

## Why We Need to Grade Our Governments (Again)



By Paul L. Posner

It is difficult to turn to Twitter, or read the newspaper if you are still so inclined, without being bombarded with stories of management failures and performance shortfalls at all levels of government. At the federal level, serious failures have triggered scandals in agencies as diverse as the Department of Veterans Affairs, the Office of Personnel Management and even the Secret Service.

The feds are by no means alone. Writing for *Governing* earlier this year, Katherine Barrett and Richard Greene highlighted six major management challenges facing states and localities this year that can apply to federal agencies as well: cybersecurity, replacing retiring baby boomers, managing big data, catching up on deferred maintenance, overseeing private contractors and making transparency work.

While managing government has never been easy, these challenges seem to have become even more daunting in recent years. Many factors are responsible: the growing complexity of government's role, the higher expectations for quality service delivery on par with private-sector experiences, the polarization of political parties that has infected and politicized once-prosaic managerial issues, and the growth of watchdogs and interest groups ready to pounce on the latest transgression.

Another problem, as I have pointed out in this space, is that political leaders get little or no reward for fixing these problems, at least in this lifetime. Time and effort invested in preventing management problems is rarely noted when compared to other competing demands for the time and attention of political leaders.

How can those of us in public management change this discouraging equation? We should borrow a page from the advocacy community and start keeping score of agency management in a very visible, publicly compelling way.

Scorekeeping and public report cards have many salutary effects. They can educate citizens about services they rely on and achieve greater mobilization around governance issues. But most importantly, they can prod public leaders to improve operations and services. Thus, when the United Kingdom began publicizing the on-time performance of trains at train stations, the timeliness of the British rail system improved markedly.

In this country perhaps the only compelling rating system we have at the federal level is the Partnership for Public Service's Best Places to Work ratings. Agencies and departments work mightily to get rated near the top of this list.

Might a grading system for the management of governments and agencies accomplish similar performance gains? And how might we get started on something like that?

Well, it turns out that we have already been there and done that, and then left it behind. Beginning about 15 years ago, a unique alliance consisting of the Pew Charitable Trusts, schools of public administration and two government-focused publications, *Governing* (for states and the largest local governments) and *Government Executive* (for federal agencies), worked together to research and publish reviews and grades. The grades helped bring new attention to management issues in such areas as human capital, financial management and information technology.

The Government Performance Project, as the effort was known, was no simple popularity contest, like so many other ratings efforts. Rather, the grades were based on a systematic instrument developed with academics, along with a substantial journalistic effort, that involved the gathering of large amounts of data followed by hundreds of interviews.

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# California Sub-Bid Request Ads

## TAFT ELECTRIC COMPANY

1694 EASTMAN AVENUE, VENTURA, CA 93003  
 Contact: Tim Herrera  
 Phone: (805) 642-0121 • Fax: (805) 650-9015

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

**Wendy Drive at Gerald Drive  
 Intersection Improvement  
 Project No. 50523**

**Location: County of Ventura**

**BID DATE/TIME: 9/29/2015 @ 2:00 PM**

**SEEKING:** Mobilization, Traffic Control & Construction Signing, Sawcut & Removal of Pavement, Demo. & Reconstruct Ex. Cross Gutter, Pavement & Slurry Seal, Misc. Base, Demo. & Reconstruct Concrete Curb, Install Truncated Domes, Storm Water Pollution Control, Traffic Stripping & Signing, Signal & Interconnect Installation

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

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

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## O.C. Jones & Sons, Inc.

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

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

**San Tomas Expressway Projects  
 El Camino Real to Homestead Road  
 County of Santa Clara**

**BID DATE: October 1, 2015 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Traffic Control System, Type III Barricade, SWPPP, Adjust Utilities, Clearing & Grubbing, Hydroseed, Roadside Signs, Untreated Lumber & Timber, Soundwall, CIDH Concrete Piling, Temporary Fence with Acoustical Barrier, Underground, Curb & Gutter, Minor Concrete, Storm Drain Manhole, Concrete Paver, Fencing, Removable Bollard, Transition Railing, Terminal System, Concrete Barrier, Striping & Marking, Signal Pole and Foundation, Electrical, Detector Loop, Cold Plane AC, Structure Excavation, Structure Backfill, Crack Seal/Filler, AC Dike, Retaining Wall, Microsurfacing, Sound Wall – Precast Panels & Columns, Misc. Iron & Steel, and Construction Materials

100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE Participation. Plans & Specs are available for viewing at our office.

