

Smart risk decisions occur pre-construction

[Article originally appeared in www.autodesk.com]

By Jeff Gerardi

Risk management in construction is often associated with the jobsite. Think: sequencing trades on a tight schedule, dealing with material delivery delays, and adjusting crews to stay on track. These are all vital, but the reality is that by the time construction begins, many of the biggest risks are already locked in. Schedule pressure, unclear scope, cost escalation, and weak contingencies don't start in the field. These issues stem from decisions made well before the crew breaks ground. This is why making the right calls during pre-construction is so critical. It's where you can still influence outcomes without paying the price of rework. The best in the industry recognizes that preconstruction is the first real opportunity to mitigate risk.

What risks matter most before construction starts?
You can significantly affect how smoothly things run on the jobsite simply by tightening up decisions and assumptions during preconstruction. Here are some of the risks that shape project outcomes early.

Scope clarity risk
Preconstruction is the perfect time to get clarity on project scope, and teams must go beyond surface-level reviews of plans. Early drawings often carry hidden assumptions. One team thinks it's included, another assumes it's not. That's how gaps and overlaps happen. A quick example: missing scope for site prep can lead to change orders later. So, be sure to fully discuss the scope with stakeholders before it's priced.

Cost escalation risk
Prices move fast, especially with volatile materials. If you're relying on outdated numbers, your budget is already off. For instance, steel pricing can shift between estimate and procurement. For best results, keep estimates current and revisit them at key milestones to avoid surprises.

Continued on page 3

Governor Newsom extends business incentive program

[Article originally appeared in www.gov.ca.gov]

Governor Gavin Newsom and the Legislature continued their work to ensure California maintains its status as one of the largest economies in the world and the biggest contributor to jobs nationwide, as the Governor signed into law Senate Bill 180, extending California's successful business incentive program, CalCompetes. The legislation extends the program, which was scheduled to sunset next year, an additional five years to fiscal year 2032-33 — helping to extend economic benefits for years to come. *California's success wasn't left to chance — it was built by making bold investments in innovation, talent, and businesses that are defining our future. The Golden State is creating more jobs, more businesses, more investment, and more innovation than anywhere else in America. We're leading the nation now, and we're making sure California continues to define what comes next.*

- Governor Gavin Newsom

Since 2019, over \$1.8 billion in tax credits have been awarded to 271 businesses through the CalCompetes Tax Credit program in exchange for a commitment of \$37.6 billion in capital investments and more than 75,000 new, full-time jobs in California. Some notable companies that have received the tax credit in recent years include:

- Bosch Semiconductor, which is investing more than \$1.2 billion and creating 140 new jobs in Roseville to expand and renovate a semiconductor manufacturing plant
- Element Biosciences, which is investing \$127.2 million to expand its research and development operations in San Diego and San Jose, creating 422 new jobs
- General Atomics, which is investing \$38 million to expand fusion energy research and development operations in Poway
- Hadrian, which is creating 650 new jobs and investing \$52 million in Torrance and Northern California to expand their aerospace component manufacturing



Over 1 in every 6 new non-farm jobs created in the U.S. in 2026 came from California

Source: California Employment Development Department



- Samsung Semiconductor, which is scaling its San Jose semiconductor manufacturing & research and development with a \$79.5 million investment, creating 400 jobs
- Pacific Steel, which is investing \$542.9 million and creating 447 new jobs as part of its manufacturing expansion in Kern County
- Vast, which is investing \$87 million to expand its space station research, development, and manufacturing footprint in Long Beach, creating 657 new jobs

This program, along with other investments to foster talent and innovation statewide, have helped make California a national leader in jobs, innovation, and business capital. More jobs
In 2026, even as national job growth slowed during President Trump's second term, California saw its strongest calendar year start since 2022. The Golden State continues to lead the nation in job creation, adding approximately 103,600 jobs over the past year, according to U.S. Bureau of

Labor Statistics data. That total makes up 17% of national job growth — surpassing California's population share. California's job growth this year is higher than any other state and is home to four of the nation's fastest-growing job markets this year. Additionally, new data from the U.S. Bureau of Labor Statistics (BLS) showing California workers increased productivity by 4.2% in 2025. Representing about 14% of national output, California had the largest influence on national productivity. More businesses
The Golden State continues to lead the nation economically, outpacing all states and every developed nation, according to a recent Bloomberg analysis. In 2025, California continued a 16-year growth streak, growing faster than the second-largest state, Texas. California also has more businesses than any other state, including Florida and Texas, support-

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PUBLISHED BY SMALL BUSINESS EXCHANGE, INC.
1160 Battery Street East, Suite #100 • San Francisco, CA 94111

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Permit No. 820

BUSINESS TOOLKIT

The Hidden Costs of Poor Site Prep

[Article originally appeared in www.forconstructionpros.com]

By Eric Kurfels

If trucks are waiting, people see it. If the pump is sitting, people see it. If finishers are chasing daylight or fighting a bad setup, people see it. What is easier to miss is the work that put the pour in that position before concrete ever showed up. A slab is only as good as the conditions it is placed on and around. That includes the subgrade, the base, the way water moves through the site, the access for trucks and equipment, and the material that was cleared or left behind before the concrete crew arrived.

I work on the site prep side. I don't design slabs. I don't write compaction specs. On engineered jobs, those requirements come from the plans, the civil engineer, the geotechnical engineer, the testing lab, or the inspector. But the field crew still has to build toward those requirements. That is where early decisions can either help the concrete contractor or make the job harder than it needs to be.

A Site Can Look Open and Still Not Be Ready

Clearing brush is one part of the job. Getting a site ready for the next trade is another.

From a distance, a pad area may look fine. The trees are down, the brush is gone, and the owner can finally see the ground. But a closer look may show roots, stumps cut low, topsoil in the work area, soft pockets, standing water, or an access route that will not carry loaded trucks.

Concrete crews need a site that lets them work. The work area needs to be shaped correctly. The subgrade and base need to match the project requirements. Trucks need to get in and out. Water cannot be running through the area. The site has to be ready for the weight and timing of the pour.

When that is not settled early, the concrete crew ends up solving problems at the most expensive point in the schedule.

What Gets Missed Before the Pour

Most of the issues that delay concrete are practical jobsite problems. A truck can get in but cannot turn around. A pump has no firm setup area. A low spot holds water after every rain. A pad looks ready until equipment crosses it and the subgrade starts moving. A base is placed over material that should have been removed first.

Those conditions create downtime, rework, and confusion over who owns the fix.

Visit the link below for the full article:
<https://tinyurl.com/bdfkcwfe>



Governor Newsom extends business incentive program

Continued from page 1

ing strong job creation and expanded economic opportunity for workers across the state. California is home to more than 4.3 million small businesses, representing 99.8% of all businesses in the state and employing 7.6 million people.

Nation-leading industries

California continues to lead the nation as the #1 state across key areas of economic strength and innovation, including:

- New business starts
- Manufacturing
- Venture capital funding
- High-tech business

- Agriculture

No state comes close

According to Bloomberg, there isn't even one major industry in any of the other 49 states that comes close to California:

- California's \$539 billion of GDP in 2023 from real estate, rental and leasing beats No.2 Texas by 61%.
- The \$414 billion from information dwarfs No.2 New York by 128%.
- The \$412 billion from manufacturing is 41% greater than No.2 Texas
- The \$257 billion from health care and social assistance exceeds No.2 New York by 59%.

- The \$151 billion from construction beats No.2 Texas by 19%.
- The \$121 billion from accommodation and food services is 63% greater than No. 2 Florida.
- The \$125 billion from transportation and warehousing exceeds No.2 Texas by 30%.
- The \$55 billion from arts, entertainment and recreation beats No. 2 New York by 68%.
- The \$48 billion from agriculture, forestry, fishing and hunting is 150% larger than No. 2 Texas

A nation-and world-leading economy

California's economy continues to outperform both the nation and global competitors. California's per-capita GDP is higher than that of the United States, Germany, Japan, and China — the only four national economies larger than California. Over the past 25 years, California's economy has grown by 90%, significantly outpacing national growth of 69%.

According to a recent Bloomberg analysis, California generated 40 % of the U.S. stock market growth while accounting for less than 12 % of the nation's population and captured two-thirds of all U.S. venture capital.

SOURCE: <https://tinyurl.com/39ra3u2c>

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Los Angeles Metro

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ISSN 0892-5992

CALIFORNIA SUB-BID REQUEST ADS

American Modular Systems, Inc.
We are requesting bid quotations from all Subcontractors and Suppliers and DVBE Subcontractor/Supplier for the following:

Santa Maria-Bonita School District
BID NO. 5441
Modular Classroom Buildings for a
New Middle School and New Elementary School on a Shared Campus

BID DATE: July 20, 2026 at 2pm

Bid documents can be downloaded from PlanetBids: <https://vendors.planetbids.com/portal/29044/portal-home>

PLEASE EMAIL US YOUR BID PROPOSAL NO LATER THAN July 13th at NOON. THANK YOU!

