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SMALL BUSINESS

EXCHANGE

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Voice of Small, Emerging Diversity Owned Businesses Since 1984

• NEWS • INFO • BIDS

Crumbling, Rusty, Unfunded Infrastructure: Are Public-Private Partnerships the Solution?



Goethals Bridge Replacement

By Marie Sheahan Brown and Leslie McMillan

A November 23, 2014, *60 Minutes* report by Steve Kroft featured high-traffic roads, rails, bridges, and airports being used far beyond their load capacity and expiration dates.

In "Falling Apart: America's Neglected Infrastructure," Mr. Kroft interviewed former US Secretary of Transportation Ray LaHood:

Steve Kroft: According to the government, there are seventy thousand bridges that have been deemed structurally deficient.

Ray LaHood: Yep.

Kroft: What does that mean?

LaHood: It means that there are bridges that need to be really either replaced or repaired in a very dramatic way.

Kroft: They're dangerous?

LaHood: I don't want to say they're unsafe. But they're dangerous. I would agree with that.

The solution? One might conclude from the report that if only Congress and other politicians would raise gas and other taxes, the substandard infrastructure could be fixed or replaced.

William G. Reinhard, editor of *Public Works Financing* newsletter, trenchantly observes: "As money and power are increasingly concentrated in Washington, the line of supplicants stretches all the way to the US Mint. That has created a 'barbarians at the gate' mentality among the congressional conservatives and budget experts who guard the Treasury. Infrastructure advocates of all stripes claim great benefits from more federal grants, budget leveraging, and tax help. But so do many others for their programs."

The problem has seemed intractable for decades, affording ample time for paint to peel, metal to rust, concrete to crumble. While the government grinded on, trusses failed on the I-5 Skagit River Bridge in Washington in 2013 when struck by an oversize truck. Fortunately, the three people in two cars dumped into the river were soon rescued and not seriously injured.

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Female Entrepreneurs Still Lag Behind Male Counterparts According to Congressional Report

By Carolyn M. Brown

Significant barriers still exist for women entrepreneurs more than 26 years after enactment of groundbreaking legislation to improve access-to-capital, federal contracting, and counseling and training for female business owners, according to a Congressional report released Wednesday. Women small business owners lag far behind their male

counterparts when it comes to getting loans and government contracts, the reports states.

The report, entitled 21st Century Barriers to Women's Entrepreneurship, found that while businesses owned by women account for 30% of small companies, they receive only 4.4% of the total dollars in conventional small-business loans. That amounts to \$1 for every \$23 loaned. Moreover, loan applications from women business owners are more likely to be rejected than those from businesses owned by men, and the loans they get are



likely to have more stringent terms. Women also receive only 7% of venture-capital funding.

Women are also falling short in receiving government contracts. Although Congress in 1994 set a government wide goal of awarding 5% of federal contract dollars to small businesses owned by women, it hasn't met that goal. The closest it has come is 4%, in the fiscal year that ended Sept. 30, 2012. Failing to meet the goal costs women-

owned businesses nearly \$5.7 billion in government contracts each year, the report stated.

The report was released during a hearing of the Senate Committee on Small Business and Entrepreneurship on the unique challenges that women face in starting their own businesses and legislative solutions that could help boost women-owned small businesses and create jobs. The hearing was

■ Continued on page 8

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Community Outreach

Will MLB's Latino Outreach Actually Reach Senior Leadership?

By Michael Nam

Rob Manfred, the 10th commissioner of Major League Baseball, wants to “grow” the game in Latin America and the Caribbean, but while he talks up the diversity of baseball’s workforce, his reorganized senior leadership team lacks any Latino representation. If he truly wants to reach out to Mexico and the Caribbean, of the voices closest to him, who can even speak Spanish?

Additionally, despite some positive diversity practices in the MLB, the representation of Latinos in other leadership positions appears to be a glaring oversight, while the player talent pipeline shows some signs of race-based exploitation.

Adweek asked the baseball commissioner during a wide-ranging interview if the league’s Hispanic outreach efforts would be centered in the U.S. or include the Caribbean and other regions.

“We have a very diverse workforce, and we believe that, with some additional emphasis in this space, we can increase the diversity in our fan base,” said Manfred. “It’s an important outreach effort for us in terms of growth of the game.”

In The Institute for Diversity and Ethics in Sport’s 2014 Racial and Gender Report Card for Major League Baseball, it could be said there is a great deal of diversity on the field and in various positions among the 30 teams, but the study also highlights the lopsided numbers of Latinos in the general workforce versus the executive and team management roles.

Aside from the lack of Latino representation on the senior executive team that directly reports to Rob Manfred, Latinos only made up:

- 2 of 30 team managers
- 2 of 30 team general managers
- 12.9 percent of the league’s front-office employees
- 5.5 percent of team vice presidents
- 10 percent of team senior administrators

Those numbers compare rather unfavorably to some of the other Latino talent representation:

- 28.4 percent of players on opening day rosters
- 30 percent of coaches



Rob Manfred, the 10th commissioner of Major League Baseball, wants to “grow” the game in Latin America and the Caribbean

■ Continued on page 12

Public Policy

Americans With Disabilities Act Still Important 25 Years Later

The day the Americans With Disabilities Act passed in 1990, U.S. Sen. Tom Harkin delivered a speech from the Senate floor in a way most of his colleagues didn’t understand.

Harkin, the bill’s sponsor, used sign language for the benefit of his brother who was deaf and had taught Harkin this lesson: “People should be judged on the basis of their abilities and not on the basis of their disabilities.”

With the country marking the Act’s 25th anniversary, Brandi Rarus, a former Miss Deaf America, remembers how important it was for people with disabilities to make it known they would no longer allow others to set limits on what they could achieve.

“Those of us with disabilities face many barriers,” says Rarus, co-author with Gail Harris of

the book “Finding Zoe: A Deaf Woman’s Story of Identity, Love and Adoption.” (www.brandirarus.com)

“Some of those are unavoidable. I can’t listen to the radio as I drive to work in the morning. Often, because of communication barriers, I have to work twice as hard as a hearing person. Instead of taking me five minutes to make a doctor’s appointment, it takes me 10.”

But some barriers are avoidable, Rarus says. And that’s why the Americans With Disabilities Act has played such an important role in people’s lives for the last 25 years.

The ADA prohibits discrimination against qualified individuals with disabilities when it comes to employment issues. The Act also requires employers to make reasonable accommodations for a dis-

ability unless it causes an “undue hardship.”

Harris, a professional storyteller and Rarus’ co-author, says that although Rarus is deaf, her life struggles are similar to everyone’s.

“We can all relate to finding our place in the world and fitting in, about self-acceptance, about being judged and judging others, and how we must look past all that to fulfill our dreams,” says Harris. (www.gailharrisauthor.com)

The U.S. Department of Labor says many concerns about the ADA never materialized. According to the department:

- **Complying isn’t expensive.** The majority of workers with disabilities do not need accommodations, and for those who do, the cost is usually minimal. In fact, 57 percent of accom-

modations cost nothing, according to the Job Accommodation Network, a service from the Department of Labor’s Office of Disability Employment Policy.

- **Lawsuits have not flooded the courts.** The majority of ADA employment-related disputes are resolved through informal negotiation or mediation. The Equal Employment Opportunity Commission, which enforces the ADA’s employment provisions, investigates the merits of each case and offers alternatives to litigation. The number of ADA employment-related cases represents a tiny percentage of the millions of employers in the U.S.
- **The ADA is rarely misused.** If an individual files a complaint under the ADA and does not have

■ Continued on page 5

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Outstanding Entrepreneur
Mayor’s Advisory Board,
Outstanding Achievement as a Vendor/Supplier

• COUNTY OF LOS ANGELES

Black Business Association,
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• BAY AREA CONTRACT COMPLIANCE

OFFICERS ASSOCIATION
Champion of Diversity

• NAMCSC

Minority Advocate

• 2014 Black History Month Award for Commitment and Service to the African American Community

Minority Advocate

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• San Francisco Contracts Monitoring Division

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Southern California Sub-Bid Request Ads



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

Traffic Control, SWPPP, Hazardous Waste Haul/Trucking, Fencing, Paving, Potholing, Pipeline Testing, Shoring, PVC & CMLC Pipe, Ready Mix Concrete & Aggregates, Striping, Pipe Jacking

Chino Desalter Phase 3 Expansion Chino Creek Well Fields 1 and II Raw Water Intertie Pipeline Project

