

SBE TODAY

Volume 28, Edition 757

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APRIL 9, 2012

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MARKETING*
by Alf Nucifora

Handling A Crisis Could Make Or Break You

The recent catastrophes that have befallen a number of America's leading-citizen companies, such as Firestone and Arthur Andersen, very clearly point to the need for crisis planning if a business wants to preserve its reputation and insure its continued operation.

What Constitutes A Crisis?

There is a significant difference between a business crisis and a business emergency. A crisis is an emergency that gets carried to a wide audience with or without the media fanning the flames. And, it should be treated with the same degree of care and trepidation as one would apply to an Anthrax scare or a nuclear meltdown. It's not a question of good or bad; it's the difference between bad and worse.

An acknowledged expert on the subject is Andrew Gilman, President of the New York-based CommCore Consulting Group, advisors on crisis management, message development and effective representation. Gilman, an ex-trade reporter and correspondent for National Public Radio, witnessed crisis management at its best when he coached Jim Burke, the then CEO of Johnson & Johnson, who was the company helmsman during first Tylenol scare. Crisis management professionals still point to this case as the best practice in the field.

Crises can take a variety of forms. According to Gilman, the more common occurrences fall within clearly-defined categories:

Product: Bad press, recalls

Personnel: Labor conflict, racial/sexual suits

Financial: Sales failure, theft

Natural Disasters: Floods, earthquakes

Legal: Litigation, regulatory action

Violence: Terrorism, sabotage, kidnapping, workplace

Accidents: Employee, customer, executives

It's A Logical Process

Gilman suggests that crisis management is a clearly-defined process that serves the purpose

of preparing the company for the unexpected and mitigating risks once the unexpected actually happens. The implementation sequence looks like this:

- Gain buy-in from senior management on the need to complete the crisis plan.
- Undertake appropriate interviews and fact-finding for development of the plan.
- Gain agreement on additional inputs and key elements.
- Develop a crisis database of updated contacts (media, political, employees).
- Agree on appropriate reporting channels during the crisis.
- Compile a resource directory, e.g., handbook or intranet delivery.
- Conduct drills/simulations.
- Appoint and equip a communications team for the crisis.
- Prepare the corporate website for crisis response.

Gilman notes that there are three stages to the management of a crisis. The "Before" stage, which focuses on readiness, calls for the homework being done...anticipation, diagnosis, development of the plan, and training. The "During" stage is consumed with getting back to normal as quickly as possible and calls for intensive coordination, communication, reaction, and monitoring. The "After" stage addresses damage assessment and future prevention, and involves anticipation, continued communication, analysis, learning from the mistakes and refocus.

Gilman emphasizes the utility and power of the corporate website to disseminate information very quickly. In crisis situations, management cannot afford to wait for media deadlines or let media define the rules of play. He recommends blank pages on an existing website where fresh material and quick updates can be quickly inserted. Alaska Airlines used this protocol very effectively during its most recent crisis. The website can also be used for the ongoing dissemination of information to the public long after the press has lost interest and the subject has turned cold.

Media Do's And Don'ts

Most corporate management fears the media and, yet, professional courtesy and respect can quite often help generate favorable treatment from the fourth estate. Again, Gilman prescribes a very explicit course of action:

- Show concern.
- Stay calm and courteous at all times.
- Set up a central communications center.

Continued on page 5

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REQUESTS FOR BIDS & SUB-BIDS

REQUESTING BIDS FROM QUALIFIED
DVBE SUBCONTRACTORS
AND SUPPLIERS
FOR THE FOLLOWING PROJECT:

Rt. 99 - French Camp
Contract # 10-OE6124
San Joaquin County

Bids: April 17, 2012 at 2:00 p.m.

This is a highway project with the typical items of work associated, but not limited to: Aggregate, Clear and Grubbing, Concrete Barrier, Construction Area Signs, Demo Bridge, Imported Borrow, MSE Wall, Electrical H'Way, Fence & MBGR, Erosion Control, Pavement Grinding, Paving ASPH Concrete, A C Dike and Misc, Pile Drive, Pipe - Coor Steel, Prestress Concrete, Ready Mix Concrete, Rebar, Rock Slope Protect, Sign Structures, Signs Roadside, Stripe and Mark, Structure Excavate Bridge, Traffic Control, Trucking.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DVBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from Caltrans at: www.dot.ca.gov/hq/esc/oe.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.