American Modular Systems, Inc.
787 Spreckels Avenue, Manteca, CA 95336
Attn: Suzanne Willis
Email: suzanne.w@americanmodular.com
Phone: (209) 825-1921

 **Silver Creek**
Silver Creek Modular, LLC
2830 Barrett Avenue, Perris, CA 92571
CONTACT: Sandra Adame • OFFICE: (951) 943-5393

Silver Creek is soliciting quotations from qualified DVBE Subcontractors for the project listed below:

OWNER: Santa Maria-Bonita School District
LOCATION: Santa Maria, CA 93454
PROJECT: Bid No. 5441 Modular Classroom Buildings for a New Middle School and New Elementary School on a Shared Campus at Santa Maria, CA
BID DATE: July 20, 2026 at 2:00 pm

DVBE Goal: 3%
Plans and Specs may be obtained via Procore
Please submit your bid NO LATER THAN July 13, 2026 to Sandra Adame via email
EMAIL: sadame@silvercreekmodular.com
This is part of a Good Faith Effort.
Your response is appreciated.

 **CAHILL**

Cahill Contractors LLC is requesting bids from **CERTIFIED MBE, WBE, OBE, SBE, DVBE, AND LOCAL CONTRA COSTA COUNTY** Subcontractors/Suppliers for **EARTHWORK and SITE UTILITIES**.

CCC SHERMAN RECOVERY CENTER
2025 Sherman Drive, Pleasant Hill, CA 94523
LABOR REQUIREMENTS: Project Labor Agreement / Union Labor Required / Contra Costa County Local Hiring

BID DATE: 08/06/26 @ 2 PM
BID DOCUMENTS:
All documents on BuildingConnected. Contact estimating@cahill-sf.com, 415-677-0611 for invitation and information regarding Cahill's policy on assistance with obtaining bonds, lines of credit, and/or insurance.

 **Kiewit**
Owner: City of Los Angeles Department of Water and Power
Project Name: Western Trunk Line Phase 1, IFB No. 7972R1
Bid Date: July 30, 2026, at 2:00p.m.

Request for DBE, MBE, WBE, OBE sub-quotes

Kiewit Infrastructure West Co. (Kiewit) is seeking sub-quotes from qualified, Disadvantaged Business Enterprises (DBE), including Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Other Business Enterprise (OBE) firms; and all other business enterprises to perform as Subcontractors and Material Vendors/Suppliers. DBEs must be certified by one of the following agencies prior to bid opening: Minority Business Development Agency (MBDA), Small Business Administration (SBA), California Unified Certification Program (CUCP), California Public Utilities Commission (CPUC), Tribal, State and Local governments, or an independent certifying organization.

Kiewit is requesting quotes for various areas of work listed in, but not limited to, the scopes of work below:

Archaeology, land surveying quality control, dumpster and trash services, site security, traffic control/MOT, aggregate, trucking and hauling, water trucks operated, subsurface investigation, material landfill for dirt, dewatering, shoring and underpinning, soil stabilization, SWPPP, street sweeping, tunneling and boring, soil nail wall, micro tunneling, utilities cathodic protection, CCTV inspection, reinforced concrete pipe, plastic pipe, cast iron sewer, steel casing, manhole material, asphalt paving, asphalt supply, rigid placement, curbs and gutter, ready mix supply, concrete forms, concrete reinforcing installation, concrete pumping, precast concrete, concrete drilling and saw-cutting, metals, joint sealer, painting and coating, cathodic protection, measurement and control instrumentation, bolts and gaskets, pipes and tubes, valves and electrical work.

Firms interested in providing a sub-quote for this project must contact Kiewit and responding firms will be issued an "Invitation to Bid" through Kiewit's electronic use of Building Connected system (at no cost to bidder) with project information and bid instructions. Plans and specifications are also available for review at Kiewit's office located at 10704 Shoemaker Avenue, Santa Fe Springs, CA 90670.

Responsive bidders must possess a valid California Contractor's license (as appropriate) and provide acceptable insurance. Responsible subcontractors and material contractors will be required to provide bonding for 100% of their contract value. Kiewit will reimburse bond premiums. Kiewit is signatory to collective bargaining agreements with carpenters, laborers, cement masons, ironworkers, operating engineers and teamsters. Kiewit will consider quotes from any, and all bidders who demonstrate an ability to foster and maintain labor harmony on the Project.

Kiewit intends to conduct itself in good faith with all participants on this project. For further information regarding this project, licensing, insurance, bonding, related assistance with equipment, supplies, and materials, or the project schedule, please contact our Lead Estimator.

Kiewit Infrastructure West Co.
10704 Shoemaker Ave., Santa Fe Springs, CA 90670
Tel: (562) 946-1816 • Fax: (562) 946-3823
Lead Estimator Contact : Kyle Nelius
Email: kyle.nelius@kiewit.com

"Kiewit Infrastructure West Co. is an Equal Opportunity Employer."

 **Kiewit**
Owner: San Diego Unified Port District
Project Name: NCMT Berth 24-11 Structural Repair
Location: San Diego, CA
Bid Date: August 6, 2026 at 2:00p.m.

Request for SBE sub-quotes

Kiewit Infrastructure West Co. ("Kiewit") is seeking quotes from qualified Disadvantaged Business Enterprises (DBE), including Small Business Enterprises (SBE), Small Business in Rural Area (SBRA), and all other business enterprises to perform as subcontractors, material contractors, and suppliers. SBEs must provide evidence of certification by the Small Business Administration (SBA), the Department of Transportation's State-Implemented DBE Certification Program (with U.S. citizenship) (CUCP), Tribal, State, and Local Governments, or Independent Private Organization Certifications.

Kiewit will be requesting quotes for various areas of work listed in, but not limited to, the scopes of work below:

Environmental Consultant, dumpster and trash services, aggregate, asbestos abatement, lead abatement, trucking and hauling, operated water trucks, dirt and concrete disposal material landfill, demolition, dewatering, underwater construction, piles and caissons, SWPPP, manhole material, asphalt paving and supplies, traffic signs and signals, ready mix supply, concrete pumping, metals, welding services and electrical work.

Firms interested in receiving a bid package for this project must contact us at the e-mail address noted. Responding firms will be issued an "Invitation to Bid" through Kiewit's electronic use of BuildingConnected system (at no cost to bidder) with project information and bid instructions. Plans and specifications will also be available for review at the address listed below if requested.

Responsive bidders must possess a valid California Contractor's license (as appropriate), be registered with the Department of Industrial Relations (DIR) and provide acceptable insurance. Responsible subcontractors and material contractors will be required to provide bonding for 100% of their contract value. Kiewit will reimburse bond premiums. Firms performing any onsite work are required to be signatory to collective bargaining agreements with the carpenters, laborers, cement masons, ironworkers, operating engineers and teamsters. In addition, this project has a Project Labor Agreement (PLA). Kiewit will consider quotes from any, and all bidders who demonstrate an ability to foster and maintain labor harmony on the Project.

Kiewit intends to conduct itself in good faith with all project participants on this project. For further information regarding this project, licensing, insurance or bonding, equipment, supplies, materials, or related assistance or services or project schedule, please contact the Lead Estimator listed below.

Kiewit Infrastructure West Co.
10704 Shoemaker Ave., Santa Fe Springs, CA 90670
Tel: (562) 946-1816 • Fax: (562) 946-3823
Lead Estimator Contact: Brian Chon
Email: Brian.Chon@kiewit.com

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 **Kiewit**
Owner: City of San Diego
Project Name: SBWRP Reverse Osmosis System; Bid No. K-26-2469-DBB-3
Location: San Diego, CA 92121
Bid Date: July 22, 2026 at 2:00p.m.

Request for DBE sub-quotes

Kiewit Infrastructure West Co. ("Kiewit") is seeking quotes from qualified Disadvantaged Business Enterprises (DBE), including Minority Business Enterprises (MBE), Woman Business Enterprises (WBE), Small Business Enterprises (SBE), Small Business in Rural Area (SBRA), Labor Surplus Area Firms (LSAF), Historically Underutilized Business (HUB) Zone Small Businesses and all other business enterprises to perform as subcontractors, material contractors, and suppliers. DBEs must provide evidence of certification by the U.S. Environmental Protection Agency (USEPA), the Small Business Administration (SBA), the Department of Transportation's State-Implemented DBE Certification Program (with U.S. citizenship) (CUCP), Tribal, State, and Local Governments, or Independent Private Organization Certifications.