## O.C. Jones & Sons, Inc.

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

REQUEST FOR DBE Subcontractors and Suppliers for:

**I80/San Pablo Dam Road Interchange – Phase I  
 Contra Costa Transportation Authority  
 CCTA Contract No. 416**

**BID DATE: September 29, 2015 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Type III Barricade, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Noise Monitoring, Public Safety Plan, Abandon Culvert, Destroy Well, Adjust Utilities, Cold Plane AC, Sand Backfill, Bridge Removal, Clearing & Grubbing, Develop Water Supply, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Pervious Backfill Material, Imported Topsoil Analysis and Testing, Weed Germination, Planting & Irrigation, Imported Biofiltration Soil, Imported Topsoil, Hydroseed, Compost, Lean Concrete Base, Asphalt Treated Permeable Base, Base Bond Breaker, Preparing Inertial Profiler, Grinding, AC Dike, Data Core, Tack Coat, CIDH Concrete Piling, Prestressing Cast-In-Place Concrete, Structural Concrete-Bridge, Structural Concrete-Retaining Wall, Minor Concrete (Minor Structure), Gateway Sign, Joint Seal, Bar Reinforcing Steel, Sign Structure, Roadside Signs, Sound Wall (Masonry Block), Prepare and Paint Concrete Deck, Anti-Graffiti Coating, Underground, Permeable Material, Drainage Inlet Marker, Inlet Depression, Rock Slope Protection, Concrete (Ditch Lining), Slope Paving (Concrete), Minor Concrete, Misc. Iron & Steel, Misc. Metal, Underground, Sewer Manhole, Sewer Cleanout, Fencing, Survey Monument, Delineator, Object Marker, Concrete Barrier Marker, Special Marker, Midwest Guardrail System, Chain Link Railing, Pipe Handrailing, Transition Railing, Crash Cushion, Concrete Barrier, Striping & Marking, Electrical, Guard Post, Geomembrane Liner, Building Work, Temporary Shoring and Construction Materials

100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE Participation. Plans & Specs are available for viewing at our office.

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# California Sub-Bid Request Ads

## BGI nibbi

**Project Name:** Alice Griffith Block 1: DIV 1-33  
**Location:** San Francisco, California  
**Bid Date:** October 8, 2015 @2:00 PM  
**Pre-Bid Meeting:** September 23, 2015 @10:30a  
**Location:** Nibbi Office:  
**1000 Brannan St. #102, SF**

Baines Group and Nibbi Brothers Joint Venture team has been selected as the General Contractor for the Alice Griffith Block 1 housing project in San Francisco, CA. We are in receipt of the Bid Set of documents and are currently requesting bid proposals from qualified subcontractors and suppliers including those certified with the Office of Community Investment and Infrastructure (OCII) for DIV 1-33. Please be advised the MEPF and Solar Hot Water has already been let out. OCII has established a subcontracting participation goal for this project at 50% SBE/LBE goal with first consideration for San Francisco-based MBEs, WBEs and SBEs located in zip codes 94124, 94134 and 94107 followed by all areas in San Francisco. The project will consist of new construction of a multi-family residential building located in the Candlestick Point Area. The project will have four levels of type V-A wood-frame construction over one level of concrete podium with parking. There will be a total of 122 units with an open space courtyard on the 2nd floor. To be added to Nibbi's new bidding software (Building Connected) in order to access/download documents and provide a bid to Nibbi electronically online, please email Kristin Medwick in the Precon & Estimating Department, kristinm@nibbi.com. Bid proposals shall be submitted no later than 2:00 PM on Thursday, October 8, 2015 online via BuildingConnected.com, or faxed to (415) 241-2951. For specific questions regarding this project please email Paris Paraskeva, Precon PM, paris@nibbi.com.

### McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603  
 Phone: (510) 632-7676 • Fax: (510) 562-5209  
 Contact: Robert Herrera  
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Sub Bids Requested From Qualified MBE, WBE, DBE Subcontractors & Suppliers for  
**City of Yuba City - Bridge Street Reconstruction - Cooper Avenue to Plumas Street**  
**Location:** Yuba City, CA • **Project No. 15-05**  
**Bid Date:** September 14, 2015 @ 3:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: SWPPP; traffic control; construction area signs; tree removal; minor concrete; striping & signs; landscaping & irrigation; traffic signal/street lights; surveying; and trucking. We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

### REQUEST FOR BIDS & NOTICE OF INTEREST

AECOM is bidding on the following project as a Prime Contractor:

**As-Needed Architectural/Engineering and Support Services for the County of Los Angeles Department of Public Works**  
**Bid Date: September 22, 2015 at 5pm**

AECOM is seeking qualifications from Community Business Enterprises (CBEs) and other subcontractors for the following work:

- Architectural Programming and Design Services
- General Engineering Services including Civil, Structural, Mechanical (HVAC), Electrical, Environmental, and Plumbing Engineering Services
- Electrical/Mechanical Testing (Certified)
- Feasibility Studies/Project Definition
- Space Planning/Architectural Design Services
- Landscape Architectural Design Services
- Alta/Topographic Surveying Services
- Geotechnical Studies
- Conceptual Design
- Design-Build Scoping Services
- Project Design-Construction Documents
- Specifications Preparation
- Design Reviews
- Cost Estimating
- Value Engineering
- Constructability Reviews
- Building Evaluations
- Troubleshooting
- Construction Support Services
- BIM/CADD/Drafting Work

### AECOM

515 S. Flower Street, 8th Floor • Los Angeles, CA 90071  
 Attn: Debra Rahal, debra.rahal@aecom.com

Experience providing similar services directly to the County of Los Angeles is preferred. This proposal is in alignment with the City of Los Angeles's CBE Program requirements and certified CBEs are encouraged to respond.

In addition, AECOM can provide assistance to firms in obtaining required bonds, lines of credit, insurance, and/or necessary equipment, supplies, and materials. No plans are currently available but the RFP can be provided, if needed.

AECOM intends to conduct itself in good faith in regards to all firms.

Interested businesses should email a brief one-page firm overview listing any County of Los Angeles experience along with CBE documentation by September 11, 2015 to debra.rahal@aecom.com.

### Shimmick Construction Company Inc.

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

DBE Subcontractor/Supplier Bids Requested For:  
**Sacramento Regional County Sanitation District**  
**Main Electrical Substation Replacement • Contract No. 4209**  
**Bid Date: October 15, 2015 at 2:00 PM**  
**Fax all quotes to 510-777-5099**

Requesting qualified DBE certified Subcontractor and Supplier Quotes on: **Low Voltage Systems Contractor, Electrical Contractor**

Bid Plans and Specifications may be purchased from the County of Sacramento, Site Improvement and Permits Section 827 7th Street, Room 105 Sacramento, CA 95814, (916) 874-6544.

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

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

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# California Sub-Bid Request Ads



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

**Bid Requests from Certified SBE Subcontractors and Suppliers for the following Trades:**

Earthwork, Soil Cement Columns, Structural Concrete, Structural Steel, Metal Stairs, and Elevators.

**TRANSBAY BLOCK 7 (SELECT 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: 9/14/15 @ 2 PM**

Voluntary Pre-bid Meeting on

**8/31/15 at 2:00 PM 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

**Bid Requests from Certified LBE Subcontractors and Suppliers for the following SELECT TRADES:**

Earthwork/Site Clearing/Demolition, Site Utilities, Structural Concrete, Gypcrete, Masonry, Rough Carpentry, Waterproofing/Roofing, Metal Stud Framing & Drywall, Tile & Stone, Flooring, Painting, Toilet & Bath Accessories, Signage, Trash Chutes, Appliances, Elevators, Parking Lifts, Scaffold, Site Security, Final Clean

**Hunters Point Shipyard Phase I, Block 52 Building 5**

This is a SF OCII project with construction workforce and prevailing wage, LBE & local workforce hiring goals.