Located in Eastvale and Ontario, CA

Chino Basin Desalter Authority
Specification No. CDAEXP3-12-06

BID DATE April 22, 2015 @ 2:00 p.m.
Sub & Vendor Bids Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Robbie Zwick

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

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

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

Sukut Construction, LLC
An Equal Opportunity Employer

SKANSKA

Sub-Bids Requested From Qualified D/S/LBE Subcontractors & Suppliers

Transbay Transit Center – Tenant Improvements
Transbay Joint Powers Authority/ Webcor Obayashi Joint Venture
Contract No.: Bid Build – 08-04-CMGC-000, pkg. no. TG16.0

DBE/SBE/LBE Goal: 19%

Subcontractor Quote Due Date: April 15, 2015 - 12:00PM

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified D/L/SBE companies for this project. All interested subcontractors, please indicate all lower tier D/L/SBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Quotes requested for contractors, suppliers and service providers include, but are not limited to:

Subcontracting: Concrete masonry units, metal framing, drywall, building insulation, penetration fire-stopping, toilet accessories, miscellaneous metals for own work, bird deterrent, ballistic resistant panels, acoustic ceiling tiles, acoustic wall treatments, tile, tile carpeting, resilient base, painting, site paints, high performance coatings, doors, frames, hardware, low voltage wiring for own scope of work, interior architectural woodwork, countertops, prefabricated buildings, photo-luminescent exit accessories (PLEA), and final cleaning on complex projects.

Instructions for bidders: For information on plans and specs and/or receive an Invitation to Bid, please submit your information to lindsay.corotis@skanska.com. Plans and Specs are also available at several locations throughout California. For project documents, visit <http://transbaycenter.org/rfp/interiorsfinishes>. For any questions, contact Skanska at (510) 285-1885 or email to lindsay.corotis@skanska.com

Subcontracting Requirements:

Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. 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.

There is a PLA agreement for this job. It can be found at:

<http://transbaycenter.org/tjpa/doing-business-with-the-tjpa/project-labor-agreement>. Skanska is signatory to the Laborers and 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. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Skanska Ph: (510) 285-1885; Fax: (510) 285-1801

Email: lindsay.corotis@skanska.com

Advertise with the Small Business Exchange

Utilize SBE's TARGET DISTRIBUTION to reach the DBEs, SBEs, DVBEs, MBEs, and OBEs that match the trades and goods you need.

www.sbeinc.com

Engineering News-Record recognizes HNTB-designed terminal expansion as national Best of the Best Projects winner for 2014

The San Diego International Airport Terminal 2 Building and Airside Expansion Project, designed by HNTB Corporation, has been named as Best of the Best Projects winner for 2014 by Engineering News-Record, an industry-leading publication that reports on design and construction. The airport took top national honors in the Airport/Transit category.

HNTB provided the initial planning, lead architectural and engineering services for the 460,000-square-foot expansion – branded as The Green Build – adding or renovating a total of 20 gates and designing the airport's new retail and food atrium, among many other interior enhancements. A related airside expansion included 1.3 million square feet of new aircraft apron and taxiway areas.

The largest improvement project in the airport's history, the Green Build terminal expansion also has been awarded Leadership in Energy and Environmental Design Platinum certification from the U.S. Green Building Council, making it the world's first commercial airport terminal to earn the highest LEED certification available for sustainable construction.

"We are proud of our ongoing relationship with the San Diego County Regional Airport Author-

ity and our project partners who worked diligently to bring this award-winning facility to travelers," said Laddie Irion, HNTB senior vice president and national aviation market sector leader. "Receiving this prestigious award from ENR is an honor, and HNTB continues to be committed to setting the industry standard for innovative airport design and sustainable construction."

The terminal has earned more than 40 top awards from industry groups, including the Airport Consultants Council, Airport Minority Advisory Council, Federal Aviation Administration, Public Relations Society of America, Airports Council International, Design-Build Institute of America, California Transportation Foundation and the American Planning Association.

According to the publication's website, the announcement of ENR's national Best of the Best Projects winners culminated a seven-month effort to identify "the pinnacle of design and construction achievement" in the United States among projects completed between June 2013 and June 2014. There were approximately 700 entries for the 10 regional Best Projects competitions, with top winners in each category from each region moving on to the national competition. The entries were

■ **Continued on page 5**



The San Diego International Airport Terminal 2 Building and Airside Expansion Project has been named as Best of the Best Projects winner for 2014 by Engineering News-Record.

Northern/Central/Southern CA. Sub-Bid Request Ads

Bid Requests from Certified SBE Subcontractors and Suppliers for the following trades:
EARTHWORK/SITECLEARING/DEMO, SITE UTILITIES, STRUCTURAL CONCRETE, STRUCTURAL STEEL/MISC. METALS/ & METAL STAIRS (up to podium), WATERPROOFING (below grade), ELEVATORS, AUTO LIFTS
Hunter's Point Block 52 - Building 5 (Early Trades)

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

Hunter's Point Shipyard
11 Jerrold Avenue
San Francisco, CA 94124
Bid Date: 5/1/15 @ 2 PM

Voluntary Pre-bid Meeting & Job Walk on 4/16/15 at 10:00 AM at HP Shipyard Auditorium - Bldg 101, 101 Horne Ave. (Take Innes St south to end, left on Donahue, right on Galvez. Pass the guard station and bear left along Robinson. Bldg 101 will be to your right along on Horne Ave).

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

Bid Requests from Certified SBE Subcontractors and Suppliers for the following Design-Build Trades:
Mechanical, Electrical, Plumbing, Fire Sprinkler, Solar Hot Water System, and Exterior Building Maintenance Systems.

TRANSBAY BLOCK 7 (DESIGN-BUILD TRADES)

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

Transbay Block 7
255 Fremont Street
San Francisco, CA 94105
Bid Date: 4/10/15 @ 2 PM

Voluntary Pre-bid Meeting on 3/24/15 at 11:00 AM at Cahill Contractors, 425 California Street, Suite 2200, San Francisco, CA 94104. There will not be a job walk.

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

AECOM is seeking qualified LBE Subcontractors/Suppliers firms for:

Contract No. 10511.41:
Program Management Support for Airport Security Infrastructure Program
Location: San Francisco International Airport
Bid Date Extended to: April 30, 2015

Trades seeking:

- PS058 Estimator
- PS058 Scheduler
- PS058 Document control
- PS058 Office engineer
- PS058 Code compliance/Safety
- AE006 Electrical engineer (low voltage)
- AE006 Electrical engineer (communications)
- PS019 Admin support staff

AECOM

2325 E. Camelback Rd., Suite 200,
 Phoenix, AZ 85016
 Phone: 602-522-9727 • Fax: 602-337-2620
 Email: christer.wilkinson@aecom.com
Contact: Christer Wilkinson
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Bid Requests from Certified SBE Subcontractors and Suppliers for the following ALL TRADES EXCEPT:
Mass Excavation, Shoring, Infrastructure Hunters View

Phase 2 Block 10 (Vertical Construction)

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

Hunters View - Phase 2 Block 10
146 West Point Road
San Francisco, CA 94124
Bid Date: 4/14/15 @ 2 PM

Voluntary Pre-bid Meeting & Job Walk on 3/31/15 at 10:00 AM at jobsite trailer (on east side of Middle Point Road).

CAHILL/NIBBI (CNJV)
Contact: Julie Park at estimating@cahill-sf.com,
(415) 986-0600.

DeSilva Gates Construction, L.P. is soliciting for LBEs for the following project:
CANDLESTICK POINT REDEVELOPMENT PROJECT,
Project No. CP-02-03-04

OWNER: CP Dev Co c/o Lennar Urban 1 Sansome Street, Suite 3200 San Francisco, CA 94104
BID DATE: April 9, 2015 @ 2:00 P.M.

We hereby encourage responsible participation of Local Small Business Enterprises, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to: **Clearing and Grubbing, Survey/Staking, Trucking, Water Trucks, Street Sweeping, Equipment Rental, Wick Drains.**

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates Construction. DeSilva Gates Construction will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates Construction's requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office..

DeSilva Gates Construction

11555 Dublin Boulevard
 P.O. Box 2909
 Dublin, CA 94568-2909
 (925) 829-9220 / FAX (925) 803-4263
Estimator: Garry Day
 Website: www.desilvagates.com

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Sub Bids Requested From Qualified DBE Subcontractors & Suppliers for
City of Winters
Bridge Replacement Railroad Avenue Over Dry Slough
Project No. 003-15
Location: Winters, CA
Bid Date: April 21, 2015 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: survey; SWPPP; signs; tree removal; hydroseeding; erosion control; bridge removal; trucking; drilling; joint seal; reinforcing steel; metal beam guard railing; metal bridge railing; and striping.