C.C. Myers, Inc

3286 Fitzgerald Rd. • Rancho Cordova, CA 95742
916-635-9370 • Fax 916-635-1527

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

Contact C. C. Myers, Inc. for assistance with bonds, insurance, lines of credit, equipment, supplies or project plans and specifications.

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WWW.SBEINC.COM

REQUESTING BIDS FROM QUALIFIED
DVBE SUBCONTRACTORS
AND SUPPLIERS FOR
THE FOLLOWING PROJECT:

Rt. 4 G Street
Contract # 04-169404
Contra Costa County
Bids: April 18, 2012 at 2:00 p.m

This is a highway project with the typical items of work associated, but not limited to: Aggregate, CIDH Pile, Clear and Grubbing, Concrete Barrier, Concrete Crack Sealing, Construction Area Signs, Consult - Enviro Compliance, Core and Saw, Demo Bridge, Demo Minor, Earthwork and Base, Imported Borrow, Electrical H'Way, Fence & MBGR, Minor Flat Concrete, Joint Seals, K-Rail, Landscape, Erosion Control, Metal Bridge Rail, Minor Concrete Structure, Pavement Grinding, Paving PCC, Plane A C, Paving ASPH Concrete, A C Dike and Misc, Pile Drive, Pipe - Coor Steel, Precast Concrete Pipe, Prestress Concrete, Ready Mix Concrete, Rebar, Rock Slope Protect, Sign Structures, Signs Roadside, Stripe and Mark, Structure Excavate Bridge, Structure Excavate Site, Traffic Control, Trucking.

C.C. Myers, Inc./Bay Cities a Joint Venture is willing to break down items of work into economically feasible units to encourage DVBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from Caltrans at: www.dot.ca.gov/hq/esc/oe.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.

C. C. MYERS, INC./ Bay Cities Paving

3286 Fitzgerald Rd. 5029 Forni Dr
Rancho Cordova, CA 95742 Concord, CA 94520
(916) 635-9370 925-687-6666
FAX (916) 635-1527 Fax 925-687-2122

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

Contact C. C. Myers, Inc./Bay Cities a Joint Venture for assistance with bonds, insurance, lines of credit, equipment, supplies or project plans and specifications.

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REQUESTING BIDS FROM QUALIFIED
DVBE SUBCONTRACTORS
AND SUPPLIERS
FOR THE FOLLOWING PROJECT:

Rt. 99 Chowchilla River Bridge
Contract # 10-415804
Merced County

Bids: April 24, 2012 at 2:00 p.m.

This is a highway project with the typical items of work associated, but not limited to: Aggregate, Rip Rap Material, Bridge Deck Overlay, CIDH Pile, Clear and Grubbing, Concrete Barrier, Concrete Crack Sealing, Construction Area Signs, Consult - Enviro Compliance, Core and Saw, Demo Bridge, Demo Minor, Earthwork and Base, Imported Borrow, Electrical H'Way, Fence & MBGR, Minor Flat Concrete, Joint Seals, K-Rail, Landscape, Erosion Control, Metal Bridge Rail, Minor Concrete Structure, Pavement Grinding, Paving PCC, Plane A C, Paving ASPH Concrete, A C Dike and Misc, Pile Drive, Pipe - Coor Steel, Precast Concrete Pipe, Prestress Concrete, Ready Mix Concrete, Rebar, Rock Slope Protect, Sign Structures, Signs Roadside, Stripe and Mark, Structure Excavate Bridge, Structure Excavate Site, Traffic Control, Trucking.

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REQUESTS FOR BIDS & SUB-BIDS



VTA- Mission Blvd/ Warren Ave/Truck Rail Program Contract No. C101 (12004F)

BID DATE: May 03, 2012 @ 2:00PM

UDBE Goal: 8%

To bid the job with the SSHJV and for general questions,
please visit the SSHJV website at:

<https://partners.myskanska.com/usa/clients/VTA/WMGs/Outreach>
On Bid Day Please Call 951-684-5360 and Fax Quotes to 951-788-2449

The following is a list of anticipated potential work items include, but are not limited to: Grading/Earthwork, Drainage, Soundwalls, Retaining Walls, Concrete Barrier, Landscaping, Signing and Pavement Delineation, Signals, Lighting, Curb and Gutter/Sidewalk, PCC Pavement, Lean Concrete Base, Aggregate Base, Asphalt Concrete, Fencing, Contaminated Soil Removal, Traffic Control, Utility Work, Minor Concrete Structures, SWPP, Masonry, Hazardous Material Removal, Surveying, Construction Area Signs, CIDH Piles, SWPP Installation, Structural Steel, Reinforcing Steel, Fire Protection, Trucking, Misc Metal/Iron/Steel, Building Demo, MSE Walls, QC/QA Services, Painting/Coating, Noise Monitoring/Abatement, Dewatering/Monitoring, Deep Soil Mixing, Survey/Monitoring, Concrete Pumping, Crash Cushion, HVAC, Pre-stressing, Street Sweeping, Pre/Post Construction, Welding, First Aid (AMR), Health and Safety Monitoring, Project Progress Photographs/Video.

Skanska Shimmick Herzog, a Joint Venture (SSH, JV) is interested in soliciting in Good Faith all subcontractors as well as certified UDBE companies for this project. In order to assist UDBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. All interested subcontractors, please indicate all lower tier UDBE participation offered on your quotation as it will be evaluated with your price.

Please call if you need assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. SSH, JV insurance requirements are \$1M GL – each occurrence, \$2M GL – Aggregate & Products/Completed Operations Agg., \$5M Excess/Umbrella, \$1M Workers Comp., and \$1M Auto. Endorsements or waivers required are 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 the Joint Venture. SSH, JV will pay bond premium up to 1.5%. 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. SSH, JV is signatory to Operating Engineers, Laborers, Cement Masons Carpenters unions and Teamsters. If the Owner contract requires certified payroll then subcontractors will be required to submit certified payroll. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation. Skanska Shimmick Herzog, a Joint Venture is an equal opportunity employer.

Project Information available at the following webpages:

VTA Website: <http://www.vta.org/bart/index.html>

Bart Website: <http://www.bart.gov/about/projects/index.aspx>

Contact information is provided on our website:

<https://partners.myskanska.com/usa/clients/VTA/WMGs/Outreach>

1995 Agua Mansa Road • Riverside, CA 92509-2405
Phone: (951) 684-5360 • Fax: (951) 788-2449

EVRA Construction is Request For Qualified DVBE Subcontractors, Suppliers and Truckers for the following project:

**Owner: San Francisco Unified School District
Renovations Elementary School Merge at
Buena Vista/Horace Mann K-8
SFUSD Project #11480**

Location: 3351 23rd Street, San Francisco, CA

Bid Date: April 24, 2012 @ 11:00 AM

Evra Construction, Inc.

100 North Hill Drive, #45 • Brisbane, CA 94005

Phone: 415-467-1336 • Fax: 415-467-1356

For more information,

please contact **Jeff Ostrovskiy**

We Are An Equal Opportunity Employer

BARNARD IMPREGILO HEALY JOINT VENTURE SBE OPPORTUNITIES

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

**PROJECT: Third St Light Rail Program Phase 2 –
Chinatown Station**

**OWNER: San Francisco Municipal
Transportation Agency**

BID DATE: May 8, 2012 at 3:00 pm (PDT)

Firms that are certified by one of the following programs are qualified to help achieve the SBE participation goals established for this project (no other certifications qualify): California Unified Certification Program with USDOT "Federal Program", California Dept of General Services "State Program", or City/ County of San Francisco LBE Program "City Program".

OPPORTUNITIES INCLUDE: Demolition, Site Security Fencing, Relocation of Utilities, Hazardous Waste Abatement, Trucking, Contaminated Waste Trucking and Disposal, Welding, Geotechnical Instrumentation, Electrical, Infrastructure, Security, Landscaping and Vegetation Relocation, Street Restoration, Temporary Office Install/Construction, Environmental Consulting, Steel Fabrication, Underpinning, Earthwork, Asphalt Paving, Traffic Control, Concrete Construction, Concrete Reinforcing, Ready-Mix Concrete Supply, Miscellaneous Surface Concrete, Shotcrete, Rock Mass Grouting, Jet Grouting, Surveying, Water Treatment Plant Installation, Surveying, Photography, Sanitation, Janitorial Services, Waste Removal, Materials Testing and Inspection, Pest Control, Video/Utility Inspection, Waterproofing, Aggregates.

PLANS AND SPECIFICATIONS: To obtain electronic copies of the bid documents at no cost, please contact Bernie Ancheta with SFMTA directly.

Email request: Bernie.Ancheta@sfmta.com

Phone request: (415) 701-4278

Fax request: (415) 701-4300

Upon receipt of the project documents, please contact kelly.pavlik@barnard-inc.com in our office for assistance in locating the information pertinent to your scope of work.

Sub-Bids Requested From Qualified
DVBE Subcontractors & Suppliers for:

**Sutro Elementary School Exterior & Interior
Painting & Flooring Project
Project No. 11037**

Location: San Francisco, CA

Bid Date: April 18, 2012 @ 11:00 a.m.

Angotti & Reilly, Inc

1000 Mariposa Street • San Francisco, CA 94107

Phone: 415-575-3700 • Fax: 415-575-1470

Contact: **Anthony Euan**

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Sub-Bids Requested From
Qualified DVBE
Subcontractors & Suppliers for:

**SFUSD, Renovations for
SFIHS Expansion**

**Location: 1050 York Street,
San Francisco, CA 94110**

Bid Date: April 19, 2012 @ 2:00 p.m.

The project scope is to renovate the existing
elementary school site for the
San Francisco International High School.

Angotti & Reilly, Inc

1000 Mariposa Street • San Francisco, CA 94107

Phone: 415-575-3700 • Fax: 415-575-1470

Contact: **Anthony Euan**

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PUBLIC LEGAL ADVERTISEMENTS

UC IRVINE

UC Irvine Medical Center invites qualified suppliers to submit sealed proposals for the purchase of two (2) Cleaver Brooks Boilers with Selective Catalytic Reduction (SCR) system for the **UC Irvine Medical Center Building 31 Boiler Replacements, RFP# 994009** at UCI Medical Center in Orange, CA.

DESCRIPTION OF WORK: Furnish all mechanical materials and systems required to replace two Babcock & Wilcox boilers with new normal NOX emission burners with flue stack mounted (SCR) system to comply with SCAQMD requirements. Installation is excluded from this bid and will be covered under separate contract. Fabrication will be deferred until University has award a separate contract for installation. Work to start April 2012 with a 90 calendar day schedule.

Est. Cost: \$2,000,000

RFP Docs avail. **2PM, April 2, 2012**, contact Elita Dao, Sr. Contract Administrator at ecjohnso@uci.edu, (714) 456-8842 for information.

BIDDER QUALIFICATIONS: Must be an experienced supplier who has manufactured boilers similar in material, design, and extent to that indicated for this Project; whose work has resulted in boiler replacements with a record of successful in-service performance. The equipment supplier will be responsible to ascertain that their equipment will meet specifications. **Bidders not meeting the qualifications in the RFP documents will not be eligible for award.**

BID SUBMITTAL REQS: Sealed Bids due **2PM, 4/12/12**. Rec'd at: UCIMC, Planning Administration, 101 The City Drive S., Bldg. 27, Rm No. 136, Or-

ange, CA 92868. Contract will be awarded to lowest responsive bidder.

ADD'L REQS:

Every effort will be made to ensure that all persons shall have equal access to contracts and other business opportunities with the University, regardless of: race; color; religion; sex; age; ancestry; national origin; sexual orientation; physical or mental disability; veteran's status; medical condition; genetic information; marital status; gender identity; pregnancy; service in the uniformed services; or citizenship within the limits imposed by law or University's policy.

Contact Elita Dao (714) 456-8842, ecjohnso@uci.edu or Kim Kerwin (714) 456-5735, khuu@uci.edu

UC SAN FRANCISCO MEDICAL CENTER

ADVERTISEMENT FOR CM/CONTRACTOR PREQUALIFICATION

Subject to conditions prescribed by the University of California, San Francisco Medical Center, responses to the University's prequalification documents for a CM at Risk Contract awarded on the basis of Best Value are sought from prospective bidders for the following project:

**Ambulatory Care Center (ACC)
4th Floor Hematology Renovation
Project Number: 12-686
UNIVERSITY OF CALIFORNIA,
SAN FRANCISCO MEDICAL CENTER**

PREQUALIFICATION OF PROSPECTIVE BIDDERS

The University has determined that bidders who submit bids on this project must be prequalified. Prequalified bidders will be required to have the following California CM/CONTRACTOR 'S license(s): **General Building, B**

GENERAL DESCRIPTION OF WORK

Relocation of all of the Hematology/Oncology units into one space on the fourth (4th) floor of the Ambulatory Care Center (ACC) building. The fourth (4th) floor will be completely gutted and rebuilt for the new Hematology/Oncology requirements. The floor consists of a total of 22,350 sf. Of which 3,190 is dedicated to the central utility core which will receive an interior finish upgrade. The department includes Infusion, Clinical, Research and Administration components.

The estimated construction cost range for the project is \$7,500,000

PREQUALIFICATION SCHEDULE

Prequalification documents will be available beginning **Thursday April 5, 2012** at 10 a.m. by request via email containing the company name, contact person, address, phone and fax number to the following: contractservices@ucsfmedctr.org

Please reference Project No. 12-686 in the subject line.

On **Thursday April 19, 2012**, the completed Prequalification questionnaire and associated documents will be received at the office of UCSF Medical Center, Office of Design and Construction, Contracts Unit, 3333 California Street, Suite 115, San Francisco, CA 94118, (415) 885-7257 and are due by 3:00 p.m., **Thursday April 19, 2012**. The University will not accept completed prequalification questionnaires via FAX, and all prequalification questionnaires submitted must be sent so that they are received by the University on or before, 3:00 p.m., **Thursday April 19, 2012**

No Level 1 prequalification documents will be accepted after April 19, 2012, 3:00 p.m. However, the University reserves the right to request, receive, and evaluate supplemental information after the above time and date at its sole determination. At the University's discretion, Level 2 interviews may be conducted after review of the Level 1 Prequalification Documents for those prospective bidders that pass Level 1

BIDDING SCHEDULE

Following is the anticipated proposal schedule:

1. Bidding Documents available to the prequalified bidders – Early May, 2012
2. Bids received and opened – Late May, 2012

The exact dates, times, and location will be set forth in an Announcement to Prequalified Bidders.

The University reserves the right to reject any or all responses to Prequalification Questionnaires and any or all bids and to waive non-material irregularities in any response or bid received.

Bid Security in the amount of 10% of the Anticipated Contract Value shall accompany each bid. The surety issuing the bid bond shall be, on the bid deadline, an admitted surety insurer (as defined in the California Code of Civil Procedure Section 995.120).

All insurance policies required to be obtained by CM/Contractor shall be subject to approval by University for form and substance. The Certificate of Insurance shall be issued on the University form.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits

imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

Information submitted by the bidder shall not be open to public inspection to the extent that information is exempt from disclosure under the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title of the Government Code).

THE REGENTS OF THE UNIVERSITY
OF CALIFORNIA
University of California,
San Francisco Medical Center
April 2012



CONCESSION OPPORTUNITY FOR THE TERMINAL 3 COMMON USE CLUB LEASE AT SAN FRANCISCO INTERNATIONAL AIRPORT

San Francisco International Airport is preparing to conduct the competitive selection processes through a Request for Proposal for a Common Use Club Lease in Terminal 3. Staff invites you to attend the informational conference scheduled for Tuesday, April 24, 2012 at 2:00 p.m., International Terminal – G Side Pre-Security Administration 5th Floor – Conference Room 28R at San Francisco International Airport.

This is a time when staff discusses the desired concepts, minimum qualification requirements and addresses any questions relating to the Common Use Club Lease. Written comments and recommendations will be accepted until 2:00 p.m., Tuesday, June 26, 2012.

Please visit our website at <http://www.flysfo.com/web/page/about/b2b/conces/>. For additional information, please call Cheryl Nashir, Associate Deputy Director, Revenue Development and Management, at (650) 821-4500.

CNS#2290137

REQUESTS FOR BIDS & SUB-BIDS

Sub-Bids Requested From Qualified DVBE Subcontractors & Suppliers:

**City of Palm Springs
2011/2012
Annual Asphalt Overlay
City Project No. 11-06
April 17, 2012 at 2:00 PM**

Prime Contractor requests to subcontract the supply of materials and equipment to local business enterprises and to subcontract services to businesses whose work force resides within the Coachella Valley Area, including but not limited to: Cold Milling, Traffic Striping & Markings, Sewer Manhole, Minor Concrete, Install Detector Loops, Pavement Fabric, Construct 1 1/2" A.C. Overlay, Traffic Control, Crack Sealing



1995 Agua Mansa Road • Riverside, CA 92509-2405
Phone: (951) 684-5360 • Fax: (951) 788-2449
Contact: **Jeff Russell** • Email: Jeffrey.Russell@skanska.com

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBVE companies for this project. Please call if you need assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska insurance requirements are \$1M GL – each occurrence, \$2M GL – Aggregate & Products/Completed Operations Agg., \$5M Excess/Umbrella, \$1M Workers Comp., and \$1M Auto. Endorsements or waivers required are 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 1.5%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to Operating Engineers, Laborers, Cement Masons Carpenters unions and Teamsters. If the Owner contract requires certified payroll then subcontractors will be required to submit certified payroll. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation. In order to assist DVBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. All interested subcontractors, please indicate all lower tier DVBE participation offered on your quotation as it will be evaluated with your price. Skanska is an equal opportunity employer

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Contract # 10-0E6124
San Joaquin County
Bids: April 17, 2012 at 2:00 p.m.**

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Handling A Crisis Could Make Or Break You

Continued from page 1

- Be a listener...ask questions of the media.
- Use your website.
- Monitor news coverage.
- Use layman's terminology.
- Communicate with employees directly.
- Never say, "No comment."
- Avoid using or repeating "negatives."
- Don't speculate...never say more than you know or can confirm.
- Don't discuss cause or fault.
- Don't allow interviews in emergency or crisis areas.
- Remember that media lives for a crisis. They will want to keep it going. Try to make it a one-day story.

Food For Thought

The vast majority of companies choose to ignore the subject. It's a combination of wishful thinking, "it can't happen to me" and/or playing second fiddle to more important priorities. Unquestionably, recent crises, particularly those caused by the 9/11 tragedy, have forced corporate management and business owners to confront the issue. Smart management will be proactive not reactive on the subject. It demands forward thinking and investment. As Gilman notes, "There can be a 100-year flood or an earthquake." Avoid the mirror principle, i.e., it can't happen to me. Therefore, review current plans, documents and procedures, even insurance policies and existing file and data backup systems. Actually, ask yourself a question, "What could constitute a crisis for my company?" The simple process of posing the question may unearth a need... that gains attention... that generates a plan... that saves the company, down the road.

If your company ever suffers the misfortune of experiencing a crisis, always show concern for those affected, including staff and customers. This was a lesson that neither Union Carbide nor Exxon were able to grasp during the infamous tragedies that occurred on their watch. Notes Gilman, "Don't let the lawyers prevent this from happening. After all, there is a difference between blame and sorrow." And, finally, there is the issue of communication. Do it freely and do it often to those affected, including employees, stockholders and customers. Be willing to spend the money on advertising, direct response, website, notice boards, etc...whatever it takes.

Website: www.nucifora.com
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