**Hunters Point Shipyard Phase I, Block 52 Building 5**

**11 Jerrold Avenue, San Francisco, CA 94124**

**Bid Date: 9/28/15 @ 2 PM**

Voluntary Pre-bid Meeting & Job Walk on  
**9/16/15 at 10:00 AM at**

**Hunters Point Shipyard Auditorium - Building 101, located at 101 Horne Ave, San Francisco, CA 94124.**

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

**County Bridge No. 67 – Lower Crystal Springs Dam Project  
 San Mateo County, Department of Public Works, County Project No. R1103,  
 Bid Date: October 1, 2015 at 2:00 pm**

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (7.94% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Construction Water Management, Water Pollution Control, Traffic Control, Crash Cushion, Bridge Removal, Obliterate Roadway, Remove Pavement Markers, Remove Fence, Clear & Grub, Remove Sign and Marker, Develop Water Supply, Roadway Excavation, Structure Excavation, Structure Backfill, Imported Borrow, Imported Topsoil, Erosion Control, Finishing Roadway, Aggregate Base, Asphalt Concrete, Open-Graded Asphalt, Saw Cut Asphalt Concrete, Prestressing Concrete, Mortar, Structural Concrete, Class 2 Concrete, Drill and Grout Dowel, Geo Composite Drain, Seismic Isolation Bearings, Structural Steel, Anchor Bolts, Neoprene, Seismic Joint, Rebar, Roadway Signs, Concrete Pipe, Storm Drain Manhole, Rock Slope Protection, Minor Concrete, Misc Metal, Bridge Deck Drainage System, Fence, MBGR, Metal Guardrail, Concrete Barrier, Stripe and Marking, Construction Staking, Trenching and Trench Backfill, Underground Electrical Construction, Catwalk, Construction Supplies, Equipment Rental and Trucking.

C.C. Myers, Inc. is willing to break down items of work into economically feasible units to encourage DBE 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 C.C. Myers, Inc., please contact us for details.

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. C.C. Myers, Inc., is a Union Contractor.  
**AN EQUAL OPPORTUNITY EMPLOYER**

**PROJECT: RTE 94 & 805  
 CALTRANS #11-299204  
 SAN DIEGO, CA**

**\*\*THIS PROJECT HAS A 16% DBE GOAL\*\***

**BID DATE: SEPTEMBER 15, 2015 • BID TIME: 2:00 P.M.**

**Please respond by 5:00 p.m., September 14, 2015**

We are seeking quotes from CERTIFIED DBE including, but not limited to, the following work items: **SWPPP, CONSTRUCTION AREA SIGNS, FENCE/MBGR, LANDSCAPE/IRRIGATION, MINOR CONCRETE REINFORCING, TRUCKING, TEMP STRIPE & PAVEMENT MARKING, THERMOPLASTIC STRIPING & MARKING, PAVEMENT MARKERS (NON-REFLECTIVE & RETROREFLECTIVE)**

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the Caltrans website using the Project ID # 0814000086/ 08-3555V4 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

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

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



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

# California Sub-Bid Request Ads



## Kiewit

**Kiewit Infrastructure West Co.**  
 4650 Business Center Drive Fairfield, CA 94534  
 Attn:Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractors, Consultants, and/or Suppliers seeking to participate in The Reconstruction of County Bridge no. 67 (State Bridge No. 35C) on Lower Crystal Springs Dam in the Unincorporated Area of San Mateo County.

The Reconstruction of County Bridge no. 67 (State Bridge No. 35C-043) on Lower Crystal Springs Dam in the Unincorporated Area of San Mateo County.

**County Project No. R1103**

**Owner: County of San Mateo**

**Bid Date: Thursday October 1, 2015 @ 2:30 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

Minority Business Enterprise (MBE), Women Business Enterprise (WBE), certified by California Unified Certification Program wanted for the following scopes, including, but not limited to:

[http://www.dot.ca.gov/hq/bep/dbe\\_program.htm](http://www.dot.ca.gov/hq/bep/dbe_program.htm)

Minor Concrete, Ac Paving, Aggregate Supply, Rebar, Concrete Supply, Water Truck, Fencing, Landscaping, MOT, Pavement Marking, Noise Monitoring, Railing and Barriers, Bollards, Signage, Survey, Sweeper Truck, Trucking & Hauling, Cast in Place Concrete, Tree Removal/Planting, Clearing & Grubbing, Concrete Pumping, Manhole Supply.