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.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603
 Phone: (510) 632-7676 • Fax: (510) 562-5209
Contact: Dave Koerber
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RGW Construction Inc. is seeking all qualified DBE (Disadvantaged Enterprises) for the following project:

Recycled Water Infrastructure Expansion - Phase 1A
City of Pleasanton Project No. 1141026
Engineer Estimate: \$15,700,000 - 300 Working Days
DBE Outreach
Bids: May 7th, 2015 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to): Construction Area Signs, Traffic Control, Clear and Grub, Landscaping, Hydroseeding, Erosion Control, Irrigation, Slurry Seal, Grinding, Structural Concrete, Signs Roadside, Concrete Curb & Sidewalk-Misc., Object Marker, Thermoplastic and Painted Traffic Stripe & Marking, Detector, SWPPP Planning, Water Truck, Sweeper, Trucker and Horizontal Direction Drilling.

Scope of Work: New 20", 16", 12" 8" & 6" recycled water mains and 134 recycled water service connections, piping connections, flushing, flow control and metering station facilities. Approximately 1,400 lf of directionally drilled 16" recycled water pipeline & various interconnects, pavement and landscape restoration.

RGW is willing to breakout any portion of work to encourage DBE participation. Contact us for a specific item list.

Plans and Specs are available to view and copy at our office or the City of Pleasanton contact Julie Jenkins 925-931-5651. Estimator - Dan Schultz 925-606-2400 dan.schultz@rgwconstruction.com for any questions, including bonding, lines of credit, or insurance or equipment or material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

RGW Construction, Inc.

Contractors License A/B 591940
 550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925
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DeSilva Gates Construction, L.P. is soliciting for DBEs for the following project:

FOR CONSTRUCTION ON STATE HIGHWAY IN SANTA CLARA COUNTY IN SUNNYVALE, SANTA CLARA, AND SAN JOSE FROM FAIR OAKS AVENUE OVERCROSSING TO N FIRST STREET OVERCROSSING.

CONTRACT NO. 04-1J2604,
FEDERAL AID PROJECT ACNHP-P237(011)E

OWNER: STATE OF CALIFORNIA
DEPARTMENT OF TRANSPORTATION
 1727 30th Street, Bidders' Exchange, MS 26,
 Sacramento, CA 95816

BID DATE: APRIL 22, 2015 @ 2:00 P.M.

We hereby encourage responsible participation of Disadvantaged Business Enterprise, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to: **AC Dike, Construction Area Sign, Electrical, Striping, Prepare Water Pollution Control Program, Trucking, Water Trucks, Street Sweeping, Shoulder Backing, Hot Mix Asphalt (Type A) Material, Rubberized HMA (Gap Grade) Material**

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates Construction, L.P. DeSilva Gates Construction, L.P. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates Construction, L.P.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

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:

CONSTRUCTION ON STATE HIGHWAY IN NEVADA COUNTY IN AND NEAR GRASS VALLEY FROM NEAR RIVER BRIDGE TO PINGREE ROAD AND FROM 0.4 MILE SOUTH OF CONCRETE WAY TO 0.2 MILE SOUTH OF ROUTE 20/49 SEPARATION,

CONTRACT NO. 03-0G1504,

FEDERAL-AID NO. ACNH-P049(160)E

OWNER: STATE OF CALIFORNIA
DEPARTMENT OF TRANSPORTATION
 1727 30th Street, Bidders' Exchange, MS 26,
 Sacramento, CA 95816

BID DATE: APRIL 23, 2015 @ 2:00 P.M.

We hereby encourage responsible participation of Disadvantaged Business Enterprise, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to: **AC Dike, Construction Area Sign, Electrical, Lead Compliance Plan, Metal Beam Guardrail, Preparing Inertial Profiler, Preparing Grinding Day, Rumble Strip, Striping, Trucking, Water Trucks, Street Sweeping, Shoulder Backing, Hot Mix Asphalt (Type A) Material, Rubberized HMA (Open Grade) Material**

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates Construction, L.P. DeSilva Gates Construction, L.P. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates Construction, L.P.'s requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

DeSilva Gates Construction

11555 Dublin Boulevard
 P.O. Box 2909
 Dublin, CA 94568-2909
 (925) 829-9220 / FAX (925) 803-4263
Estimator: Victor Le
 Website: www.desilvagates.com
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Northern/Central/Southern CA. Sub-Bid Request Ads

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

Richmond Transit Village Phase 2
Nevin Avenue Improvements, BART – 19th Street
City of Richmond

BID DATE: April 16, 2015 @ 3:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Construction Staking, Traffic Control, Temp. Pedestrian Access and Signs, Stormwater Pollution Control, Clearing & Grubbing, Concrete, Tree Removal, Electrical, Geotextile Fabric, Retaining Wall, Elevator, Elevators Tower Structure & Enclosure, Fire Alarm, HVAC, Fire Protection System, CCTV Systems, Shelter Structure, Signs, Traffic Control Signs, Underground, Minor Concrete, Detectable Warning Surface, Striping & Marking, Handrail, Guardrail, Planting & Irrigation, Bike Rack, Trash Receptacle, Pedestrian Pavers, Fencing, Site Security, and Construction Materials

O.C. Jones & Sons, Inc.

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

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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.

Shimmick Construction Company, Inc.

DBE Subcontractor/Supplier Bids Requested For:
San Francisco Bay Area Rapid Transit District
Traction Power Substation Replacement RRY Installation
Contract No. 15EK-125

Bid Date: April 28, 2015 @ 2:00PM

Fax all quotes to 510-777-5099

Requesting certified DBE Subcontractor and Supplier Quotes on Fencing, Concrete Structure, Minor Concrete Structure, Concrete Surface Finish, Railroad Work, Rail Vehicle/Railroad Quality Assurance Inspection, Railroad Track Inspection, Jacked Welded Steel Pipe, Demolition, Medium Voltage Splicing & Cables, Low Voltage Systems, Fiber Optic Cable & Terminations, Low Voltage Cabling, PABX & ETEL Telephone Systems, Access Control, Electric Testing

Contract Documents may be purchased from the District Secretary's Office, San Francisco Bay Area Rapid Transit District, in person on the 23rd Floor at 300 Lakeside Drive, Oakland, CA 94612 or by mail at P.O. Box 12688, Oakland, CA 94604-2688 or are available for viewing by appointment only at Shimmick Construction's Office: 8201 Edgewater Drive, Suite 202, Oakland, CA 94621.

Subcontractors and Suppliers interested in this project may contact Greg Adams by phone at (510) 777-5040.

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

Shimmick Construction Company Inc.

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

An Equal Opportunity Employer

Americans With Disabilities Act

Continued from page 2

a condition that meets its definition of disability, the complaint is dismissed. While claims by people with false or minor conditions may get media attention, the reality is these complaints are usually dismissed.

Rarus, who became deaf at age 6 when she contracted spinal meningitis, was making strides toward success even before the passage of the ADA.

Winning the Miss Deaf America crown in 1988 led to numerous opportunities. She signed the National Anthem at a Chicago Cubs game. She spoke at corporate conferences and traveled the country speaking out for deaf children and building awareness of what it means to be deaf. She was understudy for Marlee Matlin in the play "Children of a Lesser God."

Her latest project is "Finding Zoe." The book Rarus and Harris joined forces to write tells the story of Rarus' early years as she learned to live with being deaf, but the focal point becomes her effort to adopt Zoe, a deaf infant caught in the foster care system. Harris, upon collaborating with Rarus on her story, was on a mission to help bring it forth, as everyone is deserving of basic human rights. "People don't realize what the deaf have gone through," she says. Working with Rarus and the anniversary of the ADA have reminded her of the challenges all

people face, whether black or white, deaf or hearing, gay or straight. "It's how we deal with them that counts," Harris says. "Brandi's courage and tenacity can get us thinking about our own vulnerabilities and how they can make us strong."

About Brandi Rarus and Gail Harris

Brandi Rarus (www.brandirarus.com), who lost her hearing at age 6, has traveled the country speaking out for deaf children and building awareness of what it means to be deaf. She was Miss Deaf America in 1988. She and her husband live in Austin, Texas, with their three sons and adopted daughter.

Gail Harris (www.gailharrisauthor.com) is an award-winning writer and teacher of the intuitive process who also adopted a child. In addition to co-writing "Finding Zoe," she is the author of "Your Heart Knows the Answer." She lives with her husband and son in Framingham, Mass.