Kiewit will be requesting quotes for various areas of work listed in, but not limited to, the scopes of work below:

Land surveying, aggregate, demolition, ductile iron pipe, plastic pipe, asphalt paving, curbs and gutter, landscaping contractors, ready mix supply, concrete reinforcing installation, masonry work, metals, metal deck, flashing and sheet metal, sheet metal roofing, painting and coating, water supply and treatment equipment, chemical feed equipment, bolts and gaskets, hangers and support, valves and electrical work

Firms interested in receiving a bid package for this project must contact us at the e-mail address noted. Responding firms will be issued an "Invitation to Bid" through Kiewit's electronic use of BuildingConnected system (at no cost to bidder) with project information and bid instructions. Plans and specifications will also be available for review at the address listed below if requested.

Responsive bidders must possess a valid California Contractor's license (as appropriate), be registered with the Department of Industrial Relations (DIR) and provide acceptable insurance. Responsible subcontractors and material contractors will be required to provide bonding for 100% of their contract value. Kiewit will reimburse bond premiums. Firms performing any onsite work are required to be signatory to collective bargaining agreements with the carpenters, laborers, cement masons, ironworkers, operating engineers and teamsters. In addition, this project has a Project Labor Agreement (PLA). Kiewit will consider quotes from any, and all bidders who demonstrate an ability to foster and maintain labor harmony on the Project.

Kiewit intends to conduct itself in good faith with all project participants on this project. For further information regarding this project, licensing, insurance or bonding, equipment, supplies, materials, or related assistance or services or project schedule, please contact the Lead Estimator listed below.

Kiewit Infrastructure West Co.
10704 Shoemaker Ave., Santa Fe Springs, CA 90670
Tel: (562) 946-1816 • Fax: (562) 946-3823
Lead Estimator Contact : Edwin Aleman
Email: Edwin.aleman@kiewit.com

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Smart risk decisions occur pre-construction

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Schedule risk

Long-lead materials, trade stacking, or missed sequencing can throw everything off. For example, locking in a finish schedule before confirming supplier lead times can delay the entire project.

Contingency risk

Contingencies often get trimmed to make budgets work, not because risk is low. That's where projects get exposed. If unknowns aren't well understood early, the buffer won't hold. A better move is to tie contingency levels to actual risk factors, not gut feel.

Why preconstruction is the first line of defense

Preconstruction can either set the project up for success or introduce problems that surface later.

At this stage, decisions are still flexible, and pivoting during preconstruction is certainly much less expensive than doing so in the field. Once

crews are on-site and materials are in motion, even small changes can lead to delays, rework, and added cost.

Remember, design decisions don't just live on paper. They carry real financial and schedule consequences. A detail that looks minor in a drawing can translate into weeks of delay or thousands in added labor once it hits the field.

Preconstruction gives teams the chance to catch those issues early, when adjusting is still straightforward. It also creates the conditions for better collaboration. When owners, designers, and trades are aligned upfront, designs tend to be more buildable and realistic.

Selecting the right team is a risk decision

At preconstruction, you're not just locking in what you're building and how you're building it. You're also deciding on who will build the project.

Visit the link for the full article:
<https://tinyurl.com/3e9jspnb>

CALIFORNIA SUB-BID REQUEST ADS



Our firm, An Equal Opportunity Employer, is requesting quotations from all qualified Certified DBE, MBE, WBE, OBE sub-contractors and/or material suppliers to submit bids on the following project:

CITY OF LOS ANGELES
DEPARTMENT OF WATER AND POWER
Western Trunk Line Project – Phase 1
(Project No. 7972R1)

Business Enterprise Goal & Fair Share DBE, MBE, WBE, OBE Participation

Bid Date: July 30, 2026 @ 2:00 P.M.

Email: bid@rados.com

Sub-Trades Suppliers Needed For The Following Work (but not limited to):
Sand & Gravel Supplier, Base, Rock, Pipe Supplier, Traffic Control System, Asphalt Concrete Paving, Soil Stabilization/Ground Treatment, Precast Concrete, Reinforcing Steel, Structural Steel Misc-Metal, Painting/Coatings, Welding Contractor, Pavement Marking & Striping, Inspection Services, Materials Testing Services, Land Surveyor, Super 10 Dump Truck, Water Truck, Street Sweeping Truck, Asphalt Supplier, Concrete Curb/Gutter/Sidewalk/Ramp, Saw Cutting, Electrical And Instrumentation, SWPPP Planning, Shoring Construction, Microtunnel, Dewatering, Cathodic Protection, Security, Potholing, Settlement/Vibration Monitoring.

NAICS:
212319, 212321, 237110, 237310, 237990, 238110, 238120, 238210, 238190, 238320, 238910, 238990, 324121, 423510, 484220, 488490, 541330, 541370, 541380, 561612

S.P. Rados, Inc. is a Signatory Union Contractor. Subcontractors will be required to abide by the terms and conditions of the AGC Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions & insurance requirements. S.P. Rados, Inc.'s listing of a subcontractor is not to be construed as an acceptance of all the subcontractor's conditions or exceptions included with the Subcontractor's price quote. Subcontractors will be required to provide a payment & performance bond from an approved surety company for 100% of the subcontracted work. S.P. Rados, Inc. will pay bond premium up to 1.5% (optional).

Please be advised, Contractors and Subcontractors must register with the D.I.R. (Department of Industrial Relations) in order to bid on public works projects. Registration with the D.I.R. costs \$300 and covers the fiscal year (July 1 to June 30th). To verify status of your D.I.R. number, please visit: <http://dir.ca.gov/Public-Works/Contractors.html>.

Assistance is available in obtaining bonds, lines of credit and/or insurance. We will consider dividing total requirements when economically feasible into smaller tasks or quantities to permit participation by **DBE, MBE, WBE, OBE** in the competitive process. We will assist in obtaining necessary equipment, supplies, materials & related assistance or services. S.P. Rados, Inc. requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation. If you are interested in participating in this project, please contact Lucy Gonzalez at Tel: (714) 835-4612 Fax: (714) 835-2186 or bid@rados.com.

Plans and Specifications and copies of the proposal are available free of charge <https://stevepradosinc.sharefile.com/d-s07343e51e9a5438a82ba7d03812b1326> also available for viewing at 2002 E. McFadden Ave., Ste. 200, Santa Ana, CA 92705 call our office to schedule a review of the plans and specifications (714) 835-4612.



Our firm, An Equal Opportunity Employer, is requesting quotations from all qualified Certified DBE sub-contractors and/or material suppliers to submit bids on the following project:

CITY OF WILLIAMS
Wastewater Collection System Improvement Project
(PROJECT NO. C-06-8225-210)

Business Enterprise Goal & Fair Share DBE Participation

Bid Date: August 6, 2026 @ 2:00 P.M.

Email: bid@rados.com

Sub-Trades Suppliers Needed For The Following Work (but not limited to):
SAND & GRAVEL SUPPLIER, BASE, ROCK, COBBLES, BOULDERS SUPPLIER, CONCRETE & CEMENT SUPPLIER, PIPE SUPPLIER, TRAFFIC CONTROL MATERIALS, CONSTRUCTION AREA SIGNS, TRAFFIC CONTROL SYSTEM, TRAFFIC FLAGGERS, REMOVE CONCRETE, TREE REMOVAL, ROADWAY EXCAVATION, PLANTING/LANDSCAPING, TEMPORARY EROSION CONTROL, PIPELINE, DRAIN INSPECTION & CLEANING, AGGREGATE SUBBASE, AGGREGATE BASE, ASPHALT CONCRETE PAVING, FURNISH PRECAST CONCRETE, REINFORCING STEEL, PLASTIC PIPE, CONCRETE CURB/GUTTER/SIDEWALK/RAMP-MISC, TEMPORARY FENCING, SWPPP PLANNING, TRAFFIC CONTROL PLANS, TRANSFER DUMP TRUCK, SUPER 10 DUMP TRUCK, FLAT BED TRUCKING, END DUMP TRUCK, SEWAGE BYPASS, POTHOLING, CURED-IN-PLACE PIPE LINING (CIPP)

NAICS:
212319, 212321, 237110, 237310, 238120, 238910, 238990, 327320, 423510, 423990, 484220, 541330, 541990, 561730, 561990

S.P. Rados, Inc. is a Signatory Union Contractor. Subcontractors will be required to abide by the terms and conditions of the AGC Standard Long Form Subcontract incorporating prime contract terms and conditions, including payment provisions & insurance requirements. S.P. Rados, Inc.'s listing of a subcontractor is not to be construed as an acceptance of all the subcontractor's conditions or exceptions included with the Subcontractor's price quote. Subcontractors will be required to provide a payment & performance bond from an approved surety company for 100% of the subcontracted work. S.P. Rados, Inc. will pay bond premium up to 1.5% (optional).

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Assistance is available in obtaining bonds, lines of credit and/or insurance. We will consider dividing total requirements when economically feasible into smaller tasks or quantities to permit participation by DBE in the competitive process. We will assist in obtaining necessary equipment, supplies, materials & related assistance or services. S.P. Rados, Inc. requires that Subcontractors and Suppliers price quotes be provided at a reasonable time prior to the bid deadline to enable a complete evaluation.