Bonding, insurance and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested Certified DBE, MBE, WBE business, suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due NO LATER THAN September 28, 2015 and Quotes by September 30, 2015 at 4 PM.**

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

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

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

100% Performance Bond and Payment Bonds are required for this project. Cost of bond will be reimbursable.

All contractors and subcontractors who bid or work on a public works project **must** register and pay an annual fee to the California Department of Industrial Relations (DIR).

An Equal Opportunity Employer CA  
 Lic. #433176

## Gallagher & Burk, Inc.

344 High Street • Oakland, CA 94601  
 Phone: (510) 261-0466 • FAX (510) 261-0478  
 Estimator: Alan McKean  
 Website: [www.gallagherandburk.com](http://www.gallagherandburk.com)

Gallagher and Burk, Inc. is soliciting for DBEs for the following project:

**MAIN WASTEWATER TREATMENT PLANT ENGINEERS ROAD WIDENING Specification No. SD-357A**

**OWNER:**

EAST BAY MUNICIPAL UTILITY DISTRICT  
 375 11th Street, First Floor, Oakland, CA 94607

**BID DATE: SEPTEMBER 16, 2015 @ 1:30 P.M.**

We hereby encourage responsible participation of local White Men, White Women, and Ethnic Minorities (Men and Women) Business Enterprises and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

**ADJUST IRON, CLEARING AND GRUBBING/DEMOLITION, ELECTRICAL, FENCING, HYDROSEEDING, MINOR CONCRETE, MINOR CONCRETE STRUCTURES, ROADSIDE SIGNS, STRIPING, SURVEY/STAKING, TESTING, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, CLASS 2 AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL.**

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by Gallagher and Burk, Inc. Gallagher and Burk, Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting Gallagher and Burk, Inc.'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.

An Equal Opportunity Employer

## McGuire and Hester

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

Sub Bids Requested From Qualified

**MBE, WBE, DBE, SBE**

Subcontractors & Suppliers for

**Delta Diablo -**

**Pittsburg Forcemain Improvements**

**Location: Pittsburg, CA • Project No. 14116**

**Bid Date: September 24, 2015 @ 10:00 AM**

McGuire and Hester is seeking qualified subcontractors in the following trades: trucking; electrical; sawcutting; and jack & bore.

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.

## Why We Need to Grade Our Governments (Again)

Continued from page 1

The comprehensive history of this remarkable chapter in public management -- Government Performance: Why Management Matters by Patricia W. Ingraham, Philip G. Joyce and Amy Kneeder Donahue -- reports that in many cases public leaders anticipated the reports and instituted reforms well ahead of the game. The authors concluded that this ambitious initiative showed how it is possible to assess government management in a way that would pass the standards of academic research and credibility.

The Government Performance Project ended five years ago. Why was it abandoned? Doing this right required significant resources that entailed support from a major foundation. When Pew moved on to other priorities, there were no other funders willing to make such a substantial investment in governance.

It is sad that no loud voices filled the media space complaining about the abandonment of this report card project. But the reality is that while all applaud the high-minded goals behind such initiatives, it is always difficult to obtain and sustain funding over time. Public-management reform simply does not generate sustained interest by any major public-policy actor in our system, whether presidents or foundations. Regardless of their long-term importance, management issues can't compete with the short-term crises that seem to dominate the attention spans of public officials, media and citizens today.

As we think about next year's elections and the resulting power transition in Washington and in many states and localities, one wonders whether the time might be ripe for restarting some kind of public-management scorekeeping project. Some of the candidates are talking about management problems in government and might listen if a serious measurement effort were deployed in the year before they take office.

Management report cards need to be more than a one-time exercise. To have an impact on the attention spans of political and management leaders, it is important that these officials know their management records and capacity will be rated by a publicly transparent review process periodically over a period of years.

Certainly any new and comprehensive effort to grade public management on the scale of the Government Performance project would require a substantial commitment of money and resources by the organizations that undertake it. The scale of funding needed may require commitments by governments as well as foundations to build an initiative that has a chance of surviving over time. But we have a chance to move beyond lip service about government management to real gains in public service. Ultimately, what an investment this would be in the infrastructure of government and the people it serves.