If you would like to run the above article, please feel free to do so. I can also provide images to accompany it. If you're interested in interviewing Brandi Rarus or having her write an exclusive article for you, let me know and I'll gladly work out the details. Lastly, please let me know if you'd like to receive a copy of her book, "Finding Zoe," for possible review.

Lend Lease

Lend Lease (US) Construction Inc.

Request for Certified Small and Local Business Subcontractors and Suppliers

MISSION BAY SOUTH – BLOCK 1

SBE/LBE Goal: 50%

We encourage engaging Second-Tier SBE/LBE Subcontractor and Suppliers.

Bid Package Available: April 2, 2015

We are soliciting Bids for the following Trades:

- | | |
|----------------------------|----------------------------------|
| ■ Tower Cranes & Operators | ■ Flashing and Sheetmetal |
| ■ Hoists & Operators | ■ Glass and Glazing |
| ■ Concrete/Rebar | ■ Elevators |
| ■ GFRC | ■ Fire Protection (Design Build) |
| ■ Metal Panel | ■ Plumbing (Design Build) |
| ■ Metal Stairs | ■ HVAC (Design Build) |
| ■ Waterproofing | ■ Electrical (Design Build) |

Projection Description: Mission Bay South – Block 1 will include the new construction of a multi-family residential building in the Mission Bay neighborhood of San Francisco located between 3rd, Channel and 4th Streets. The project is two buildings (R1 = 16 levels, R2 = 7 levels) comprising 350 units overall and three above-grade parking levels for 335 cars. The project is subject to the Office of Community Investment and Infrastructure (OCII's SBE Program), a PLA and Union Labor is required for most trades.

Instruction for Bidders: Plans, specs and contract exhibits are available on <https://lendlease.sharefile.com/download.aspx?id=sb627230d4be47e4b>. Please contact Precious Stonecipher at 415-512-0586 or MissionBaySouthBlock1@lendlease.com to obtain access to the Bid Package Folder.

Pre-bid Meeting: April 16, 2015 @ 2:00 PM

SFPUC Contractors Assistance Center, 5 Thomas Mellon Circle, Suite 168, SF CA 94134

Prequalification & Bonding Requirements: Successful Bidders with contract values greater than \$100K are required to be prequalified prior to contract award using the Lend Lease prequalification system ("Textura") in accordance with the requirements as defined by the contractor. Successful Bidders with contract values in excess of \$500K must enroll in Lend Lease's Subguard program or provide 100% Performance and Payment bonds. Subcontracts will be executed on the Lend Lease standard subcontract or purchase agreement forms. Lend Lease will require a waiver of subrogation for all insurance policies.

For any questions concerning this solicitation contact Precious Stonecipher at 415-512-0586 or MissionBaySouthBlock1@lendlease.com

Lend Lease (US) Construction Inc.

71 Stevenson Street, Suite 800, San Francisco, CA 94105

An Equal Opportunity Employer

Sub Bids Requested From Qualified MBE, WBE, DBE Subcontractors & Suppliers for

City of Pleasanton
Recycled Water Infrastructure Expansion Phase 1A
Project No. 1141026

Location: Pleasanton, CA

Bid Date: May 7, 2015 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: cathodic protection; saw-cutting; striping; trucking; electrical; signals/loops; SWPPP; reinforcing steel; painting; grinding; and traffic control.

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.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603

Phone: (510) 632-7676 • Fax: (510) 562-5209

Contact: Duane Schulze

An Equal Opportunity Employer

HNTB-designed terminal expansion

Continued from page 3

judged in terms of teamwork, safety, overcoming challenges, innovation and quality. This year, for the first time, the winning project teams will be honored at an awards banquet in New York on April 17, in conjunction with ENR's 50th Annual Award of Excellence Celebration.

"HNTB's aviation contributions can be seen among some of the most complex and visible projects in California, including the Tom Bradley International Terminal, Bradley West Modernization at Los Angeles International Airport; San Francisco International Airport Air Traffic Control Tower design; and the Van Nuys Airport Runway 16R Rehabilitation project," said Chris Peters, HNTB president, West Division.

About HNTB

HNTB Corporation is an employee-owned infrastructure solutions firm serving public and private owners and contractors. With more than a century of service, HNTB understands the life cycle of infrastructure and addresses clients' most complex technical, financial and operational challenges. Professionals nationwide deliver a full range of infrastructure-related services, including award-winning planning, design, program management and construction management. For more information, visit <http://www.hntb.com>.

Source: Engineering News-Record

Success Stories

Succession and Success go together for African-American Family-Owned Technology Firm

1995, Frank Tucker realized his lifelong dream to become an entrepreneur. Today, Tucker Technology, Inc. is a full service telecommunications and information technology contractor employing 48 workers. Tucker Technology provides engineering, installation and maintenance of structured cabling solutions for a wide range of telecommunications cabling infrastructure projects and offers contract and project based staffing.

In 1996 in the process of starting his business, Tucker heard from friends about the SBA 8(a) Business Development Program, a business assistance program for small disadvantaged businesses, which offers a broad scope of assistance to firms that are owned and controlled at least 51% by socially and economically disadvantaged individuals. Under the Small Business Act, certain individuals are presumed socially disadvantaged: African-Americans, Hispanic Americans, Asian Pacific Americans, Native Americans (American Indians, Eskimos, Aleuts, or Native Hawaiians), and Sub-continent Asian Americans. The 8(a) BD program helps thousands of aspiring entrepreneurs to gain a foothold in government contracting.

The same year Tucker Technology also qualified as a Historically Underutilized Business Zone (HUB Zone) Program small business. The HUB Zone Program helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities.

SBA's 8(a) Business Development and HUB Zone Program certification were invaluable to



Frank Tucker, Tucker Technology, Inc. Chairman and CEO

Tucker Technology's early growth. Tucker recalls, "First and foremost, certification advanced our sales. Because of the intense vetting process, we had immediate credibility once certified. This enabled us to close large public and private contracts.

Secondly, we were able to get our foot in the door with federal government agencies at a time when we needed to supplement our private sector and local government business."

However, Tucker is pragmatic about the role of 8(a) Business Development and HUB Zone certifications in the bigger picture of his company's growth. "I advise African-American entrepreneurs to not assume that certification programs will advance their businesses to its fullest potential. Minority and disadvantaged business programs do have value as one of many success tools, but they are not the end all. Minority business owners, like all business owners, must stay aggressive on all fronts in order to compete in the marketplace."

Tucker counsels young and aspiring entrepreneurs on a regular basis. He shares his sales-focused philosophy with them as well as lessons he has learned about relationships, morality, and the social impact that a business can have—creating careers and changing lives. Tucker's most important protégé, however, is his own daughter Conchita, who recently completed her Harvard MBA and has taken the title of President of Tucker Technology.

"Tucker Technology, Inc. is seeing increased growth as a result of Conchita's leadership," her father said proudly.

As part of the succession plan, Tucker has moved into the positions of Chairman and CEO. Conchita has already opened an office in New York City, which has increased the company's national footprint. Both of Conchita's brothers also work for the company, in Chicago and Los Angeles.

Source: U.S SBA

US Food Feeds a Growing Asian Appetite



Sammie Xiao, CAS InterGlobal, President and CEO

In 2012, China passed another impressive benchmark – it became the largest importer of food and beverage products in the world surpassing the US market. That's good news for US food companies and the US balance of trade, and it's also good news for many US export companies. Often overlooked in such statistics is the key role that US export brokers play as the middleman in navigating and linking US food producers to the Asian appetite for safe, high-quality, US-made food products.

One such trader is CAS InterGlobal, LLC, a small startup business based in Pleasanton,



California, led by Sammie Xiao. Xiao had witnessed the growing demand for US food products while working for a major US trading company and handling Asian accounts for nearly a decade. In 2013, she pulled together a team, invested some capital, and started her own trading operation, signing up a network of US food makers to begin selling everything from cookies, chips, and cereal to bottled water and dried fruit to large Chinese buyers such as Walmart China, Amazon China and COFCO (the largest Chinese food company). In addition, Xiao's company now represents a series of California agricultural growers and helps them achieve new export sales.

Yet selling internationally can bring challenges. The lag time between buying goods, shipping them, and finally receiving payment can create a cash flow problem for companies like CAS InterGlobal. Since payment depends

on foreign buyers, financing export transactions is sometimes perceived as more risky. Thus, a standard working capital credit line may not be available.