Plans and Specifications are available free of <https://stevepradosinc.sharefile.com/d-sd7648508f9524b6593bb87a9409e6586> also available for viewing at 2002 E. McFadden Ave., Ste. 200, Santa Ana, CA 92705 call our office to schedule a review of the plans and specifications (714) 835-4612.



REQUEST FOR SUBCONTRACTORS/SUPPLIERS/SERVICE PROVIDERS

SBE and DVBE Participation Encouraged

Caltrans Contract 02-2K0004

FOR CONSTRUCTION ON STATE IN SHASTA COUNTY NEAR SHASTA FROM 0.4 MILE WEST OF WHISKEY CREEK ROAD TO 0.1 MILE EAST OF LAKE VISTA OVERLOOK. BRIDGE REPLACEMENT AND ROAD WIDENING.
In District 02 On Route 299 (Bridge Replacement and Road Widening)

Bid Date: July 23, 2026 at 2:00 PM

Engineer's Estimate: \$87,000,000

****This is an Electronic bid submittal****

****Scopes/Quotes not received by 11:00 AM on July 21st may not be reviewed/evaluated****

Flatiron Dragados Constructors, Inc. (FDCI) requests subcontractor/supplier/service participation for the following Items of work, but not limited to: CAS/ Roadway Signs, Bridge Demo, Clear & Grub, AC Paving, AC Dike, Tack Coat, Cold Plane AC, Jt. Seal Assembly, Rebar, Erect Steel Structures, Underground Utilities, Misc. Metal Railing Types, MBGR, Roadway & Concrete Barrier, Striping, Electrical, Clean Treat Deck, Class 2 Ag Base, Aggregates, Ready Mix, Concrete Pumping, Furn. Structural Steel/Bridge, Welded Steel Pipe, Misc. Iron & Steel, Misc. Metal, Clean & Paint Structural Steel, Trucking, PTFE Bearings, Street Sweeping, Traffic Control, Treated Wood Waste, Bird Exclusion Devices.

Caltrans Spec Section 2-1.11 IN-USE OFF-ROAD DIESEL-FUELED VEHICLE LIST CARB Certs required from listed Subs.

100% performance/payment bonds will be required for the full amount of the subcontract price. Please contact FDCI for any assistance to this solicitation, including obtaining bonding, insurance, equipment, materials and/or supplies. Provide subcontractor/supplier scopes/quotes as early as possible to enable estimators to perform a thorough evaluation of all quotes received. Quotes will be broken into comparable packages as reasonably necessary to facilitate participation. Quotes must be valid for the same duration as specified by the Owner for Contract Award. We are signatory to Operating Engineers, Laborers, Cement Masons, Carpenters and Pile Drivers Unions. Non-signatory subs will be required to sign an agreement for trades covered under our union agreements. Flatiron intends to work cooperatively with subcontractors and suppliers for all bid items you are licensed and qualified to perform. Bid items can be split to facilitate participation from all firms. FDCI will reimburse for bond premium up to 2%. **Firms must possess & provide current contractor's license number & DIR Registration number on the quote.** Firms must possess insurance and workers compensation coverage meeting project requirements. Waiver of Subrogation is required. Please contact FDCI for any assistance required by your firm. Subcontractors/Suppliers will be required to execute our standard agreements and agree to the standard general terms & conditions. Copies are available for review on our Box.com ftp site upon email request. To view and download projects docs for FREE from the Caltrans website you will need to "Create an Account" with Caltrans Bidding Connect. Use the following link: https://ppmoe.dot.ca.gov/cc?id=cc_advertisement×pan=all&contract=02-2K0004 DES-PPM&OE - Advertised Projects (ca.gov) select Advertised Projects page and enter the Contract number: **02-2K0004**. Sign in is required to access project plans.

To access **FREE** project documents from our Flatiron BOX ftp site, please send an email request to NorCalBids@FDcorp.com You will be provided with a BOX link to view & download plans and specs for **FREE** from our BOX.com ftp site. Please send an email if you would like to schedule an appointment to review project documents or meet with an estimator in our office. These services are offered by appointment only.

Please email ALL Scopes/Quotes to: NORCALBIDS@flatironcorp.com

Flatiron Dragados Constructors, Inc.
1200 Concord Avenue, Suite 465 Concord, CA 94520
Phone 707-742-6000 Fax 707-746-1603
Equal Opportunity Employer
License No. 1134655



INVITATION TO BID

REQUEST FOR QUOTES FROM SUBS AND SUPPLIERS FOR:

Delta Diablo Secondary Process Improvements Phase 1

BID DATE: August 5, 2026, at 2:00 pm

Engineer's Estimate of \$165,000,000

Quotes must be received no later than Noon on 08/03/26 for evaluation

We are soliciting quotes for the following Divisions 02-10, 13,22,23,26,31,32,33,40,43 and 46 items of work including, but not limited to:
Erosion Control, Landscaping & Irrigation, AC Paving, Rebar, Painting/Concrete Stain, Underground Utilities, Fencing, Metal Railing, Rough Carpentry, FRP Launderers, Weirs and Baffles, PVC Membrane Roofing – Fully Adhered, Firestopping, Fiberglass Doors, Finish Hardware, Glass & Glazing, High Performance Industrial Coatings, Identification Devices, Signage, Fire Protection Specialties, Aluminum Canopies, PCC Demo, Welding, Plumbing, HVAC, Cathodic Protection, Concrete Curb & Gutter, Chain-link Fence and Gates, Prefabricated Ornamental Steel Fence, Irrigation System, Seeding, Sodding and Landscaping, Plants, Ductile Iron Utility Pipe, Polyvinyl Chloride, PVC Pressure Pipe, Concrete Vaults & Chambers, Fuel Systems, Aboveground Fuel Storage Tanks, Pipe Support Systems, Copper Process Pipe & Tubing, Stainless Steel Process Pipe and Tubing, Pipe-Steel, Pipe-Cast Iron, Pipe-Plastic, Misc. Valves, Gate Valves, Plug Valves, Ball Valves, Butterfly Valves, Check Valves, Pipe, Duct and Equipment Insulation, Trailer Mounted Centrifugal Self Priming Pumps, Pumping Equipment Gear Pumps, Progressing Cavity Pumps, Vertical Suspended Centrifugal Propeller Pumps, Pumping Equipment, Horizontal Propeller Pumps, Pumping Equipment – Submersible End, Suction Sewage Pumps, Aggregate, Ready Mix, Concrete Pumping, Welded Steel Pipe, Underground Pipe Products, Misc. Iron Steel, Misc. Metals, SWPPP Plan, SWPPP Materials, Geotextile Materials, Underground Precast, Sheetpile Installation, Dewatering, Mechanical Equipment (Furnish & Install), Trench Shoring, Vibration Monitoring, Weld Inspection, Site Demolition, Shoring Excavation, CMU, Structural Steel, Metal Deck, PVC Roofing, Preformed Metal Wall Panels, FRP Doors, Paintings and Coatings, Metal Building System, Hydropneumatic Bladder Tank, Manual/Electric Actuators and Chlorination.

CARB Certification will be required from listed subcontractors, or a formal explanation letter for why your firm does not have it.

100% performance and payment bonds will be required for the full amount of the subcontract price. Please contact us for any assistance to this solicitation, including obtaining bonding, insurance, equipment, materials and/or supplies. Provide subcontractor and supplier scopes/quotes as early as possible to enable estimators to perform a thorough evaluation of all scopes/quotes received. Quotes will be broken into comparable packages as reasonably necessary to facilitate participation. Quotes must be valid for the same duration as specified by the Owner for Contract Award. We are signatory to Operators, Laborers, Cement Masons, Carpenters & Pile Drivers Unions. Non-signatory subs will be required to sign an agreement for trades covered under our union agreements. We intend to work cooperatively with subcontractors/suppliers for all bid items you are licensed and qualified to perform. Bid items can be split to facilitate participation from all certified firms. We will reimburse for bond premium up to 2%. **Firms must possess & provide current contractor's license number & DIR Registration number on the quote.** Firms must possess insurance and workers compensation coverage meeting project requirements. Waiver of Subrogation is required. Please contact us for any assistance required by your firm. Subcontractors will be required to execute our standard subcontract agreement and agree to the standard general terms & conditions. Please contact us by email if you would like copies for review prior to bid day.

Contract Documents and related project information, including future Addenda, are available and can be downloaded for FREE from our Box ftp site by email request. Please send the email request to NORCALBIDS@flatironcorp.com for access to plans & specs on our BOX ftp site. If you would like to speak to an estimator for a specific scope or work, please email us and we can schedule a virtual or in person appointment to review project docs.

Please email ALL Scopes/Quotes to: NORCALBIDS@flatironcorp.com

Flatiron Dragados Constructors, Inc.
1200 Concord Avenue, Suite 465 Concord, CA 94520
Phone 707-742-6000 Fax 707-746-1603
Equal Opportunity Employer
License No. 1134655

CALIFORNIA SUB-BID REQUEST ADS



Mountain Cascade Inc.
555 Exchange Court, Livermore, CA 94550
(925) 373-8370, Fax (925) 373-0940

Project: Wastewater Collection System Improvement Project
CWSRF Project No.: C-06-8225-210
Owner: City of Williams
Bid Date: August 6th, 2026 @ 2:00 P.M.
Engineers Estimate: \$3.7 - \$4.1 Million
Project Duration: 365 cd's

We are requesting quotes from all qualified (DBE) Subcontractors and Suppliers but not limited to:
AGGREGATES, ASPHALT, CONCRETE MATERIAL, SLURRY, LOW DENSITY CELLULAR GROUT, PIPE SUPPLIERS, PRECAST MATERIALS, BYPASS PUMPING, CCTV, CONCRETE FLATWORK, ELECTRICAL- STREET LIGHTS/ TRAFFIC SIGNALS/ LOOPS, PIPE LINING (CEMENT MORTAR), PLASTIC PIPE, LANDSCAPING/IRRIGATION, MANHOLE REHAB, SAWCUTTING, STRIPING, SURVEYING, SWPPP, TRUCKING, PAINTING/COATINGS, PIPE INSULATION.

Project Description:
The Project consists of replacement of up to approximately 10,500 LF of 8-inch to 24-inch collection pipeline, replacement of laterals and installation of new two-way cleanouts within the right-of-way, replacement of manholes, and lining approximately 320 LF of existing 15-inch collection pipeline.

Project information, including plans & specifications can be found by contacting:
estimating@mountaincascade.com

Subcontractors must possess a current contractor's license, DIR number, insurance and worker's compensation coverage. Subcontractors will be required to enter into our standard contract.

Mountain Cascade, Inc. is a Union Contractors and is signatory to Operating Engineers/Carpenters/Laborers/ Teamsters.

Please feel free to contact Mountain Cascade, Inc. at 925.373.8370 with any questions concerning bonding, insurance, lines of credit, and job overview. We look forward to your response.

Mountain Cascade Inc. is an Equal Opportunity Employer California
California License # 422496

This is Part of a Good Faith Outreach. Your response is greatly appreciated.

Request for certified SBE Subcontractors/ Suppliers to provide quotes for:

Project Name: NCMT Berth 24-11 Structural Repair
Specification No: 2022-23
Owner: Port of San Diego
Estimated Project Value: \$17,000,000
SBE Participation Goal 8%

Subcontractors/Suppliers wanted for the following trades:
Subcontractor- Divers (Welding, Move Rip Rap, Jackets, Grout), Electrical, Sawcutting & Core Drilling, Demolition, Pile Driving, EPS Foam, AC Paving, Painting (Shop, Surveying, QAQC, Reinforcing Steel, Trucking, SWPP, Abatement, Signage & Striping.

Supplier- Friction Collars, Pile Jackets, Debris Booms (Turbidity Curtains), Waterworks Supply, Aggregates, Concrete, Bio Filtration System, MDPE Slot Drain System, Misc. Metals (Anchor Bolts), Geotextile, Precast Vaults, Bollard (100-ton T-head bollard), Treated Timber, Temp Fence, Trelleborg Arch Fender, Foam Filled Pipe (Camels)

Project Scope:
The work consists of furnishing all labor, Material, equipment, and incidentals necessary to rehabilitate the existing concrete marginal wharf at National City Marine Terminal (NCMT) Berth 24-11 and to reinstall the existing shore power system, as shown on the Contract Drawings and specified herein. The Work includes demolition and removal of portions of the existing concrete deck, pile caps, and appurtenances, construction of a new reinforced concrete deck, repair of existing piles, installation of pile jackets, and replacement of waterfront elements, including bull rails, wale systems, and mooring hardware such as bollards. Electrical work includes removal, relocation, and reinstallation of the existing shore power system and associated infrastructure, including conduits, manholes, and appurtenances, along with complete testing and commissioning of the system as a fully operational installation. The Work also includes installation and replacement of utilities and site improvements, including potable water, stormwater, drainage, pavement replacement, and utility potholing. Additional work includes excavation, backfill, dewatering, demolition, hauling, disposal, and temporary work necessary to complete the Project. The Contractor shall coordinate all work to maintain terminal operations and minimize impacts to tenants and vessel activity.

BID DATE: August 6th, 2026, at 2PM



REYES CONSTRUCTION, INC.
CONSTRUCTION WITHOUT COMPROMISE

State License Number 507561
1383 South Signal Drive, Pomona, CA 91766
Contact: Brenda Martinez PH: 909.622.2259

Assistance will be available in obtaining bonds, lines of credit, insurance, necessary equipment, supplies, materials or related technical assistance. We will make every effort to establish delivery schedules where the requirement permits.

Reyes Construction, Inc. is signatory to the following unions: Teamsters, Operators, Cement Masons, Carpenters and Laborers.

For information on the availability of scope of work, plans, and specifications, please contact our office.

Plans, Specifications, and Contract requirements can be provided and viewed at no additional cost here:
1) Via BuildingConnected – please send an email request to estimating@reyesconstruction.com
2) In person at Reyes Construction Headquarters (please email for appointment)
3) Sharefile Link- Please send an email request to estimating@reyesconstruction.com

Please e-mail Questions and Quotes to: Estimating@reyesconstruction.



NOTICE OF FUTURE BID EFFORT – SBE FIRMS
San Diego Community College District Joint Science Building at SDSU Mission Valley

The project will be constructed at San Diego State University Mission Valley Campus, Lot 8, Block 'D3', south of the existing Snapdragon Stadium.

This project encompasses the construction of a new 5-story science building for San Diego Community College District, which will be located on San Diego State University Mission Valley Campus.

Scopes of work will likely include:

• Steel	• Roofing	• Elevators
• Painting	• CMU	• Doors and Hardware
• Landscaping	• Glazing	• Flooring and Tile

Bids will be due sometime in Q1/Q2 2027.

For information on the availability of plans, specifications, and Bidder's policy, please contact AMagdaleno@mccarthy.com.
McCarthy Building Companies, Inc. is an Equal Opportunity Employer and strongly encourages participation of CBE/LSBE/SE/DVBE/ MBE/WBE/DBE firms.

W.A. Rasic Energy and Infrastructure Services, Inc. is preparing a bid for the following project as a prime contractor and we are interested in receiving subcontractor quotations for items of work or materials required below from interested Disadvantaged Business Enterprise (DBE), Minority Business Enterprise (MBE), Women Business Enterprise (WBE) and Other Business Enterprise (OBE).

Los Angeles Department of Water & Power
Western Trunk Line – Phase 1
Bid No. 7972R1
Bid Date: July 30, 2026 @ 2:00 PM
Outreach: DBE/ MBE/WBE/OBE
Senior Estimator: Ben Sebat (562) 928-6111
Email: bsebat@warasic.com

W.A. Rasic Energy and Infrastructure Services is requesting bids for the following trades and/or material supplies:
Asphalt Cold Milling & Cap Paving, Traffic Signals, Sawcutting, Striping, Welding, Furnish Welded Steel Pipe, Furnish Earthquake Resistant Ductile Iron Pipe, Waterworks Supply, Furnish Aggregate Supply, Furnish Ready Mix Supply, Furnish Fiber Optic Conduit & Pull Box Supply, Trenchless Construction, Cathodic Protection, Trucking & Disposal, Welding Inspection, Survey, Cathodic Protection, Shoring, Equipment Rental

NAICS Codes:
212321, 237310, 237990, 238190, 238210, 238990, 327320, 331210, 332996, 484110, 532412, 541370, 541690

Plans & Specifications are available to review Monday through Friday 8:00 am to 5:00 pm at no cost at our office located at 4150 Long Beach Blvd, Long Beach, Ca 90807.

W.A. Rasic Energy and Infrastructures Services, Inc. intends to seriously negotiate with qualified firms and will assist in obtaining bonds, lines of credit, insurance, equipment, supplies and materials upon request. W.A. Rasic Energy and Infrastructure Services, Inc. will consider all DBE, MBE, WBE and OBE quotes, including those that are broken down into economically feasible tasks or quantities as well as arrange delivery schedules to facilitate and encourage maximum bidding participation. W.A. Rasic Energy and Infrastructure Services, Inc. also encourages a consortium of DBE / MBE / WBE / OBE firms when a contract portion is too large to handle individually. Subcontractors must have a valid California Contractors License and must be registered with the Department of Industrial Relations (DIR) as required by Section 1725.5 of the Public Contract Code. Subcontractors will be required to execute W.A. Rasic Energy and Infrastructure Services, Inc.'s standard subcontract agreement and general insurance requirements. A copy of our subcontract agreement and insurance requirements is available in electronic format upon request. W.A. Rasic Energy and Infrastructure Services reserves the right to require each subcontractor to provide payment and performance bonds in the amount of 100% of the subcontractor's bid. Bond Premium will be reimbursed up to a cost not to exceed 1.5%. W.A. Rasic Energy and Infrastructure Services is an equal opportunity employer and Union signatory Contractor.



Mountain Cascade Inc.
555 Exchange Court, Livermore, CA 94550
(925) 373-8370, Fax (925) 373-0940

Project: CP361 Renewable Energy Improvements Project
Engineers Estimate: \$42 - \$45 Million
Owner: Monterey One Water
Bid Date: August 20th ,2026 @ 3:00 P.M.

***** This is an electronic bid – please have quotes to MCI by 12pm on bid day to ensure the quotes Have been received and reviewed*****

We are requesting quotes from all qualified Subcontractors and Suppliers but not limited to:
CONCRETE MATERIAL, PIPE SUPPLIERS, PRECAST MATERIALS, MISC. METALS, CONCRETE FLATWORK, CONCRETE PAVEMENT/PUMPING/STRUCTURES (FLATWORK), CRACK SEAL, ELECTRICAL- BUILDING, CAULKING, REINFORCING STEEL, WELDED STEEL PIPE, PRE-ENG. METAL BLDG., PAINTING/COATINGS, VALVES/ WATER MAIN/ TEMP FACILITIES

Project Description:
The project generally consists of but not limited to: replacement of digester gas piping and gas safety equipment and associated supports, replacement of two access roof hatches (cover and frame) on each digester with provisions for concrete repair, recoating interior headspace of each digester, concrete repairs to the four digesters and digester building, installing new level measurement device on each digester, installing five linear generators (purchased by M1W with an expected delivery date of approximately September 2028. Contractor shall coordinate the exact delivery date with

manufacturer/supplier (Mainspring Energy, Inc.) and M1W.) and associated electrical, installing biogas conditioning equipment and RNG Upgrading system, installing a RNG injection pipeline from the RNG upgrading system to PG&E's injection station, replacing steam boiler and steam system appurtenances with heating water boiler and hydronic system, replacing existing waste gas flares with new enclosed flares, demolition of the Cogen facility and appurtenances, and other civil, structural, mechanical, electrical, demolition related improvements.

Project information, including plans & specifications can be found by contacting:
estimating@mountaincascade.com

Subcontractors must possess a current contractor's license, DIR number, insurance and worker's compensation coverage. Subcontractors will be required to enter into our standard contract.

Mountain Cascade, Inc. is a Union Contractors and is signatory to Operating Engineers/Carpenters/Laborers/ Teamsters.

Please feel free to contact Mountain Cascade, Inc. at 925.373.8370 with any questions concerning bonding, insurance, lines of credit, and job overview. We look forward to your response.

Mountain Cascade Inc. is an Equal Opportunity Employer California
California License # 422496

This is Part of a Good Faith Outreach. Your response is greatly appreciated.

CALIFORNIA SUB-BID REQUEST ADS



SWINERTON BUILDERS

LACCD EAST LOS ANGELES COLLEGE - FACILITIES M & O REPLACEMENT

Bids Due: August 11, 2026 @ 2:00 PM

Swinerton Builders is Seeking Qualified Subcontractors and Suppliers to provide pricing (bids) for the East Los Angeles College Facilities M & O Replacement located at 1301 Avenida Cesar Chavez, Monterey Park, CA 91754.

Project Description: Demolition of existing FMO buildings, including Plant Facility H9, Main Office K9A, and Plant Facility K9B, along with related site removals, utilities, equipment, trees, canopy structure, underground tank, fuel/storage items, lighting, and other associated improvements.

Construction of a new 37,840 SF Type III-B, fully sprinklered, one-story Facilities, Maintenance, and Operations building with shops, offices, workshops, meeting rooms, lobbies, restrooms, a paint booth, and storage areas for IT, Shipping and Receiving, and FMO staff. These areas are for school staff use only and are not intended for student educational use.

Site work includes hardscape, landscaping, irrigation, new security and vehicular gates, fuel tanks and diesel storage, roll-up doors, steel canopy, and a service yard dedicated to FMO use.

Project Labor Agreement

This project is subject to Prevailing Wage, (APLA) Amended Project Labor Agreement; goal of thirty percent (30%) participation by Local, Small, Emerging and Disabled Veteran (LSEDV) businesses.

Bid Schedule Information:

- RFI Deadline – Thursday, July 16, 2026 at 2 PM. All RFI’s are to be submitted via the following link (copy & paste into web browser): <https://app.smartsheet.com/b/form/019f00f1aa7e76a4a98962cf87a3bc57> *** DO NOT CONTACT THE DISTRICT DIRECTLY ***
- Bids Due – Tuesday, August 11, 2026 @ 2:00 PM.
- Approximate Start Date: 9/15/2026 Approximate End Date: 11/15/2028
- Project Duration: 780 calendar days
- Bids are to be good for 120 days from bid date.

Trade Package(s) for this project include: Survey, Final Clean, SWPPP, Demolition, Asbestos, Rebar, Unit Masonry, Structural Steel, Metal Decking, Decorative Metal Railings, Waterproofing, Building Insulation, Roofing, Metal Roofing & Flashing Sheet Metal, Doors Frames & Hardware, Cooling Doors & Grilles, Glass & Glazing, Tile, Acoustical Ceiling & Panels, Resilient & Resinous Flooring, Painting, Signage, Parking Control Equipment, Window Coverings, Fire Suppression, Plumbing, HVAC, Electrical, Low Voltage, Earthwork, Asphalt Paving, Pavement Markings, Site Concrete, Fences & Gates, Landscape, Site Utilities, Shop Equipment & Diesel Cube.

Interested Subcontractors should contact: EstimatingOC@Swinerton.com or 949-622-7000, for access to bid documents.

Subcontractors are also encouraged to begin the Swinerton Prequalification process at: <http://www.swinerton.com/subcontractors/subcontractor-prequal>

At Swinerton’s discretion, Swinerton may require a Payment and Performance bond and/or a letter of bondability from a qualified and accepted Treasury listed Surety within 48 hours of demand. **Please provide bond rate together with single project bond \$ limit for scope of work to be performed in your proposal.** List of certified companies: <https://fiscal.treasury.gov/files/surety-bonds/list-certified-companies.pdf>

List of certified companies: <https://fiscal.treasury.gov/files/surety-bonds/list-certified-companies.pdf>

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran Employer.



SWINERTON BUILDERS

INVITATION TO BID

San Bernardino City Unified School District – Pacific HS Quad Extension & Shade Structures

Bids are due Thursday, July 30th, 2026

Swinerton Builders is Seeking Qualified Subcontractors and Suppliers to provide bids for the San Bernardino City Unified School District Pacific High School Quad Extension & Shade Structures project located at 1020 Pacific Street San Bernardino, CA, 92404. The project will consist of a new quad (31,000 SF) including underground utilities, concrete paving, landscaping & irrigation, site lighting, 2 P.C. shade structures, marquee sign, and more.

Scope of work includes: survey, final clean, SWPPP, misc. metals, waterproofing, paint, signage, shade structure installation, electrical, earthwork, site concrete, asphalt, landscaping & irrigation, and site utilities.

- Skilled & Trained workforce requirements.
- Prevailing Wage project.
- CWA.
- Bids are to be good for 90 days from bid date.

Bid Schedule Information:

- Invite to Bid – Tuesday, June 30th, 2026
- District Prequalification Deadline – Thursday, July 16th, 2026
- Swinerton Prequalification Deadline – Thursday, July 16th, 2026
- Non-Mandatory Job Walk – Wednesday, July 8th, 2026
- RFI Deadline – Thursday, July 16th, 2026
- Final Addendum – Monday, July 27th, 2026
- Bids Due – Thursday, July 30th, 2026
- Anticipated Construction Start Date: September 2026

Interested Subcontractors should contact: EstimatingOC@Swinerton.com or 949-622-7000, for access to bid documents.

Subcontractors are also encouraged to begin the Swinerton Prequalification process at: <http://www.swinerton.com/subcontractors/subcontractor-prequal>

At Swinerton’s discretion, Swinerton may require a Payment and Performance bond and/or a letter of bondability from a qualified and accepted Treasury listed Surety within 48 hours of demand. **Please provide bond rate together with single project bond \$ limit for scope of work to be performed in your proposal.** List of certified companies: <https://fiscal.treasury.gov/files/surety-bonds/list-certified-companies.pdf>.

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran Employer.

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran Employer.



DBE SUBCONTRACTORS/SUPPLIER BIDS/PROPOSALS REQUESTED

PROJECT: LOWER ALEMANY AREA STORMWATER IMPROVEMENTS

CONTRACT NO. WW-756R

Bid/Proposal Submittal Date: Thursday, July 30, 2026, 2:00 PM.

OWNER: San Francisco Public Utilities Commission (SFPUC)

Frontier-Kemper Constructors, Inc. is bidding/proposing the above project as a prime contractor and would appreciate quotes from San Francisco Contract Monitoring Division (CMD) certified Micro and Small-Local Business Enterprises (LBE) and Disadvantaged Business Enterprise (DBE) contractors and suppliers, including but not limited to the following work/services and/or materials:

Asphalt Paving	Environmental Management	Precast Concrete Tunnel Liners - Furnish
Carbon Fiber Concrete Remediation	Erosion Control	Quality Control
CCTV Sewer	Fence and Gates	Rebar Furnish and Install
Clearing and Grubbing	Fiberglass Pipe (FRP)	Security Services
Concrete Ready Mix	Field Offices	Shaft Excavation and Support
Concrete work – structural and flatwork	Fuel/Oil/and Grease	Sheet Pile and Shoring
Drilled shafts (Secant piles & Bearing Piles)	Geotechnical Instrumentation	Survey
Electrical work – Temp Electric	Ground Improvement by Jet Grout	Traffic Control
Electrical Work - Streetlights and Streetcar Power (MUNI OCS Overhead Catenary System Cables & Structures)	Landscaping and Irrigation	Trucking & Disposal
	Noise and Vibration Monitoring	Utility Work – Water, Sewer, Storm, Electric
	Pre/Post Construction Inspection	Water Treatment Plant
	Portable Toilets	

Plans and specifications are available for inspection at our office Monday-Friday 8:00 AM to 5:00 PM. Plans are also available for download. Downloading plans requires Confidentiality Agreement.

Please email Scott Wilson and Jennifer Clark for Confidentiality Agreement and link to plans: swilson@frontierkemper.com; jclark@frontierkemper.com.

Should you need any assistance in obtaining bonding or insurance, please feel free to call us.

LBE and DBE firms can also refer to the Small Business Administration (SBA) and/or the Federal Department of Transportation (DOT) Bond Assistance Programs.

We are an Equal Opportunity Employer and, as a matter of policy, encourage the participation of Small, Minority and Women Owned Business Enterprises.

All LBE firms must be certified under one or more of the following certification agencies: California Unified Certification Program (CUCP), MBDA, USSBA or the State of California by the bid/proposal due date and will need to provide our office with a copy of their applicable certification to include with the bid/proposal.

If you have any questions or need additional assistance, please contact Frontier-Kemper Constructors, Inc. at 818-362-2062 or by fax (818) 833-4289. Ask for the SFPUC Lower Alemany Area Stormwater Improvements Estimating Team.



WESTERN WATER (WW), is seeking quotes from qualified subcontractors and suppliers, including but not limited to San Francisco HRC certified LBE & NPE firms, for the construction of:

Oceanside Water Pollution Control Plant Solids Thickening Process Upgrade, WW-745

Engineer’s Estimate: \$10,500,000 - \$12,500,000

Bid Date & Time: July 23rd at 2:00 P.M.

Project Location: San Francisco, CA

WW has identified the following potential contracting opportunities for qualified subcontractors and suppliers on this project:

General Engineering (A), General Building (B), Concrete/Related Services (D6), Concrete (C-8), Structural Steel (C-51), Reinforcing Steel (C-50), Painting/Decorating (C-33), Waterproofing & Weatherproofing (D51) Pipeline (C-34), Electrical (C-10), Plumbing (C-36), Metal Products (D24), Heating/Ventilation/Air Conditioning (C-20) & Trucking and Hauling

Information regarding bonding, insurance, lines of credit, and any technical assistance or information related to the plans or specifications and requirements for the work will be made available to all interested firms. Digital copies of the plans and specs will be provided upon request.

For more information or to provide quotes, please contact:

Western Water, 707 Aviation Blvd, Santa Rosa, CA
Luke Sherman, Estimating Coordinator
bids@westernwater.com, Phone: (707) 540-9640, Fax: (707) 540-9641

Subcontractors will be required to comply with all subcontract insurance requirements, which include providing a waiver of subrogation endorsement to their worker’s compensation insurance.

The City has a surety bond program, which assists LBE contractors in obtaining bonding and financing for contracts awarded by the San Francisco Public Utilities Commission. For further information contact: Jovineth Cuntapay-Vitin at (415) 554-0632.

The SFPUC has adopted a Project Labor Agreement (PLA) which will apply to this Project. All contractors must sign a letter of assent, binding the contractor to the terms of the PLA.

Interested subs and suppliers should complete and submit the attached solicitation form no later than 24 hours prior to bid.

WW is an AA/EEO/Veterans/Disabled Employer – CA License No. 188068

FICTITIOUS BUSINESS NAME STATEMENTS

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409820

Fictitious Business Name(s):
Artsource Consulting
Address
1 Ferry Building, Suite 201
San Francisco, CA 94111-4213
Full Name of Registrant #1
Birle Knowlton Wilcox Inc. (CA)
Address of Registrant #1
1 Ferry Building, Suite 201
San Francisco, CA 94111-4213

This business is conducted by **a corporation.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **01-01-1997**

Signed: **Maria T. Wilcox**

This statement was filed with the County Clerk of San Francisco County on **07-03-2026.**

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

Filed: **Melvin Galvez**
Deputy County Clerk
07-03-2026

07/16/26 + 07/23/26 + 07/30/26 + 08/06/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409710

Fictitious Business Name(s):
Daya Coffee
Address
1015 Battery Street
San Francisco, CA 94111
Full Name of Registrant #1
Dayan Ventures LLC (CA)
Address of Registrant #1
1321 Rheem Avenue
Richmond, CA 94801

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 **N/A.**

Signed: **Cristhian Ayala**

This statement was filed with the County Clerk of San Francisco County on **06-22-2026.**

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

Filed: **Melvin Galvez**
Deputy County Clerk
06-22-2026

07/02/26 + 07/09/26 + 07/16/26 + 07/23/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409823

Fictitious Business Name(s):
First Korean Liquor Grocery Market
Address
4625 Geary Blvd.
San Francisco, CA 94118
Full Name of Registrant #1
NNNR Liquor & Grocery Market Inc. (CA)
Address of Registrant #1
4625 Geary Blvd.
San Francisco, CA 94118

This business is conducted by **a corporation**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **04-24-2026.**

Signed: **Navin Budhathoki**

This statement was filed with the County Clerk of San Francisco County on **07-06-2026.**

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

Filed: **Liana Diep-Lee**
Deputy County Clerk
07-06-2026

07/09/26 + 07/16/26 + 07/23/26 + 07/30/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409824

Fictitious Business Name(s):
Great Way Towing
Address
226 6th Street, Unit 305
San Francisco, CA 94103
Full Name of Registrant #1
James Levadus Rushing
Address of Registrant #1
1345 Pennsylvania Blvd
Concord, CA 94521

This business is conducted by **an individual.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **07-06-2026.**

Signed: **James Rushing**

This statement was filed with the County Clerk of San Francisco County on **07-06-2026.**

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

Filed: **Mariedyne Nadonza**
Deputy County Clerk
07-06-2026

07/09/26 + 07/16/26 + 07/23/26 + 07/30/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409679

Fictitious Business Name(s):
Kon Structural
Address
28 Geary Street Suite 650
San Francisco, CA 94108
Full Name of Registrant #1
Joe Kon
Address of Registrant #1
28 Geary Street Suite 650
San Francisco, CA 94108

This business is conducted by **an individual.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **05-29-2026.**

Signed: **Joe Kon**

This statement was filed with the County Clerk of San Francisco County on **06-17-2026.**

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

Filed: **Liana Diep-Lee**
Deputy County Clerk
06-17-2026

06/25/26 + 07/02/26 + 07/09/26 + 07/16/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409751

Fictitious Business Name(s):
Lincoln North
Address
28 Geary Street, Suite 650
San Francisco, CA 94108
Full Name of Registrant #1
Moist Friday LLC. (CA)
Address of Registrant #1
28 Geary Street, Suite 650
San Francisco, CA 94108

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 **N/A.**

Signed: **Oscar Alvarado**

This statement was filed with the County Clerk of San Francisco County on **06-25-2026.**

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

Filed: **Maribel Osoria**
Deputy County Clerk
06-25-2026

07/02/26 + 07/09/26 + 07/16/26 + 07/23/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409767

Fictitious Business Name(s):
Moral Hazard
Address
127 Beaumont Avenue
San Francisco, CA 94118
Full Name of Registrant #1
Mitchell Deane Smith
Address of Registrant #1
127 Beaumont Avenue
San Francisco, CA 94118

This business is conducted by **an individual.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **N/A.**

Signed: **Mitchell Deane Smith**

This statement was filed with the County Clerk of San Francisco County on **06-29-2026.**

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

Filed: **Monika Leng**
Deputy County Clerk
06-29-2026

07/09/26 + 07/16/26 + 07/23/26 + 07/30/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409466

Fictitious Business Name(s):
NanaBanana
Address
3876 Cesar Chavez Street
San Francisco, CA 94131
Full Name of Registrant #1
Juliana Arlin Valencia
Address of Registrant #1
3876 Cesar Chavez Street
San Francisco, CA 94131

This business is conducted by **an individual.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **05-22-2026.**

Signed: **Juliana A. Valencia**

This statement was filed with the County Clerk of San Francisco County on **05-22-2026.**

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

Filed: **Mariedyne Nadonza**
Deputy County Clerk
05-22-2026

06/25/26 + 07/02/26 + 07/09/26 + 07/16/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409539

Fictitious Business Name(s):
Still Good LLC
Address
4602 3rd Street
San Francisco, CA 94124
Full Name of Registrant #1
Still Good LLC (CA)
Address of Registrant #1
4602 3rd Street
San Francisco, CA 94124

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 **01-01-2022.**

Signed: **Jon Rolston**

This statement was filed with the County Clerk of San Francisco County on **06-03-2026.**

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

Filed: **Mariedyne Nadonza**
Deputy County Clerk
06-03-2026

07/02/26 + 07/09/26 + 07/16/26 + 07/23/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409758

Fictitious Business Name(s):
Studio Cradle
Address
1459 18th Street PMB 225
San Francisco, CA 94107
Full Name of Registrant #1
Rina Wiedenhoeft
Address of Registrant #1
1459 18th Street PMB 225
San Francisco, CA 94107

This business is conducted by **an individual.**

The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **05-13-2026.**

Signed: **Rina Wiedenhoeft**

This statement was filed with the County Clerk of San Francisco County on **06-26-2026.**

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

Filed: **Melvin Galvez**
Deputy County Clerk
06-26-2026

07/02/26 + 07/09/26 + 07/16/26 + 07/23/26

FICTITIOUS BUSINESS NAME STATEMENT
File No. 2026-0409799

Fictitious Business Name(s):
Torino
Address
2360 Van Ness Avenue, San Francisco, CA 94109
Full Name of Registrant #1
Halpin Hospitality LLC (CA)
Address of Registrant #1
1145 Pine Street Apt 35, San Francisco, CA 94109

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 **07-01-2026.**

Signed: **Sean Halpin**

This statement was filed with the County Clerk of San Francisco County on **07-01-2026.**

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

Filed: **Maribel Osoria**
Deputy County Clerk
07-01-2026

07/09/26 + 07/16/26 + 07/23/26 + 07/30/26



**ABANDONMENT
OF FICTITIOUS
BUSINESS NAME**

STATEMENT OF ABANDONMENT
OF USE OF FICTITIOUS BUSINESS NAME

The registrant(s) listed below have abandoned the use of the fictitious business name(s):
CompBio Bridge
Located at **49 Missouri Street, Unit 2, San Francisco, CA 94107**
This fictitious business name was filed in the County of San Francisco on **01-15-2025** under file **2025-0405398.**

Name and address of Registrants
(as shown on previous statement)

Full Name of Registrant #1
Christopher Yohn
475 W 12th Avenue, Unit 9A
Denver, CO 80204

This business was conducted by **an individual.**

Signed: **Christopher Yohn**

This statement was filed with the County Clerk of San Francisco County on

Filed: **Melvin Galvez**
Deputy County Clerk
07-03-2026

07/16/26 + 07/23/26 + 07/30/26 + 08/06/26

Fictitious Business
Name Statements

FICTITIOUS BUSINESS NAME STATEMENT
[File No. 2026-0409636](#)

Fictitious Business Name(s):
Moorwood
Address
460 Brannan Street #77444
San Francisco, CA 94107
Full Name of Registrant #1
True Vine Entertainment, LLC (CA)
Address of Registrant #1
460 Brannan Street #77444
San Francisco, CA 94107

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
06-11-2026.

Signed: **Nzinga Moore**

This statement was filed with the County Clerk of
San Francisco County on **06-12-2026**.

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

Filed: **Monika Leng**
Deputy County Clerk
06-12-2026

06/18/26 + 06/25/26 + 07/02/26 + 07/09/26

CHANGE OF NAME
ADVERTISEMENT

CHANGE OF NAME

**ORDER TO SHOW CAUSE FOR
CHANGE OF NAME
CASE NO. CNC 26-560780**

PETITIONER OR ATTORNEY
Anthony Zzo Milan
102 South Park #400
San Francisco, CA 94107

TO ALL INTERESTED PERSONS:
Anthony Zzo Milan
for a decree changing names as follows:

**a. Anthony Zzo Milan to
Anthony Ekene Deyemi Mihlan**

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

NOTICE OF HEARING
Date: **August 18, 2026** Time: **9:00 AM**
Dept.: **103N** Room: **103N**

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

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

BOWMAN LIU, Clerk of the Court
DATED - JULY 01, 2026

07/02/26 + 07/09/26 + 07/16/26 + 07/23/26



SUCCESS STORIES

7 Lucky Farms

[Article originally appeared in
<https://calosba.ca.gov>]

Visit 7 Lucky Farms online at
<https://7luckyfarms.com/>

Xochitl Alejo grew up watching her parents and grandparents work the land, carrying with them knowledge rooted in places far from the Inland Empire. That inherited connection to farming, and to the traditions embedded in it, shaped the way she thought about what small-scale agriculture could become for first-generation immigrant families in Riverside.

She built 7 Lucky Farms as a network for individual micro farmers to pool their knowledge, share resources, and coordinate access to land, distribution, and market partnerships that would be out of reach for any single small operation. The model lets each grower stay independent while gaining collective strength, scaling by getting connected rather than getting bigger.

To develop that model into a viable business, Xochitl connected with Caravanseraí – Alliance for Entrepreneurs, a CalOSBA SCALE partner serving the Inland Empire region. Through Caravanseraí’s programs, she received business counseling, marketing and sales strategy, support with website development, and assistance with



capital access. The guidance helped her sharpen 7 Lucky Farms’ identity and lay a clearer path to market for the network’s growers.

After eight months in Caravanseraí’s SEED Lab program, Xochitl took the stage at the 2026 SEED Lab Pitch Competition on April 25th at the Annenberg Theater in Palm Springs, presenting alongside nine other mission-driven entrepreneurs. When the audience voted, 7 Lucky Farms walked away with the Audience Award.

The work ahead is grounded in that same conviction. Xochitl is building toward a future where immigrant farmers in the Inland Empire own the land they work, where small farms have access to the same opportunities as larger producers, and where the next generation of growers inherits something more than a starting point.

SOURCE: <https://calosba.ca.gov/7-lucky-farms/>

Pearls of Paradisus21

[Article originally appeared in
<https://calosba.ca.gov>]

Visit Pearls of Paradisus21 online at
<https://pop21.co/>

In California’s small business economy, growth often begins with a personal turning point. For Katina Warr, that turning point came during a battle with major depression. Natural remedies and herbal healing became her pathway back to balance.

In 2021, she transformed that personal breakthrough into Pearls of Paradisus21 (POP21), a San Diego based wellness brand offering clean, aluminum-free, paraben-free aromatherapy products designed to support emotional and physical well-being. What began as personal restoration quickly became entrepreneurial momentum.

As demand increased, Katina faced a common inflection point for small businesses: how to scale with clarity. Messaging needed refinement. Packaging needed structure. Marketing needed strategy. Without that alignment, growth can stall.

That’s when she partnered with the San Diego & Imperial Women’s Business Center, part of the statewide California Women’s Business Centers Network (CA WBC).

The CA WBC Network serves more than 17,000 clients annually in 17 languages through 21 Women’s Business Centers across 53 counties. Its impact is measurable: \$928 million in local economic activity, up 18% from 2024, based on a conservative 1.5x reinvestment of total gross sales revenue back into local communities.

Through targeted one-on-one advising, Katina clarified her brand messaging, restructured product positioning, and implemented a focused social media growth plan. The results were tangible:

- Hired 1 full-time employee**
- Generated an additional \$5,400 in revenue growth
 - Strengthened operational clarity and customer engagement

“After working with other organizations and mentors in the past, I was often left hanging with little support or follow-through,” Katina shared. “But your organization has truly been different. You’ve shown up with patience, consistency, and guidance that has helped me move forward with real clarity.”

Today, Pearls of Paradisus21 operates from its storefront at 2356 Fenton Parkway in San Diego, serving customers seeking holistic wellness solutions rooted in intention and clean ingredients.

Katina’s story reflects a larger pattern across California: when women entrepreneurs receive structured advising and strategic support, outcomes multiply, revenue increases, jobs are created, and local economic activity accelerates.

From healing to hiring, from clarity to capital, Pearls of Paradisus21 is proof that small business growth isn’t just personal—it’s economic infrastructure.

SOURCE:
<https://calosba.ca.gov/pearls-of-paradisus21/>



Katina Warr