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# Public Legal Notices

**Hunters Point Shipyard Phase I  
in San Francisco  
Opportunity to Perform**

HPS1 – Construction of the Streetscape for all the Blocks (minus 50 and 51)

**Within the Hilltop portion of Parcel A during the development of Hunters Point Shipyard Phase I in San Francisco.**

Lennar Urban is requesting qualified, interested contractors to respond to a public request for proposals to perform

HPS1 Construction of Hilltop Streetscape At

**Hunters Point Shipyard in San Francisco**

For more information, please visit:  
<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=9963>

The Successor to the San Francisco Redevelopment Agency (SFRA) has established the 50% Small Business Enterprise (SBE) Participation goal for Contractors.

Respondents are encouraged to check this website regularly for updates.

Pre-Bid Coordination Meeting and Job Walk:

**September 1, 2015 @ 10:00 AM**  
(Tentative Date)

**Building 101  
101 Horne Ave.  
San Francisco, CA 94104**

**Proposals must be submitted by  
September 14, 2015 @ 2:00 PM (PST).**

**Hunters Point Shipyard Phase 2 –  
Opportunity to Provide Landscape Architecture  
and Graphic Design Services.**

Lennar Urban is requesting qualified, interested Landscape Architecture and Graphic Design firms to respond to a public request for proposals through the Office of Community Infrastructure & Investment of the City and County of San Francisco.

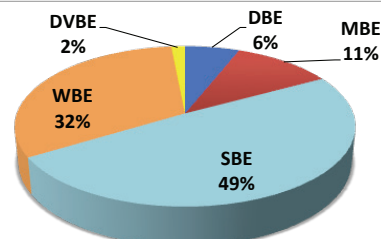
For more information, please visit:

<http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=9965>

Respondents are encouraged to check this website regularly for updates.

**Proposals must be submitted by  
September 16, 2015.**

**AUDIENCE PROFILE  
Small Business Exchange, Inc.**



**CITY OF LOS ANGELES  
DEPARTMENT OF TRANSPORTATION (LADOT)**

**DISADVANTAGED BUSINESS ENTERPRISE  
(DBE) PROGRAM  
PROPOSED THREE-YEAR OVERALL GOAL &  
GOAL METHODOLOGY  
FOR FEDERAL FISCAL YEARS 2016-2018**

LOS ANGELES - The City of Los Angeles Department of Transportation (LADOT) is seeking comments on its proposed Disadvantaged Business Enterprise (DBE) goal. The purpose of the DBE program is to create a "level playing field" for firms owned and operated by disadvantaged individuals wanting to participate in federally-assisted, transit related projects.

The DBE goal for federally-funded transportation projects represents a percentage of the value of work for which disadvantaged, minority, and women business enterprises should participate. LA-DOT's proposed participation goal for Federal Fiscal Years 2016-2018 (October 1, 2015 through September 30, 2018) is as follows:

\* 11.24 percent for Federal Transit Administration (FTA) assisted projects

Documents detailing LADOT's FFY2016 - FFY2018 FTA overall DBE goal and methodology report are available for review during regular business hours of 8:00 am - 4:00 pm Monday through Friday for 30 days from September 1, 2015 through October 14, 2015. The public may provide written comments on the FTA overall goal for 45 days from September 1, 2015 through November 4, 2015. The office will be closed on September 7, 2015 and October 12, 2015 in observance of City holidays. LA-DOT will consider all comments, as well as other material that is either quantitative or anecdotal, before submitting its final DBE goal to the FTA. Written comments will be accepted at the address listed below.

**LADOT Transit Services Group  
Attn: Specialized Transit & Grants Division  
100 S. Main Street, 10th Floor  
Los Angeles, CA 90012  
Phone: (213) 972-8470  
Fax: (213) 928-9768**

**SAN JOSE STATE UNIVERSITY**

**NOTICE TO CONTRACTORS  
SPARTAN GOLF COMPLEX,  
PROJECT NUMBER: SJSU-321**

The Trustees of the California State University are requesting Statements of Qualifications (SOQ) from interested and qualified construction managers to provide construction manager at risk services (CMAR) for the construction of the Spartan Golf Complex project. The Trustees will select the construction manager using a two-step process: (1) this Request for Qualifications (RFQ) from which Respondents submits a SOQ to the Trustees, and (2) the resulting shortlisted firms will then receive a Request for Proposals from the Trustees. The selected firm will become the Construction Manager. The Trustees' CMAR process consists of a preconstruction phase and a construction phase with separate contracts for each phase.