That's where East West Bank and the U.S. Small Business Administration (SBA) came into the picture. Working together using SBA's Export Express Program, East West Bank began providing a line of credit to CAS InterGlobal earlier this year. After nearly a year of relying solely on self-financing, the increased working capital allowed the company to expand operations.

"The SBA program helped our bank – which has both international banking and SBA expertise – set up a loan that was just what CAS InterGlobal needed," said East West Bank's Annie Xu.

The added working capital increased the company's ability to make sales, and put the company on track to achieve an export sales level three times what it was a year earlier. The company is expanding quickly to new markets such as the Middle East. The East West Bank loan "helped us get to the next level," said Xiao.

SBA is eager to support US exporters who are entering or building their international business. "Exporting is an opportunity for small businesses as well as large ones," said Jeff Deiss, SBA's Regional Export Manager. "SBA has loan guarantees designed to make it easier for small exporters to get the financing they need."

To learn more, visit www.sba.gov/international.

Source: U.S SBA



GROW AMERICA: CALIFORNIA

**Estimated FY 2016
Federal Highway and Transit Apportionment**

The GROW AMERICA Act is a six-year transportation reauthorization proposal transmitted to Congress by the Administration that provides increased and stable funding for our Nation's highways, bridges, transit, and rail systems. The GROW AMERICA Act will allow States and local governments to effectively plan and start construction on projects that will support millions of good

paying jobs over the next several years and improve our economy and global competitiveness.

As displayed below, the Administration's proposed GROW AMERICA Act would put more resources into California's highway and transit systems than a scenario of continued short-term patches at flat funding levels:

**FY 2016 Federal-Aid Highway
Apportionment to California under
Extensions with Flat Funding**

\$3,576,886,247

**FY 2016 Federal Transit Administration
Apportionments and Allocations to California
under Extensions with Flat Funding**

\$1,244,730,613

**Estimated FY 2016 Federal-Aid Highway
Apportionment to California under the
Administration's GROW AMERICA Act**

\$4,288,976,768

**Estimated FY 2016 Federal Transit
Administration Apportionments and
Allocations to California under the
Administration's GROW AMERICA Act**

\$1,919,258,860

INFRASTRUCTURE NEEDS:

According to 2013 data, the Federal Highway Administration has determined that:

- 6,953 of the 24,955 bridges in California (27.9%) are considered **structurally deficient** or **functionally obsolete**.

According to the American Society of Civil Engineers 2013 Report Card statistics:

- Driving on roads in need of repair costs California motorists \$13.892 billion a year in extra vehicle repairs and operating costs – \$586 per motorist.
- 68% of California's roads are in **poor** or **mediocre condition**.

Source: <http://www.dot.gov>



Crumbling, Rusty, Unfunded Infrastructure



Continued from page 1

But then there are those 69,999 other bridges to worry about.

The Public-Private Partnership Solution

At a February 2015 conference in Dallas, Texas, hundreds of experienced people seeking and offering a different solution convened for the second year in a row. The P3C Public-Private Partnership Conference drew "senior management from the largest firms in the construction, engineering, architecture, legal, and consulting industries," the website states. These made up sixty-five percent of attendees.

Another thirty-four percent were public leaders and development agency officials from federal, state, and municipal levels of government from around the country.

Larry Casey, corporate senior vice president of Skanska USA Building, wrote, "P3C is a valuable venue for industry professionals and public officials to meet and discuss the emerging P3 delivery method. Now, more than ever, we need to educate, share best practices, and collaborate . . . to address the tremendous infrastructure needs of our cities, counties, schools, hospitals, colleges and universities, and states."

Jeffrey A. Kaczmarek, executive director of Prince William County, Virginia, Department of Economic Development, noted, "Prince William County has found the P3 Conference to be a great venue to showcase our prime development site opportunities as well as network with potential deal transaction decision makers. We look forward to our continuing participation . . ."

Wendy Heintz-Joehnk, director of strategies + development, Affiliated Engineers, Inc., wrote, "I was delighted and inspired by the multi-stakeholder collaboration, knowledge-sharing, and excitement . . . It is a very refreshing conference in that participants are engaged thought-leaders from both the private and public sector who are enthused to share their ideas and experiences. . . [N]etworking is inherent and promoted in all aspects of the conference. For me, the conference

generated new friendships, new resources, and a new team of us who are now working together on a new project."

Beyond the Conference

The Association for the Improvement of American Infrastructure (AIAI), a group that, among other things, promoted the P3C, is a young organization centered in New York City. AIAI is attracting nationwide membership as interest builds in P3C. These members include MWBE firms alongside vast entities.

Said Richard Fierce, senior vice president of Fluor and president of AIAI, "We would like to get the word out that, rather than just paying lip service to small business inclusion, the kinds of companies that are engaged in P3 delivery can actually deliver against these goals, not just agree to goals."

"As P3s gain traction in the US market," the association's website states, "AIAI is committed to ensuring that small businesses, including MWBEs, are involved in their growth, strategy and execution."

An enormous P3 project that is close to home for many in the Northeast is the new Goethals Bridge Replacement. The Port Authority of New York and New Jersey says this is its first new bridge in more than eighty years—and it is also "the first true surface transportation public-private partnership in the Northeast Region." The Port Authority's website says a lot in a few words: "The partner will design, build, finance, and maintain the new bridge."

The current Goethals Bridge, built in the 1920s, venerably carries about eighty thousand vehicles each day between Staten Island and New Jersey. Those of us who have crossed the grand old span amid the usual cavalcade of cars, trucks, and buses can attest to its marvelously alarming heavy girders, narrow lanes, and cobbly surfaces.

Kiewit-Weeks-Massman is the P3 partnership chosen by the Port Authority to design and build the new bridge. The project offers many opportunities for certified DBE subcontractor participation in this historic project.

Public Legal Notices



GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

NOTICE INVITING BIDS

The Golden Gate Bridge, Highway and Transportation District (District) Seeks bids for **Contract No. 2015-FT-24, Larkspur Ferry Terminal Berths and Channel Maintenance Dredging**. Interested Bidders must submit sealed bids to the Office of the Secretary of the District by **Tuesday, May 5, 2015, by 2:00 p.m., PT**, at which time bids will be publicly opened and read.

This public works Project consists of, in general, maintenance dredging of the Larkspur Ferry Terminal berths, turning basin and navigational approach channel. The work includes furnishing all labor, materials, equipment, supervision and related services required to dredge and dispose of shoaled sediments from the areas shown on the Plans; performing maintenance pile work, including removing one 22-inch diameter steel pipe pile and one 24-inch diameter steel pipe pile and fender system, installing one 12-inch square concrete channel marker pile, and installing of one 36-inch diameter steel pipe fender pile and donut fender system; performing hydrographic surveys; and all other work items

as required to complete the Project titled Larkspur Ferry Terminal Berths and Channel Maintenance Dredging, to the limits shown on the Contract Plans and as specified in the Bid Documents.

A non-mandatory pre-bid conference and a job site tour will be held at the Larkspur Ferry Terminal Administrative Office Building, Larkspur, CA., on **Tuesday, April 21, 2015, at 10:00 a.m., PT**.

Bidders bidding as the prime contractor shall possess a valid State of California Class A General Engineering Contractor's License with a minimum experience of three (3) similar projects with public agencies in the past five (5) years at the time of Contract award. All subcontractors, if any, shall be properly licensed by the State of California to perform specialized trades. Bidder shall submit satisfactory qualifications and experience listed above in bidding documents.

This is a federally funded Public Works Contract. As a result, Contractors and subcontractors must be registered with the Department of Industrial Relations (DIR) pursuant to Labor Code section 1725.5 at the time of contract award (see Labor Code section 1771.1(a)). This Contract is subject to monitoring and enforcement by the DIR pursuant to Labor Code Section 1771.4.

The District hereby notifies all Bidders that it is the policy of the District to ensure nondiscrimination on the basis of race, color, national origin, or sex in the award and administration of contracts. Bidders

are strongly encouraged to obtain Disadvantaged Business Enterprise (DBE) participation on this project, although there is no contract-specific DBE goal. Bidders are encouraged to attend the pre-bid conference to better understand the applicable DBE requirements. For DBE assistance, contact Artemise Davenport, DBE Program Analyst, at (415) 257-4581.

