Piling, Structural Concrete, Minor Concrete, Textured Asphalt, Concrete Surface Texture, Bar Reinforcing Steel, Furnish & Install Signal Pole, Pedestrian Barricade, Underground, Adjust Utilities to Grade, Culvert Slurry-Cement Backfill, Rock Slope Protection, Minor Concrete Curb & Gutter, Detectable Warning Surface, Pre/Post Construction Surveys, Booster Pump, Misc. Iron & Steel, Pedestrian Activated Warning Beacon System, Electrical, Stacked Rock Slope Protection, Survey Monument, Obliterate Surfacing, Fencing, Delineator, Pavement Marker, Milepost Marker, Object Marker, Roadside Signs, Midwest Guardrail System, Vegetation Control (Minor Concrete), Chain Link Railing, Cable Railing, Transition Railing, Alternative In-Line Terminal System, Concrete Barrier, Thermoplastic Striping & Marking, Painted Striping & Marking, and Construction Materials

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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.



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California Sub-Bid Request Ads



Kiewit

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

Requests sub-bids from qualified California Unified Certification Program (CUCP) certified Disadvantaged Business Enterprise (DBE), Subcontractors, Consultants, and/or Suppliers seeking to participate in the Construction of Downtown/Riverfront Streetcar Civil, Track, Structures, Stations and Systems Project in Sacramento.

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

Subcontractors and Suppliers for the following project:

Sacramento Streetcar Project
Bid Document No: S030.08.01
Control No: 2018094

Owner: Sacramento Regional Transit District
Bid Date: December 20, 2018 at 2:00 P.M.

Disadvantaged Business Enterprises (DBEs)

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

Aggregates, AC Paving, AC Milling/Cold Plane, Bus Shelter/Canopy, Cathodic Protection, CIDH, Clearing and Grubbing, Concrete Pumping, Concrete Reinforcement, Concrete Supply, Cast in Place Concrete Structures/Pavement, Demolition, Detectable Warning Surface, Earthwork, Electrical & Communications, Erosion Control, Equipment Rental, Fencing & Gates, Flashbutt Welding, Grind Existing Bridge Deck, Grind Existing Concrete Pavement, Groundwater Treatment, Guardrail, Hydraulic Mulch and Dry Seed, Joint Seal, Landscaping, Lighting, Message Signs, Minor Concrete, Misc. Metals, OCS/TPSS, OCS Foundations, Pavers Brick & Granite, Painting & Coating, Pavement Markings, Piping & Valve Supply, Precast Concrete, Quality Control, Movable Bridge Balancing, Traffic Control, Traffic Signals, Track Rail & OTM, Special Track, Steel Ties & Encapsulation, Sawcutting/Coring, Security, Signage/CMS, Site Furnishings, Sheet Metal, Shoring, Slurry Seal, Structural Steel, SWPPP, Survey, Trucking & Hauling, Temp Facilities, Sweeping, Utilities, Utility Bypassing, Utility Locating, Vehicle Maintenance & Storage Facility, Wayside Signaling & Highway Rail Road Crossing Warning Systems, Wood Ties, Water Trucks.

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

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

Subcontractor and Supplier Scopes are due
December 14, 2018 and Quotes

NO LATER THAN December 19, 2018 at 5 PM.

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

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

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

Performance Bond and Payment Bonds will be required for subcontractors

Davis-Bacon Act Applies
Buy America Requirements Apply
An Equal Opportunity Employer
CA Lic. 433176
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Requests quotes from qualified

San Francisco Small & Micro-LBES and SFUC-LBES
(Firms certified by SF Contract Monitoring Division)

Subcontractors and Suppliers for the following (but not limited to) work:

Reinforcing Steel CN004, Carpentry CN010, Pipeline CN015, Fencing CN016, Backhoe CN018, Sanitation Systems CN019, Landscaping CN028, General Engineering CN032, Earthwork & Paving CN033, Traffic Control CN045, Concrete CN046, Const. Clean-Up CN050, Trucking & Hauling CN005, Concrete Supplier & Mfr. EQ031, Traffic Safety & Control Devices EQ077, Pipes, Valves & Fitting Supplies EQ129, Const. Equip. Sales & Rental EQ130, Surveying AE015, Solid Waste Mgmt. Services PS055

CITY & COUNTY OF SAN FRANCISCO
PUBLIC UTILITIES COMMISSION
INFRASTRUCTURE DIVISION

TURNER DAM SPILLWAY AND POND F3 EAST EROSION REPAIR
Sunol, Alameda County, California
Contract No. WD-2855

BID DATE DECEMBER 13, 2018 @ 2:00 p.m.

Sub & Vendor Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Dave Grattan

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

Contract Documents are subject to a non-disclosure agreement.

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

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

Sukut Construction, LLC
An Equal Opportunity Employer

CAHILL CONTRACTORS LLC

requests bids from Certified SBE

Subcontractors and Suppliers for the
following select DESIGN BUILD TRADES ONLY:

Fire Sprinklers / Solar / Exterior Building Maintenance /
Fire Alarm (Design Only) / ERRCS (Design Only)

MACEO MAY - DESIGN BUILD BID - SELECT TRADES
Ave C & 5th St, Treasure Island, CA

This is an SFCMD project with construction workforce and prevailing wage requirements.

BID DATE: 12/18/18 @ 2 PM

BID DOCUMENTS:

Please contact Colby for access to documents on BuildingConnected.

CONTACT:

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



California Sub-Bid Request Ads

IBI Group

REQUEST FOR BIDS & NOTICE OF INTEREST

IBI Group is bidding on the following project as a Prime Contractor:

**On-Call Architectural Engineering and Support Services
for General and Deferred Maintenance Projects
RFP No BRC0000014**

County of Los Angeles, Department of Public Works.

IBI Group is seeking certified **Community Business Enterprise (CBE)** firms interested in submitting qualifications as sub-consultants as part of the IBI team. All CBE firms including **disabled veterans, disadvantaged business enterprises, and minority-women-and other owned business enterprises** may submit information for the following disciplines: Landscape Architecture, Mechanical/HVAC/Plumbing, Structural, Civil, Electrical, Low-voltage Electrical, Cost Estimation, Geotechnical, Elevator, Hardware, Food Services, LEED/Sustainability, Building Commissioning, Specification, Security, Signage/Graphics, Supplemental Specialized Technical Services; Environmental, Surveyor, Acoustical, Fire Protection/Code.

This proposal is in alignment with the L.A. County Community Business Enterprise (CBE) Program. IBI Group intends to conduct itself in good faith in regards to all CBE firms.

All interested firms should **email a two-page firm overview including resumes and a recent project list in, SF330 form, that is similar in scope to the County of Los Angeles, Department of Public Works, On-Call Architectural Engineering and Support Services for General and Deferred Maintenance Projects**

Request for Proposals - RFP No BRC0000014

**and certification documentation no later than EOD on December 7, 2018
to kirk.shimazu@ibigroup.com.**

A copy of the RFQ can be provided upon request by contacting Ms. Colleen Kane at 213-769-0011.

Specific questions regarding this RFQ may be emailed to kirk.shimazu@ibigroup.com

**Project: State Hwy near Wheeler Ridge Route 5/99 Separation
Project # 06-0T20U4**

OWNER: CALTRANS – DBE GOAL 12%

BID DATE: DECEMBER 6TH, 2018 - BID TIME: 2:00 P.M.

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

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

- TRUCKING / IMPORT BORROW, BASES ASPHALT
- EQUIPMENT RENTAL
- LEAD COMPLIANCE PLAN / ADL WORK
- SWPPP / WPC
- SURVEY / QC
- CONSTRUCTION AREA & ROADSIDE SIGNS
- PAVEMENT MARKING / STRIPING
- TRAFFIC CONTROL
- WATER TRUCK
- EARTHWORK / GRADING / ROADWAY EXCAVATION
- EROSION CONTROL
- METAL BEAM GUARD RAIL (MBGR) / FENCING
- CONCRETE SAWCUT & SEALING
- STREET SWEEPING
- DISPOSAL OF SOILS, PAVEMENTS & DEBRIS
- CONCRETE / MINOR CONCRETE
- ASPHALT / ASPHALT PAVING / ASPHALT DIKE
- COLD PLANING / PULVERIZING
- CLEAR & GRUB
- ELECTRICAL
- LANDSCAPING
- AGGREGATE SUPPLY / AGGREGATE BASE
- CONCRETE BARRIER
- REBAR
- DRAINAGE / PIPE SUPPLY

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

Plans and specs are available at no cost to interested firms. Please contact our office @ (858) 536-3100, email us: estimating@coffmanspecialties.com or you can visit our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

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

If you have any questions or need further information, please contact Gus Rios or Marty Keane @ (858) 536-3100



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

Phone: (858) 536-3100 • Bid Fax: (858) 586-0164

e-mail inquiries to: estimating@coffmanspecialties.com

ADVERTISE YOUR BUSINESS HERE



**Barnard Bessac Joint Venture
DBE Opportunities**

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

PROJECT:

**Gravity Pipeline Progressive Design Build Project
OWNER: Silicon Valley Clean Water**

**Initial Publish Date: August 30, 2018
Proposal Deadline: October 1, 2018**

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

**OPPORTUNITIES INCLUDE
(For October 1, 2018 Deadline):**

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

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

Shannon Cozino:

shannon.cozino@barnard-inc.com (site office)

Brittany McNamee:

brittany.mcnamee@barnard-inc.com (HQ office)



Public Legal Notices



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

**Contract No. 1000011948
SERGEANT JOHN MACAULAY
PLAYGROUND RENOVATION**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30:00 p.m. on December 19, 2018**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Public Works Electronic Bid Documents Download site at www.sfpublishworks.org/biddocs. Please visit the Contracts, Bids and Payments webpage at www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work is The work to be done under this contract consists of improvements to existing public neighborhood playground at the corner of O'Farrell and Larkin Streets, San Francisco, California, as shown on the Drawings and as specified in these Specifications. The time allowed for completion is 210 consecutive calendar days. The Engineer's estimate is approximately \$1,350,000. For more information, contact the Project Manager, **Michael DeGregorio** at 415-581-2575.

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

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

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

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

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

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

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

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is 10%. Call Diane Mai-Tran at (415) 581-2310 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%. Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on **December 4, 2018 at 11:00 a.m.** at Sergeant John Macaulay Park (O'Farrell Street and Larkin Street).

For information on the City's Surety Bond and Finance Program, call 415-986-3999 or bond@imwis.com.

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

Class "A" license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the General Manager of the Recreation and Park Department recommends the contract for award, and the Recreation and Park Commission then adopts a resolution awarding the Contract. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

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

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

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

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

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

11/29/18

CNS-3197365#

SMALL BUSINESS EXCHANGE

Veterans and Franchise Ownership: A Good Match?

By Peter J. Strauss,

In a word: yes. Experience shows that most of our military veterans are uniquely qualified to own and operate a franchise business.

In this post, I am going to give you the reasons why veterans are ideally suited to manage a franchise, as well as several useful tips for veterans who are looking to start a franchise business.

Why a veteran should manage a franchise

Thanks to their unique background, veterans possess the ideal mindset for successful franchise business ownership.

They undergo rigorous training. It prepares them for practically anything they'll come across in their lives as soldiers. It shapes them to be disciplined and give their all in everything they do, so they will enthusiastically participate in the formal training they'll receive at the franchise's headquarters.

In a similar way, veterans possess a unique ability to follow rules. They understand the importance of rules, why they exist, and the need to follow them; it is ingrained in their minds in their military preparation. This training will prove to be crucial in their new position, because franchising is all about the rules.

Perhaps most importantly, business owners will be hard pressed to find people with the leadership skills veterans have. From a Military.com article:

"Most military service members are resilient and quite strong for having served. Many are confident, highly assertive, proud and honorable in their character and professional demeanor. They lived a value-based existence while serving their country and seek to work with purpose and measurable impact after the military."

Tips for Veterans Interested in Owning a Franchise

Here are the top three tips for veterans interested in **franchise** ownership:

1. Know that success is not guaranteed

While it is true that most veterans are a great fit for franchising, there is no guarantee of success when buying a franchise.

A lot of factors go into successful franchise business ownership. Making a good choice in

■ **Continued on page 8**



Public Legal Notices



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

Contract No. 1000010918

PANHANDLE PLAYGROUND RENOVATION

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30:00 p.m. on December 19, 2018**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Public Works Electronic Bid Documents Download site at www.sfpublishworks.org/biddocs. Please visit the Contracts, Bids and Payments webpage at www.sfpublishworks.org for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work to be done under this contract is located at 1750 Oak Street, at the intersection with Ashbury Street, within the Panhandle of Golden Gate Park, in San Francisco, California and consists of demolition, site preparation, drainage, utility work, irrigation, planting, asphalt and concrete paving, site furnishing and playground equipment and surfacing installation as shown on the drawings and as specified in these Specifications. The time allowed for completion is 180 consecutive calendar days. The Engineer's estimate is approximately \$1,500,000. For more information, contact the Project Manager, **Melinda Stockmann** at 415-581-2548.

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

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

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

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

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

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

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

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

Bid discounts may be applied as per Administrative Code Chapter 14B. LBE Subcontracting Participation Requirement is 15%. Call Diane Mai-Tran at 415-558-4080 for details. In accordance with Administrative Code Chapter 14B requirements, all bidders shall submit documented good faith efforts with their bids, except those who exceed the above stated LBE Subcontracting Participation Requirement by 35%.

Bidders must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference, if scheduled. Refer to CMD Form 2B.

A pre-bid conference will be held on **December 6, 2018 at 1:00 p.m.** at Panhandle Playground (intersection of Oak St and Ashbury St).

For information on the City's Surety Bond and Finance Program, call 415-986-3999 or bond@jimwis.com.

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

Class "A" license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$600,000 is awarded by the City and County of San Francisco until such time as the General Manager of the Recreation and Park Department recommends the contract for award, and the Recreation and Park Commission then adopts a resolution awarding the Contract. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

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

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

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

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

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

11/29/18
CNS-3197798#
SMALL BUSINESS EXCHANGE

Veterans and Franchise Ownership: A Good Match?

Continued from page 7

a business and obtaining the right type of small business financing are crucial.

2. Use veteran-focused resources

There is no shortage of resources available for veterans who are looking to become their own boss. The Office of Veterans Business Development (OVBD) is perfect example.

The OVBD has numerous free programs and services that can assist veterans who are interested in going down the entrepreneurial path. These include mentorship programs, training programs and more.

3. Do good research

The decision to buy a franchise shouldn't be taken lightly. There is a certain amount of financial risk that comes with it. That's why it's important to do thorough research.

One of the best ways to get the facts about a franchise opportunity is to spend a day with a franchisee at his or her place of business.

I've found that this is a great way to get a feel of how the franchise business operates daily. In addition, questions about the business can be asked in real time.

I also recommend paying a visit to the franchise headquarters. It will help you get a feel for the business from another perspective. In addition, the executive team is usually available, so you can ask them questions face to face.

Should Veterans Buy a Franchise?

On many levels, franchise ownership makes sense for veterans. All in all, veterans and franchising are a great match. There's training, a list of rules to follow, camaraderie (with fellow franchisees) and an opportunity to lead.

But for veterans to be successful as franchise business owners, it's critical that they make the right choice in a franchise and do their homework.

SOURCE: www.sba.gov