The Spartan Golf Complex is a new golf practice and training facility, for SJSU men's and women's golf teams on South Campus. It will be home to SJSU golf teams, provide private memberships for alumni and donors, and offer golf lessons for the public. The Complex site is approximately 15 acres located on South Campus at the west side of Senter Road between Humboldt Street and Alma Avenue. The Project consists of two phases. The Trustees intend to award Phase 1 immediately upon completion of this solicitation. Phase 2 will be awarded prior to the completion of Phase 1 but only if funding becomes available. Phase 2 is not funded at this time. This solicitation will request separate fees for each phase.

Trustees' Construction Budget for Phase 1 is \$6,754,000, and Phase 2 is \$10,005,000.  
Class B license - General Contractor.  
RFQ Submittal Due Date and Time:  
**September 24, 2015 by 3:00pm**

Respondents must be prequalified with the Trustees, and shall register and log in to "PlanetBids" to apply for prequalification at [http://www.calstate.edu/cpdc/cm/contractor\\_prequal\\_bidders.shtml](http://www.calstate.edu/cpdc/cm/contractor_prequal_bidders.shtml) no less than ten business days prior to SOQ submittal due date.

Interested parties may download the complete RFQ on September 10, 2015 by registering at <http://www.planetbids.com/portal/portal.cfm?CompanyID=15275#>. Once registration is completed, log into planetbids.com at <http://www.planetbids.com/hub/hub.cfm> and search for "Spartan Golf Complex", Project Number: SJSU-321."

The Trustees require a three percent Disabled Veteran Business Enterprise participation in all contracts. This project is public works project and is subject to prevailing wages rate laws (see Contract General Conditions, Article 4.02-c). All contractors and all tiers of sub-contractors bidding on this project shall register to bid public works projects with the Department of Industrial Relations (DIR), and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/Public-Works/PublicWorks.html> for more information and to register.

Please direct all questions in writing to:  
Sylvia Sosa-Galindo, Sr. Contracts Specialist,  
Email: [sylvia.sosa@sjsu.edu](mailto:sylvia.sosa@sjsu.edu).

**GOLDEN GATE BRIDGE  
HIGHWAY & TRANSPORTATION DISTRICT**

**NOTICE INVITING SEALED BIDS**

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for **Contract No. 2016-FT-01, Dry-Docking and Capital Improvements to the M.V. Golden Gate Ferry**. Interested Bidders must submit sealed bids to the Office of the Secretary of the District by Tuesday, October 6, 2015, at 2:00 p.m., PT, at which time bids will be publicly opened and read.

A non-mandatory pre-bid conference will be held on the M.V. Golden Gate Ferry, at the Larkspur Ferry Terminal on **Thursday, September 10, 2015, at 10:00 a.m. PT.**

Requests for approved equals, modifications or clarifications of any requirement must be submitted in writing by Friday, September 18, 2015, at 4:30 p.m., PT.

The Bid Documents are available for download on the District's website. To download the Bid Documents, go to the District's website home page at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Ferry Division and look for Contract No. 2016-FT-01.

To inspect and obtain the Bid Documents, please contact the Contracts Office, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, by email at [contractsoffice@goldengate.org](mailto:contractsoffice@goldengate.org), by telephone at (415) 923-2318, or by facsimile at (415) 923-2357.

/s/ Aida S. Caputo, Contracts Officer

# California Sub-Bid Request Ads

**D'Arcy & Harty Construction, Inc**  
 (415) 822-5200 Phone • (415) 822-0747 (Fax)  
 Estimator : willie@darcyhart.com

**Rodeo Sanitary District  
 Sewer Year 2 Improvements**  
**Bids: October 19th, 2015 at 2:00pm**

MBE/DBE/WBE/VOSB  
 sub-bids requested for:  
 Saw-cutting, Concrete sidewalk, Trucking,  
 Traffic Control and sewer abandonment

**nibbi**

**Project Name: Pier 70, Building 101 (Abatement)**  
**Location: San Francisco, California**  
**Bid Date: October 8, 2015 @2:00 PM**

**Pre-Bid Conference:**  
**September 22, 2015 @ 10:30am**  
**Location: Pier 70, SF, CA**  
**Please meet at the Nibbi Brothers trailer  
 located off of Louisiana Street.**

Nibbi Brothers has been selected as the General Contractor for the Pier 70, Building 101 Abatement work in San Francisco, CA. We are requesting proposals from subcontractors and suppliers including those certified with the San Francisco Contract Monitoring Department (CMD) as local business enterprises (LBE's) for the Abatement work only on Building 101.

Please note that All Subcontractors will be required to comply with the following requirements by the Port of San Francisco:

1. 17% LBE Disadvantaged Business (LBE) goal
2. 25% of total construction hours performed by SF residents
  - Consistent with the City's First Source Hiring Program (FSHA) and Seismic Safety Loan Program (SSLP)
3. 50% new hires for employment opportunities in the construction trades and any Entry-level Position.
  - Contractor agrees to work in Good Faith with the Office of Economic and Workforce Development (OEWD)

Please refer to the Port Website at the following link for more information;  
<http://www.sfgsa.org/index.aspx?page=6717>

Bids are due Thursday, October 8, 2015 @ 2:00pm.  
 To obtain bid and contract documents please email Kristin Medwick at kristinn@nibbi.com.

FAX OR EMAIL PROPOSALS TO:  
 NIBBI BROTHERS GENERAL CONTRACTORS  
 Fax: 415-241-2951 / Email: bids@nibbi.com.

For information regarding this project please contact Pete Tuozzolo, Precom PM via email at petet@nibbi.com..

**ROUTE 10 – REDLANDS & YUCAIPA  
 CALTRANS #08-0K2924  
 SAN BERNARDINO COUNTY, CA**


**\*\*THIS PROJECT HAS A 5% DBE GOAL\*\***  
**BID DATE: OCTOBER 7, 2015 · BID TIME: 2:00 P.M.**  
**Please respond by 5:00 p.m., OCTOBER 6, 2015**

We are seeking quotes from CERTIFIED DBE including, but not limited to, the following work items: Trucking, Street Sweeping, Equipment Rental, Lead Compliance Plan, Progress Schedule (Critical Path Method), Construction Area Signs, Traffic Control System, Temp Traffic Stripe (Paint), Channelizer (Surface Mounted), Traffic Plastic Drum, Temp Pavement Marker, Portable Changeable Message Sign(EA), Temp Railing (Type K), Temp Crash Cushion Module, Job Site Management, Prepare Storm Water Pollution Prevention Plan, Rain Event Action Plan, Storm Water Sampling and Analysis Day, Storm Water Annual Report, Temp Drainage Inlet Protection, Street Sweeping, Temp Concrete Washout, Temp Fence (Type ESA), Remove Yellow Thermoplastic Traffic Stripe (Hazardous Waste), Treated Wood Waste, Remove Single Thrie Bean Barrier, Remove Thermoplastic Pavement Marking, Remove Pavement Marker, Remove Concrete Pavement (CY), Remove Concrete Barrier, Clearing and Grubbing (LS), Roadway Excavation, Erosion Control (Bonded Fiber Matrix)(Acre), Fiber Rolls, Class 2 Aggregate Subbase, Class 2 Aggregate Base (CY), Crack Treatment, Tack Coat, Drill and Bond (Dowel Bar), Individual Slab Replacement (RSC), Grind Existing Concrete Pavement, Vegetation Control (Minor Concrete), Single Thrie Bean Barrier (Wood Post), Transition Railing (Type STB), Concrete Barrier (Type 60G), Thermoplastic Traffic Stripe, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe (Sprayable), Pavement Marker (Non-Reflective), Pavement Marker (Retroreflective), Maintaining Existing traffic Management System Elements During Construction, Inductive Loop Detector (EA), Vehicle Sensor Node Replacement, Microwave Vehicle detection System, Modify Signal.

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the CALTRANS WEBSITE using the Project ID # 08-0K2924 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

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

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

  
**COFFMAN SPECIALTIES, INC.**  
 GENERAL AND ENGINEERING CONTRACTORS

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

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