This Contract is also subject to Buy America compliance. Bidders will be required to submit an executed Buy America Certificate. Bidders' attention is directed to the FTA's Dear Colleague letter dated February, 17, 2011, located at http://www.fta.dot.gov/12358_12450.html. In light of the FTA's advice contained therein, with regard to the granting of Buy America waivers, **the District will not award a contract to a Bidder that does not certify compliance with the Buy America requirements on the "Buy America Certificate" included in the Proposal.**

The District reserves the right to reject any and all bids or to waive any irregularities or informalities in any bid or in the bidding procedure. No Bidder may withdraw its bid for a period of ninety (90) days after the date of opening bids.

The successful Bidder shall furnish a performance bond and a payment bond in amounts equal to one hundred percent (100%) of the total price of the Contract. Pursuant to Public Contract Code Section 22300, the successful Bidder may submit cer-

tain securities in lieu of the District withholding funds from progress payments (retention) during the Project.

In accordance with Section 1720 et seq. of the Labor Code, the general prevailing wage rates as established by the Director of the California Department of Industrial Relations will apply to this Contract. The prevailing wage rates established by the California Department of Industrial Relations can be viewed are available at <http://www.dir.ca.gov/DLSR/PWD>.

To inspect the Bid Documents, go to the District's web site home page at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Ferry Division and look for Contract Number **2015-FT-24**. Bid Documents are also available from the Engineering Department, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA 94129-0601, by email at bidquestions@goldengate.org, or by telephone at (415) 563-0809, or by telephone at (415) 923-2031. There is a non-refundable purchase price of fifty dollars (\$50) for a set of hard copies of the Bid Documents. Full-sized Contract Plans, not available for download, will be available for purchase for an additional thirty dollars (\$30).

/s/ John R. Eberle, P.E., Deputy District Engineer
Dated: April 7, 2015
4/9, 4/16/15
CNS-2736950#
SMALL BUSINESS EXCHANGE

Female Entrepreneurs Still Lag Behind Male Counterparts

Continued from page 1

led by U.S. Senator Maria Cantwell (D-WA), chairwoman of the Senate Committee on Small Business and Entrepreneurship.

Businesswomen such as Barbara Corcoran of ABC's "Shark Tank," former Telemundo president Nely Galán and Small Business Administration Administrator Maria Contreras-Sweet were among several witnesses to testify. Corcoran, who turned a \$1,000 loan into a now-\$5 billion enterprise, discussed the critical necessity of broad access-to-capital for start-up and high-growth businesses. Galán, who built her own hit-producing media company, focused on the importance of the Women's Business Center training program, as well as an innovative approach to supporting women's entrepreneurship and economic advancement through her nonprofit, The Adelante Movement.

The committee discussed potential other solutions to help more women-owned businesses grow, including allowing women-owned small businesses to receive sole-source contracts from the federal government, putting them on a level playing field with other traditionally disadvantaged groups. If the federal government was meeting its small business contracting goal for women, it would mean an estimated \$4 billion more work for these businesses than last year.

The report stated that Congress needs to take steps to help women-owned businesses, including making changes to the SBA's microloan program aimed at helping companies borrow up to \$50,000. It called for the reauthorization of what's known as the Intermediary Lending Program,

Continued on page 9



Image Credit: Female Entrepreneur Association

Business Toolkit Developing an Action Plan

By Leo Sun

Action plans, or road maps to accomplishing a set goal, are widely varied. They can be used for personal goals as well as career-related ones. While the content of each will vary, the general template is the same, and can be modified in various ways to suit your needs. Each action plan generally starts with a declaration of a set goal, breaking the large goal into smaller pieces over a set timeline, and overcoming obstacles and set backs that may send you back to square one.

State Your Goal

The first step is to clearly state your mission. Keep it as specific as possible. For example, if your goal is to "save money", be extremely clear with the details – such as "save \$12,000 by midnight of December 31 of this year." Adding the details will make it harder for you to weasel out of your commitment further down the line. However, keep the goal realistic. Make thorough calculations to see if the goal is achievable, and adjust it accordingly.

Identify the Main Tasks

Now that you have a goal, you need to split it up into several more manageable tasks. For example, if your goal was to save \$12,000, then split that goal into "save \$1,000 every month". If your goal was to lose 20 pounds by the end of the year, make it a goal to lose 5 pounds every season. Mark these down on your calendar as non-negotiable deadlines. If any deadline is missed, the action plan should be considered as failed, and you need to start over.

Reward Yourself

Now that you've broken down the first task into more manageable pieces, assign a reward to each deadline. If your action plan is written for a team of employees working towards a common goal of a completed project, let them know that



Image Credit: <http://toolkit.smallbiz.nsw.gov.au>

everyone will receive a bonus or prize for each successful deadline. If your action plan was written to lose weight, then reward yourself with a big expensive steak when each target is successfully reached.

Log Your Progress

While spreading one target into multiple ones is important, a day-to-day log is also the key to your plan's success. Keep a log book with entries regarding your day-to-day activities and how they relate to your goal. Weight-lifting enthusiasts do this all the time by writing down the number of reps they did at the gym each day. Scientists log their experiments daily in order to record changes in variables. A daily log keeps you focused on your goal at all times, and encourages you to do even better the following day. It can actually help you reach your projected targets long before your original deadlines.

Follow Up with a Bigger Action Plan

If you manage to complete your original action plan, congratulations! Rather than celebrate, however, you should immediately follow up by drafting an even more challenging one. The key to self-improvement through action plans is to never let yourself go soft, and continuously pile on new challenges.

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

Public Legal Notices



CITY & COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS

**Contract No. 2267J
(ID No. FCE15049)
COLUMBUS AVENUE PAVEMENT
RENOVATION AND WATER MAIN
REPLACEMENT**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 p.m. on May 6, 2015**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at www.sfdpw.org/biddocs, or purchased on a CD format from 1155 Market Street, 4th Floor, San Francisco, California 94103, telephone 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to "Department of Public Works". Please visit the DPW's Contracts, Bid Opportunities and Payments webpage at www.sfdpw.org for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work is located along Columbus Avenue in San Francisco, California and consists of pavement renovation, curb ramp construction, watermain, AWSS, sewer and drainage replacement, traffic routing, and all associated work. The time allowed for completion is 330 consecutive calendar days. The Engineer's estimate is approximately \$3,800,000. For more information, contact the Project Manager, Ramon Kong at 415-554-8280.

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").

Effective March 1, 2015, no contractor or subcontractor may be listed in a bid 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)].

Effective April 1, 2015, no contractor or subcontractor may be awarded a contract for public work on a public works project unless registered with the DIR pursuant to Labor Code section 1725.5.

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 (SFAC) Section 6.25, "Clean Construction" is required for the performance of all work.

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 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 SFAC Chapter 14B. Subcontracting goal is 25% LBE. Call Selormey Dzikunu at 415-558-4059 for details. In accordance with SFAC Chapter 14B requirements, all bidders, except those who meet the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to CMD Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-bid conference will be held on **April 16, 2015; 1:00 p.m.**, at 1680 Mission Street, 3rd Floor.

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

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. SFAC Sec. 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 San Francisco Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC 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 Section 6.22(G) of the SFAC. 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 Human Rights Commission as being in compliance with the Equal Benefits Provisions of Chapter 12B of the City's 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, Department of Public Works, setting forth with specificity the grounds for the objection.

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

4/9/15
CNS-2736333#
SMALL BUSINESS EXCHANGE



CITY & COUNTY OF SAN FRANCISCO
DEPARTMENT OF PUBLIC WORKS

**REQUEST FOR QUALIFICATIONS/
PROPOSALS
SAN FRANCISCO
ASPHALT AND CONCRETE SUSTAINABLE
RECYCLING PRODUCTION FACILITY AND
LEASE OPPORTUNITY**

The City and County of San Francisco (City), acting by and through the San Francisco Port Commission and the San Francisco Public Works (Public Works), announces a Request for Qualifications/Proposals (RFQ/P) for San Francisco Asphalt and Concrete Sustainable Recycling Production Facility and Lease Opportunity. The City is seeking a qualified respondent (the "Operator") who has demonstrated the ability to develop and operate an asphalt and concrete recycling and production facility within approximately 204,688 square feet of land, located at Seawall Lot 352 ("the Site"). The goal of this RFQ/P is to negotiate a maritime industrial lease with the Port for the lease and operation of the Site and the development and operation of a new recycled asphalt and concrete production facility. In the event that the Port elects to enter into a lease for a new asphalt and concrete recycling and production facility at the Site, the City will require a companion long-term purchase contract negotiated by the parties that will provide the City with a reliable, high quality and competitively priced source of recycled asphalt and concrete.

Proposals will be received at 1680 Mission Street, 4th Floor, San Francisco, California until **5:00 P.M. Pacific Time, May 19, 2015**. Interested parties shall submit Proposals as required in the RFQ/P package.

Late submittals will not be considered. Digital files of the RFQ/P Package may be downloaded at no cost at: www.sfdpw.org/biddocs. Notices regarding Addenda and other proposal changes will be distributed by email to Plan Holders. Additional information is available from the Public Work's Contracts, Bid Opportunities and Payments webpage at: www.sfdpw.org.

The Port Commission is interested in encouraging the participation of certified Local Business Enterprises (LBE) in this RFQ/P opportunity. The selected Respondent will be encouraged to consult with the Contract Monitoring Division (CMD) to determine appropriate methods for promoting participation by CMD certified LBEs for the building and operation of the resulting plant for such services such as (but not limited to) Construction, Laboratory Services (Materials Testing), Trucking and Hauling, and Facility Maintenance Services. Please contact CMD Contract Compliance Officer, Lupe Arreola by calling (415) 274-0511 or e-mailing Lupe.Arreola@sfgov.org to determine appropriate methods for promoting participation by local business entities in the operation of the project.

A pre-submittal conference and site tour will be held on **April 20, 2015 at 2:30 P.M.** at the Main Conference Room, 30 Van Ness Avenue, 5th Floor, San Francisco, California. Questions regarding the RFQ/P must be submitted, in writing, by **5:00 P.M. on May 12, 2015**, either by email to: Patrick.Rivera@sfdpw.org or by mail to: Patrick Rivera, 1680 Mission Street, 4th Floor, San Francisco, CA 94103.

4/9/15
CNS-2737545#
SMALL BUSINESS EXCHANGE

**Candlestick Point in San Francisco
Opportunity to Perform**

**A Design/Build Slope Stabilization Project
at Candlestick Point in San Francisco.**

Lennar Urban is requesting qualified, interested construction firms to respond to a public request for proposals to perform:
Arelious Walker Slope Stabilization Design/Build Project at Candlestick Point

For more information, please visit:
<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=9288>

The Successor to the San Francisco Redevelopment Agency (SFRA) has established the 50% Small Business Enterprise (SBE) Participation goal for construction firms. Respondents are encouraged to check this website regularly for updates.

Pre-Bid Coordination Meeting and Job Walk:
**April 7, 2015 @ 10:00 AM
Building 101
101 Horne Ave.
San Francisco, Ca 94124**

Proposals must be submitted by
April 21, 2015 @ 2:00 PM (PST).

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Female Entrepreneurs Still Lag Behind Male Counterparts Cites Congressional Report

Continued from page 8

which allows business owners to borrow between \$50,000 and \$200,000. The report also called for increased funding for Women's Business Centers, SBA-sponsored counseling programs for women owners around the country. Reduced funding and staffing at the centers has lowered the number of women owners they are able to help.

"We want to make sure women are getting appropriate counseling and training for business development," Cantwell said.

The report also called for the Securities and Exchange Commission to complete regulations to allow small businesses to crowdfund, or solicit investor money from the public through online portals.

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

SMALL BUSINESS EXCHANGE

Fictitious Business Name

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0363984-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0363690-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0364050-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0363698-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0364040-00	FICTITIOUS BUSINESS NAME STATEMENT File No. A-0363402-00
<p>Fictitious Business Name(s): Kandi Love Entertainment Address 1288 Columbus Avenue, Suite 155, San Francisco, CA 94133 Full Name of Registrant #1 John F. Sonnixson II Address of Registrant #1 230 Norman Avenue, Concord, CA 94520</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 3/20/2015</p> <p>Signed: John F. Sonnixson II</p> <p>This statement was filed with the County Clerk of San Francisco County on 3/30/2015</p> <p>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</p> <p>Filed: Susanna Chin Deputy County Clerk 3/30/2015</p> <p>4/2/2015 + 4/9/2015 + 4/16/2015 + 4/23/2015</p>	<p>Fictitious Business Name(s): Romper Jumpers Address 9 Fuente Avenue, San Francisco, CA 94132 Full Name of Registrant #1 Marion Banks Address of Registrant #1 9 Fuente Avenue, San Francisco, CA 94132</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 3/13/2015</p> <p>Signed: Marion Banks</p> <p>This statement was filed with the County Clerk of San Francisco County on 3/13/2015</p> <p>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</p> <p>Filed: Morgan Jaldon Deputy County Clerk 3/13/2015</p> <p>3/19/2015 + 3/26/2015 + 4/2/2015 + 4/9/2015</p>	<p>Fictitious Business Name(s): Saint Ojai Address 1800 Pacific Avenue #108, San Francisco, CA 94109 Full Name of Registrant #1 Jaclyn Nicole Reina Address of Registrant #1 1800 Pacific Avenue #108, San Francisco, CA 94109</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 4/1/2015</p> <p>Signed: Jaclyn Nicole Reina</p> <p>This statement was filed with the County Clerk of San Francisco County on 4/1/2015</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 4/1/2015</p> <p>4/9/2015 + 4/16/2015 + 4/23/2015 + 4/30/2015</p>	<p>Fictitious Business Name(s): The Scent of Love Body Oils & Fragrance Address 77 Van Ness Avenue, Suite 101, San Francisco, CA 94102 Full Name of Registrant #1 Damien Posey Address of Registrant #1 833 Jamestown Avenue, Apt 101 San Francisco, CA 94124</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 3/13/2015</p> <p>Signed: Damien Posey</p> <p>This statement was filed with the County Clerk of San Francisco County on 3/13/2015</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 3/13/2015</p> <p>3/19/2015 + 3/26/2015 + 4/2/2015 + 4/9/2015</p>	<p>Fictitious Business Name(s): Woodbridge Foundation Address 57 Vesta Street, San Francisco, CA 94124 Full Name of Registrant #1 Brendan Cadam Address of Registrant #1 57 Vesta Street, San Francisco, CA 94124</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 4/1/2015</p> <p>Signed: Brendan Cadam</p> <p>This statement was filed with the County Clerk of San Francisco County on 4/1/2015</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 4/1/2015</p> <p>4/2/2015 + 4/9/2015 + 4/16/2015 + 4/23/2015</p>	<p>Fictitious Business Name(s): Mia Maturen, MFT Address 459 Fulton Street, Suite 103 San Francisco, CA 94102 Full Name of Registrant #1 Mia Maturen Address of Registrant #1 459 Fulton Street, Suite 103 San Francisco, CA 94102</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 2/25/2015</p> <p>Signed: Mia Maturen</p> <p>This statement was filed with the County Clerk of San Francisco County on 3/3/2015</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 2/13/2015</p> <p>3/5/2015 + 3/12/2015 + 3/19/2015 + 3/26/2015</p>
<p>Fictitious Business Name(s): Forgery Address 1525 Mission Street, San Francisco, CA 94103 Full Name of Registrant #1 Soma Lounge (CA) Address of Registrant #1 3201 Fillmore Street, San Francisco, CA 94123</p> <p>This business is conducted by A Limited Liability Company. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 2/23/2015</p> <p>Signed: Jeremy Scherer</p> <p>This statement was filed with the County Clerk of San Francisco County on 2/23/2015</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 2/23/2015</p>	<p>Fictitious Business Name(s): Heritage Bago Address 28 2nd Street 3rd Floor, San Francisco, CA 94115 Full Name of Registrant #1 Marina Cheung Yiu Address of Registrant #1 33 Lyceet Circle, Daly City, CA 94015</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 1/8/2015</p> <p>Signed: Marina Cheung Yiu</p> <p>This statement was filed with the County Clerk of San Francisco County on 1/8/2015</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 1/8/2015</p>	<p>Fictitious Business Name(s): Vivian J Richardson Group Address 1479 Quesada Avenue, San Francisco, CA 94124 Full Name of Registrant #1 Vivian J Richardson Address of Registrant #1 1479 Quesada Avenue, San Francisco, CA 94124</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 1/5/2015</p> <p>Signed: Vivian J Richardson</p> <p>This statement was filed with the County Clerk of San Francisco County on 2/3/2015</p> <p>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</p> <p>Filed: Susanna Chin Deputy County Clerk 2/3/2015</p>	<p>Fictitious Business Name(s): David Baker Architects Address 461 2nd Street C127 San Francisco, CA 94107 Full Name of Registrant #1 David Baker An Architectural Corporation (CA) Address of Registrant #1 461 2nd Street C127 San Francisco, CA 94107</p> <p>This business is conducted by A Corporation. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 1/1/2013</p> <p>Signed: David Baker</p> <p>This statement was filed with the County Clerk of San Francisco County on 2/4/2015</p> <p>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</p> <p>Filed: Jennifer Wong Deputy County Clerk 2/4/2015</p>	<p>Fictitious Business Name(s): Gamelink Address 537 Stevenson Street San Francisco, CA 94103 Full Name of Registrant #1 Eline LP (CA) Address of Registrant #1 537 Stevenson Street San Francisco, CA 94103</p> <p>This business is conducted by A Limited Partnership. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 5/7/2014</p> <p>Signed: Ilan Bunimovitz</p> <p>This statement was filed with the County Clerk of San Francisco County on 2/6/2015</p> <p>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</p> <p>Filed: Maribel Jaldon Deputy County Clerk 2/6/2015</p>	<p>Fictitious Business Name(s): S & J Catering Address 1 Wood Street #6, San Francisco, CA 94118 Full Name of Registrant #1 Simone Swift-Langbehn Address of Registrant #1 1 Wood Street #6, San Francisco, CA 94118</p> <p>This business is conducted by An Individual. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on 1/26/2015</p> <p>Signed: Simone Swift-Langbehn</p> <p>This statement was filed with the County Clerk of San Francisco County on 1/29/2015</p> <p>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</p> <p>Filed: Sally Chung Deputy County Clerk 1/29/2015</p>

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SMALL & MINORITY BUSINESS

Alternative Investing in Diversity is Good Business, Period

By Javier Saade, SBA Official

Last week, Administrator Maria Contreras-Sweet addressed 500 investors, fund managers, foundations, government officials, industry groups and others in the principal investing ecosystem as a featured speaker at the Sponsors for Educational Opportunity's (SEO) Alternative Investment event in New York City. SEO provides education, exposure, training and mentoring to talented professionals traditionally underrepresented in the alternative investments sector. The Small Business Investment Company (SBIC) program's 300 funds are all alternative investing fund managers, so the venue and gathering was fitting. SBIC is a public private partnership that has worked since 1958 and as the face and demographic composition of our great country changes, so should the face of those that are fiduciaries that capitalize the small companies funds invest in.

The Administrator stressed the importance of focusing the pipeline of talent to deserving and accomplished young people who need that first foot in the door, regardless of background. She also highlighted how having diverse voices and perspectives at the table are not only a good thing but is, more importantly, good business. Contreras-Sweet said: "...there really is no substitute for a seat at the table, especially at the table where capital allocations are decided..." It's hard for anyone to disagree with that.

Interestingly, a New York Times article a few weeks ago that analyzed the gender composition of those who lead S&P index large companies found that there are fewer women running big companies than men named "John". A reality that is analogous in the investing world hence the imperative that investment dollars flow to the best of the best, no matter the race or gender of the person in charge. It is estimated that about 10 percent of senior roles in private equity firms nationwide are occupied by women.

Other prominent speakers at the conference included Dick Parsons, past Chairman of Citibank and Time Warner; Kara Stein, SEC Commissioner; Henry Kravis, Co-Chairman KKR; Richard Perry, CEO Perry Capital; Kelly Williams, President GCM Grosvenor, and General David H Petraeus, former Director of the CIA. The commitment and focus of these and other folks who attended the conference is expected to continue driving the results we all share in achieving.

There were numerous breakout panels at the conference which featured folks from OPIC, NYS Common Retirement Funds, CalPERS, Office of the NYC Comptroller, TPG, Oaktree Capital, Prudential, Colony Capital, Warburg Pincus, Washington State Investment Board, Apollo, CCPM Capital, Marathon Asset Management, WL Ross, IFC Asset management and many others.

The discussions were wide-ranging and covered the investing landscape, diversification of assets, credit market perspectives, career op-



portunities and advice. I was honored to participate in a panel that focused on Environmental, Social and Governance, key factors in measuring the sustainability and ethical impact of an investment in a company or business and questions surrounding perspectives about concurrent intentional social and financial gains via mission driven constructs, purposeful asset allocation and impact investing. We discussed the SBIC's Impact Investment Fund and SBA's plans to continue supporting this still niche and nascent area which focuses on driving capital to where investment gaps are widest.

We look forward to next year's event and continuing to work and achieve results in this critical area.

Matching Talent with Opportunity for Over 50 Years

Sponsors for Educational Opportunity (SEO) provides superior educational and career programs to young people from underserved and underrepresented communities to maximize their opportunities for college and career success.

Source: U.S. SBA

How Does Venture Capital Work?

About Venture Capital

Venture capital is a type of equity financing that addresses the funding needs of entrepreneurial companies that for reasons of size, assets, and stage of development cannot seek capital from more traditional sources, such as public markets and banks. Venture capital investments are generally made as cash in exchange for shares and an active role in the invested company.

Venture capital differs from traditional financing sources in that venture capital typically:

- Focuses on young, high-growth companies
- Invests equity capital, rather than debt
- Takes higher risks in exchange for potential higher returns
- Has a longer investment horizon than traditional financing
- Actively monitors portfolio companies via board participation, strategic marketing, governance, and capital structure

Successful long-term growth for most businesses is dependent upon the availability of equity capital. Lenders generally require some equity cushion or security (collateral) before they will lend to a small business. A lack of equity limits the debt financing available to businesses. Additionally, debt financing requires the ability to service the debt through current interest payments. These funds are then not available to grow the business.

Venture capital provides businesses a financial cushion. However, equity providers have the last call against the company's assets. In view of this

lower priority and the usual lack of a current pay requirement, equity providers require a higher rate of return/return on investment (ROI) than lenders receive.

Understanding Venture Capital

Venture capital for new and emerging businesses typically comes from high net worth individuals ("angel investors") and venture capital firms. These investors usually provide capital unsecured by assets to young, private companies with the potential for rapid growth. This type of investing inherently carries a high degree of risk. But venture capital is long-term or "patient capital" that allows companies the time to mature into profitable organizations.

Venture capital is also an active rather than passive form of financing. These investors seek to add value, in addition to capital, to the companies in which they invest in an effort to help them grow and achieve a greater return on the investment. This requires active involvement; almost all venture capitalists will, at a minimum, want a seat on the board of directors.

Although investors are committed to a company for the long haul, that does not mean indefinitely. The primary objective of equity investors is to achieve a superior rate of return through the eventual and timely disposal of investments. A good investor will be considering potential exit strategies from the time the investment is first presented and investigated.

Angel Investors

Business "angels" are high net worth individual investors who seek high returns through private

investments in start-up companies. Private investors generally are a diverse and dispersed population who made their wealth through a variety of sources. But the typical business angels are often former entrepreneurs or executives who cashed out and retired early from ventures that they started and grew into successful businesses.

These self-made investors share many common characteristics:

- They seek companies with high growth potentials, strong management teams, and solid business plans to aid the angels in assessing the company's value. (Many seed or start ups may not have a fully developed management team, but have identified key positions.)
- They typically invest in ventures involved in industries or technologies with which they are personally familiar.
- They often co-invest with trusted friends and business associates. In these situations, there is usually one influential lead investor ("archangel") whose judgment is trusted by the rest of the group of angels.
- Because of their business experience, many angels invest more than their money. They also seek active involvement in the business, such as consulting and mentoring the entrepreneur. They often take bigger risks or accept lower rewards when they are attracted to the non-financial characteristics of an entrepreneur's proposal.

Understanding Equity Capital

Equity capital or financing is money raised by a business in exchange for a share of ownership in

the company. Ownership is represented by owning shares of stock outright or having the right to convert other financial instruments into stock of that private company. Two key sources of equity capital for new and emerging businesses are angel investors and venture capital firms.

Typically, angel capital and venture capital investors provide capital unsecured by assets to young, private companies with the potential for rapid growth. Such investing covers most industries and is appropriate for businesses through the range of developmental stages. Investing in new or very early companies inherently carries a high degree of risk. But venture capital is long term or "patient capital" that allows companies the time to mature into profitable organizations.

Angel and venture capital is also an active rather than passive form of financing. These investors seek to add value, in addition to capital, to the companies in which they invest in an effort to help them grow and achieve a greater return on the investment. This requires active involvement and almost all venture capitalists will, at a minimum, want a seat on the board of directors.

Although investors are committed to a company for the long haul, that does not mean indefinitely. The primary objective of equity investors is to achieve a superior rate of return through the eventual and timely disposal of investments. A good investor will be considering potential exit strategies from the time the investment is first presented and investigated.

Source:

