



## Unleashing the Economic Potential of Women

### Political leaders often overlook the key to economic growth: women

*It's time for a global race to the top on equality. Without the full contribution of women, no economy will reach its potential*

**By Lael Brainard**

Political leaders around the globe are intensely seeking solutions to boost domestic economic growth. Yet one solution that is proven and involves half the population is often overlooked. By unlocking the full economic potential of women, countries can strengthen productivity, stimulate demand, and boost growth.

Here at home, President Obama early on made the connection between growth and economic opportunity for women. In the depths of our crisis in 2009, one of the first laws the President signed was the Lilly Ledbetter Fair Pay Act. He established an Equal Pay Task Force led by Valerie Jarrett to help women get paid what they earn. Until women are paid fairly—and not just 77 cents for every dollar men make—our economy will never be fully competitive. This earnings gap can amount to hundreds and thousands of dollars of lost income over the course of women's career.

In Asia, policies that bring more women into the workforce could counteract the coming labor shortage from aging populations. In Europe, improving women's employment could bolster domestic demand. In Africa, giving female farmers equal access to agriculture supplies and services would increase yields and incomes, improving the health and education of the next gen-

eration. In Arab transition countries, addressing female youth unemployment, among the highest in the world, is vital for building more inclusive economies.

Progress is within our reach. Today, girls attend primary schools at the same rate as boys almost everywhere, and we are seeing more women enter secondary and higher education in a growing number of countries. Women now make up 40% of the global labor force.

Yet despite these achievements, the gap between men's and women's earnings and productivity is still large. Even in countries where women are graduating from college at the same or greater rates than men, the pay gap persists. More women than men are trapped in low-productivity jobs. Around the globe, women are over-represented in the informal economy, where wages tend to be below-market and job mobility is limited. Across businesses, women are underrepresented in leadership positions and in boardrooms. And from one country to the next, enterprises led by men too often out-earn those led by women.

Women with minimal access to resources and no access to child care have limited choices that too often mean low-wage and part-time labor. In rural communities in the developing world, when women farmers have unequal access to fertilizers or training, their farm productivity lags behind men. When rules and laws inhibit women's ownership of collateral, economies lose out on the wasted talents of female entrepreneurs.

So what more can we do to unleash the economic potential of women? It is time for a global race to the top on equality of

opportunity for men and women. President Obama has called for economic and political empowerment of women globally. The Equal Futures Partnership promotes removal of policy, legal, and regulatory barriers that hold women back at local, state and national levels.

As part of a global competitiveness agenda, let's start by measuring progress of reforms in every country. Let's help countries assess how well their laws and institutions perform on promoting women's full contribution—whether through equal pay or equal rights to inheritance and land titling. Just like the World Bank's Doing Business report has unleashed more vibrant business sectors, benchmarking countries against best practices on gender opportunities could unlock the full productive potential of women and spur growth. And let's make these assessments accessible so businesses can invest where women are fully engaged—as entrepreneurs, innovators, farmers, consumers, and investors.

When women were excluded from New Deal programs, Eleanor Roosevelt fought to include them. Roosevelt was among a handful of leaders who realized the US economy would not escape the depths of recession without the full contributions of women.

This remains true today. Without the full contribution of women, no economy will reach its full potential.

Source: The Guardian

## Why Some Minority Firms Grow Faster than Others

A great deal of research has been conducted on the differences in performance between minority-owned and nonminority owned firms. However, almost no research explains why some minority-owned firms grow faster than others.

This article looks specifically at Gazelle Index surveys results that examine differences between high-growth and low growth black-owned firms.

High-growth firms are defined as those which achieved a 20% or greater annual employment growth over a three-year period.

Surprisingly, we found very few significant differences in the characteristics of African American entrepreneurs who operated high-growth and low growth firms. For example, both groups had higher than average levels of education and experience. Hence, these factors did not account for differences in rates of growth.

We next explored whether there were significant differences among high-growth and low growth black entrepreneurs in other areas such as strategic management practices such as commitment to innovation, business planning and similar factors.

The Gazelle Index findings were surprising because we are accustomed to believing that factors such innovation and education explain differences in growth outcomes. However, we did not find statistically significant differences between high-growth and low-growth companies in the following areas:

- The industry in which they operated;
- The gender of their owners;
- The educational attainment and business related experience of their owners;
- The legacy of entrepreneurship in the owner's family;
- Their degree of risk tolerance;
- Their degree of optimism about the future;
- The time they allocated to managing their company as opposed to growing the company; and
- Their access to external finance and capital

In other words, the factors listed above were equally important for black entrepreneurs who operated high-growth and low-growth companies. More specifically, while product and service innovations were crucial to achieving business performance goals, innovation alone could not explain why some black-owned firms achieved high growth status while others did not.

In contrast, we found that African American entrepreneurs who owned high-growth companies were more likely to differ from the owners of low growth companies in the following ways:

Continued on page 4

This is a Complimentary Copy. Paid subscribers receive first class mail.

PUBLISHED BY SMALL BUSINESS EXCHANGE, INC.  
703 Market St., Ste 1000, San Francisco, CA 94103

PRSR STD  
U.S. Postage  
PAID  
San Fran CA 941  
Permit No. 820

### Inside this issue:

Where the Economy stands for Black Americans	Page 2
Sub-Bid Request Ads	Pages 3-6, 10
Tips from the Expert	Page 6
SBE Southern California News and Events	Pages 8-10
Public Legal Notices	Pages 11-14
Banking & Finance	Page 15
SBE Subscription Form	Page 16

# Where the economy stands for Black Americans

by **Shartia Brantley**

It has been 96 months since then Senator Barack Obama of Illinois gave the commencement address for the Class of 2005 at Knox College in Galesburg, IL, a speech that focused on the economy.

Yesterday, he returned as a second-term president to kick off his economic recovery tour in the city of 32,000 residents also known for being a stop on the Underground Railroad.

In the eight years since his June 4, 2005 speech, the nation has endured the Great Recession, which was sparked by a financial and housing crisis. So just how much progress has been made in the areas of jobs, housing and the average American's net worth?

Has the Obama Administration been successful in helping all Americans get back on their feet after one of the worst economic times in our history? Are African-Americans better or worse off now than when the president took office?

Here are how key components of the economy have changed since that speech in 2005, and what these changes mean — particularly for the black community.

## Has the American Dream been deferred?

Home ownership is considered the ultimate American Dream for many.

In 2004, black homeownership peaked at 49.1 percent and has been on the decline since. Overall home ownership was 69 percent that year.

During the first quarter of 2013, black home ownership stood at 43.1 percent compared to 65.2 percent overall, according to the Census Bureau.

"The height of home ownership rates in the U.S. as a whole was in 2004, not 2007 or 2008," Susan Wachter, a real estate and finance professor at The Wharton School at the University of Pennsylvania, explains. "The fact is this is a leverage crisis by existing home owners and investors, and not a crisis due to expanding home ownership opportunity."

Mortgage loan modification programs launched during the first Obama term, such as the Home Affordable Modification Program and the Home Affordable Refinance Program, also known as HAMP and HARP, have helped to calm the foreclosure waves that swept the country. "We have had about 7 million foreclosures, far too many, but we could have doubled that. HAMP and HARP have been instrumental," says Wachter.

## Jobs, jobs, jobs

"Tumultuous" is the how Bill Rodgers, a professor at Rutgers University and former chief economist at the Labor Department, describes the labor market over the past eight years. "When the recession started it was almost a perfect storm. Household debt at an all-time high, wages stagnating."

African-Americans were unfortunately positioned to bear the brunt of the recession and slow recovery, especially black men, Rodgers explains. "African-American men continue to be at lower parts of the jobs ladder because of education, experience and where they live."

In June 2005, black unemployment stood at 10.2 percent, much higher than the national rate of 5 percent at the time. Today, the jobless rate for blacks is 13.7 percent compared to the 7.6 percent overall unemployment rate, based on Labor Department data.

The consistent double-digit unemployment rate for African-Americans has sparked criticism that President Obama has not done enough to create jobs since the Great Recession ended in 2009.

## Paths towards increasing black employment

Although the labor market is improving, Rodgers emphasizes that the economy is not creating enough jobs to lower the unemployment rate among African-Americans. "We need north of 220,000 to 250,000 [jobs] before we see improvement in black unemployment."

Rodgers cites three things holding back the jobs recovery: weak aggregate demand, corporations moving jobs abroad and cuts to public sector jobs.

Sequestration cuts to programs such as Head Start and continued job losses in state and local government both slow the economic recovery for African-Americans, Rodgers warns.

He urges the Obama Administration and Congress to help businesses find the next catalyst for job creation. "The new economic cylinder that will create jobs — that will have a multiplier effect or spillover effect," is what is needed to secure enough jobs for blacks, Rodgers says.

## Negative changes in blacks' net worth

The slow economic and jobs recovery has also weighed on net worth. The median household net worth of black households fell to \$5,677 in 2009 from \$12,124 in 2005, according to the Pew Research Center. White households had a median net worth of \$113,149 in 2009, higher by a 20 to 1 ratio.

Rakesh Kochhar, associate director for research at the Pew Research Hispanic Center, who conducted a 2011 study on median net worth based on 2009 federal data, says the wealth gap has changed very little from the 2011 report.

Blacks and Hispanics derive more of their net worth from home equity than whites says Kochhar. "The home price decline was much more significant than the declines in the stock market," in recent years, he explained.

Kochhar also says black households had more exposure to subprime mortgage loans, reducing African-American wealth significantly when the subprime mortgage crisis led to widespread foreclosures.

Furthermore, the general effects of the recession such as unemployment took a toll on net worth, impacting blacks more.

"Traditionally, minorities experience a more severe effect, straining household budgets. And they make less than average," he says.

The economic road ahead

As President Obama embarks on his economic recovery tour, a new NBC News/Wall Street Journal poll shows Americans want more to be done for the economy. Sixty-one percent of respondents say the economy is on the wrong track.

The president's approval rating has dipped to 45 percent, the lowest since the debt ceiling debacle in August 2011. And Congress is not faring any better. Only 12 percent approve of their job performance.

In his speech yesterday, the president said Congress is creating obstacles that are distracting the government from focusing on improving the economy. He called for an end to party politics and a renewed focus on the areas of "manufacturing, education, housing, retirement security and health care," according to the Associated Press.

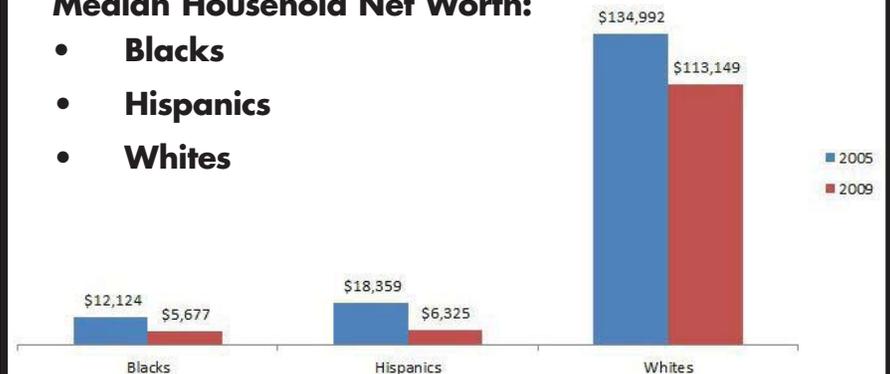
"I believe there are members of both parties who understand what's at stake," Obama said at Knox College. "But I will not allow gridlock, inaction or willful indifference to get in our way."

Shartia Brantley is a producer and on-air reporter at CNBC. Follow Shartia on Twitter at @shartiabrantley

Source/Website: <http://thegrio.com>

## Median Household Net Worth:

- Blacks
- Hispanics
- Whites



### Editorial Staff

Editor in Chief:  
Gerald W. Johnson [gwj@sbeinc.com]

Managing Editors:  
Valerie Voorhies [vvh@sbeinc.com]

General Manager:  
Kevin Grant [kgrant@sbeinc.com]

### Marketing & Sales Staff

#### Production Staff

Production Manager:  
Nabil Vo [nvo@sbeinc.com]

Graphics Design:  
Tyler Chen [tchen1129@gmail.com]

Webmaster:  
Umer Farooq [umer@octadyne.com]

Writer:  
Cheryl Hentz [cheryl.hentz@gmail.com]

EDITORIAL POLICY—The Small Business Exchange is published weekly. Publication is extended by one day for weeks in which holiday occurs on a Monday.

Copyright © 2013 Small Business Exchange, Inc.

The Small Business Exchange is adjudicated as a newspaper of general circulation by the Superior Court of the City and County of San Francisco, State of California, under the date January 29, 1988. Organized 1984.

NOTICE: SBE is not liable to any subscriber or any other user for any damages or any other costs incurred in connection with the utilization of, or any other reliance upon, any information contained in its newspapers. The information contained herein may be subject to typographical error in the transcribing and/or printing of its contents. Information contained in this publication is intended only as notification to its subscribers of available bidding and contracting opportunities. The SBE reserves all rights in connection with this publication and prohibits the duplication of the contents herein without the expressed written consent of the SBE. Subscription fees are nonrefundable.

### AWARDS

- CITY OF LOS ANGELES  
Black Business Association,  
Outstanding Entrepreneur  
Mayor's Advisory Board,  
Outstanding Achievement as a Vendor/Supplier

- COUNTY OF LOS ANGELES  
Black Business Association,  
Outstanding Entrepreneur

- BAY AREA CONTRACT COMPLIANCE  
OFFICERS ASSOCIATION  
Champion of Diversity

- NAMCSC  
Minority Advocate

703 Market Street, Suite 1000  
San Francisco, CA 94103

Email: [sbe@sbeinc.com](mailto:sbe@sbeinc.com)  
Website: [www.sbeinc.com](http://www.sbeinc.com)  
Telephone: (415) 778-6250, (800) 800-8534  
Fax: (415) 778-6255  
Office Hours: 8:00 a.m. - 5:00 p.m.

### MEMBERSHIPS



ISSN 0892-5992

SBE is a certified DBE - CA UCP Firm #5988

# NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS



Current and On-going procurement opportunities for the Expo II Project are Available through the project procurement website:

<https://partners.myskanska.com/usa/clients/buildexpo/Expo2/Outreach/Lists/Bidding%20Opportunities/Bids%20Due.aspx>

Bid Packages Currently available are: Signage & graphics, Flatwork - City of L.A., AC Paving, Floor & Wall tile, Bike Racks/Lockers, Permanent Striping & signs

Bid packages will be posted to the site on a continual basis. Plans, Specs and additional information are also available on the site. If you need assistance, please contact Christine Burton at 310-500-1466. SBE and DBE certified firms are encouraged to participate.

Skanska Rados is an Equal Opportunity Employer



Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**Regional Connector Transit Corridor Design-Build Project**

Owner: LACMTA

RFP No.: C09080

DBE Goal: 20% Design & 18% Construction

Subcontractor Proposal Due Date: August 5, 2013, 2:00PM

Website: [www.teamrcc.com](http://www.teamrcc.com)

Team RCC, lead by Skanska, is interested in soliciting in Good Faith all subcontractors as well as certified DBE subcontractors related to the scopes of work below for the Regional Connector Transit Corridor Project. Quotes will be requested from Subcontractors, Vendors, Professional Service and Trucking companies. Please visit our website for the RFP documents and addenda, Subcontracting Requirements, Sample Contracting Documents, Project Announcements, Outreach and Contact Information. **If you are interested in joining our team for this project, please visit our website, fill out and return the Invitation to Bid form to the fax number below. All Quotes are due Aug. 16th, 2013.**

Requested scopes include, but are not limited to the following:

**Subcontractors:** Demolition, Clear & Grub, Excavation Earthwork and Support Systems, Shoring & Lagging, Temp. Tunnel Ventilation, AC Paving, Concrete Curbs, Gutters and Sidewalks, Pavement Striping & Marking, Cast-In-Place and Prestressed Concrete, Exposed Concrete Finishes, Arch. Pavers, Stone, Granite, Masonry, Misc. Metal, Welding, Steel Rail, Fencing, Rough Carpentry, Sheet and Pre-Applied Sheet Waterproofing, Painting & Coatings, Fire Protection, Suppression & Stopping, Metal Doors, Frames & Hardware, Glazing, Equipment, Mechanical Piping & Materials, Ventilation Fans & Equipment, Plumbing, Electrical & Electrical Supply, Low Voltage Systems, Hazardous Material Remediation & Hauling, Trucking

**Services/Vendors:** Monitoring: Sound, Vibration, Geo, and Air Quality, Security, Office Supplies, Reprographics, Sweeper Truck, Water Trucks, Jobsite Sanitation, Janitorial, SWPPP, Progress Photography, Catering

Team RCC will assist qualified subcontractors, vendors, and suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. Please visit our website listed above for detailed contracting requirements

Team RCC is an Equal Opportunity Employer

Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 Fax: (951) 788-2449 Email: [info@teamrcc.com](mailto:info@teamrcc.com)



A Joint Venture in Association with LANI IY Lin

**Santa Clara Valley  
Transportation Authority  
Design-Build Contract DB1102F  
Silicon Valley Berryessa Extension Project C700**

Procurement opportunities through Skanska-Shimmick-Herzog will be diverse and ongoing.

Please visit: [www.sshjv-c700.com](http://www.sshjv-c700.com)

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

## SKANSKA

Sub-Bids Requested From Qualified DVBE Subcontractors & Suppliers

**Widening of State Highway 91 in Orange County in Anaheim From 0.3 Mile West Of Tustin Avenue Overcrossing To 0.3 Mile East Of 91/55 Separation And At Lakeview Avenue Overcrossing  
District 12 on SR 91**

Contract No.: 12-0C5604

Bid Date: August 8, 2013 - 2:00PM

Plans and Specifications are available for view at our main office in Riverside or on the Caltrans website: [http://www.dot.ca.gov/hq/esc/oe/weekly\\_ads/index.php](http://www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php)

**Quotes requested for contractors, suppliers and service providers include, but are not limited to:** Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Flashing Area Sign, Type III Barricade, Fencing, Erosion Control, Portable Delinicator, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Place Concrete Pavement, Remove Concrete (Structure), Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Corrugated Steel Pipe Conduit, Class 2 Aggregate Base, Lean Concrete Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Seal Pavement Joint, Furnish & Drive Pile, Vibration Monitoring, CIDH Concrete Piling, Soil Nail, Ground Anchors, Shotcrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Architectural Treatment, Furnish Sign Structure, Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Metal (Barrier Mounted Sign) Roadside Sign, Install Sign, Reinforced Concrete Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Rock Slope Protection, Slope Paving, Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Crash Cushion, Concrete Barrier, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Interconnection Conduit & Cable, Fiber Optic Conduit, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System.

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

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: [jerome.dipadova@skanska.com](mailto:jerome.dipadova@skanska.com)

RGW Construction Inc. is seeking all qualified DBE's for the following project:

**Highway in Fresno County near Fresno at Kings River Overflow Bridge**

Caltrans No. 06-OH1704 Federal Aid Project No. ACBRNH-P180(058)E

Engineer Estimate: \$1,850,000 - 290 Working Days

Goal: DBE 11%

Bids: August 7th, 2013 @ 2:00 PM

**Requesting Sub-quotes for (including but not limited to):** Fabric and Oils, Electrical Material, Construction Area Signs, Traffic Control, Cold Plane, Demolition/Bridge Removal, Clear & Grub, Hydroseeding, Erosion Control, Structural Concrete, Reinforcing Steel, Signs Roadside, Fencing, Object Marker, MBGR, Metal Railing, Concrete Barrier, Thermoplastic and Painted Traffic Stripe & Marking, Pavement Marking, Signal and Lighting, Message Signs, Lighting & Sign Illumination, SWPPP, Sweeper, Trucker, Asphalt Paving, Roadway Excavation, Structure Excavation & Backfill, Aggregate Base and Asbestos Abatement/Hazmat Removal.

**Scope of Work:** Widen shoulder and replace bridge

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

Plans and Specs are available to view and copy at our office or the Caltrans website [www.dot.ca.gov/hq/esc/oe/](http://www.dot.ca.gov/hq/esc/oe/). Contact **Tim Ross 925-606-2400**, [tim.ross@rgwconstruction.com](mailto:tim.ross@rgwconstruction.com), for any questions regarding bonding, lines of credit, insurance, equipment and material suppliers. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

**RGW Construction, Inc.**

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550 • Phone: 925-606-2400 • Fax: 925-961-1925

An Equal Opportunity Employer

## Advertise with the Small Business Exchange

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

[www.sbeinc.com](http://www.sbeinc.com)

## NORTHERN CALIFORNIA

## SUB-BID REQUEST ADS

Sub-Bids Requested from Qualified DBE Subcontractors & Suppliers:

**I-15 Cajon Pass Rehabilitation Design Build Project**  
**District 8 Route 15**  
**Contract No.: 08-0Q7404**  
**Owner: CALTRANS**

**Bid Date: August 23, 2013 at 2:00 PM - Quotes Due: August 16, 2013 at 5:00PM**

Quotes requested for supplies & services including, but not limited to: AC Milling, Aggregate Base, AC Dike, AC Paving, Asphaltic Oils, Cement, Concrete Aggregates, Concrete Barrier Rail, Construction Area Signs, Curb & Gutter, Dowel Bars, Dowel Baskets, Electrical, Excavation, Fly Ash, Grind PCC, Geogrid Materials, Grind Rumble Strip, Joint Sealing, Landscape, Erosion Control, Metal Beam Guard Rail, Misc. Metals, Overhead Sign Panels, Pavement Removal, Precast Concrete Pavement Panels, QC Testing, Reinforcing Steel, Roadside Signs, Spall & Crack Repair, Striping & Marking, SWPPP, Lead Compliance Plan, Concrete Panel Replacement, Hauling.



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

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

Contact: Mitch Gamache • Email: mitch@coffmanspecialties.com

Plans & Specifications are available for view at our main office in San Diego or by calling (858) 536-3100

Coffman is interested in soliciting in Good Faith with DBE's for this project. Please call if you need assistance/advice with obtaining Bonds/Insurance/Credit. Subcontractors may be required to furnish 100% Payment & Performance Bonds by an admitted surety and subject to approval by Coffman. 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. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Waiver of Subrogation will be required. In order to assist DBE Contractors and suppliers, we will divide total requirements into smaller tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. We are an EOE & seriously intend to negotiate with qualified firms. Non-DBE Subs/Suppliers: Indicate 2nd tier DBE participation offered on your quotation as it will be evaluated with your price.

**DeSilva Gates Construction-Robert A. Bothman**  
**A Joint Venture**

REQUEST FOR QUALIFIED SBE'S  
 SUBCONTRACTORS AND SUPPLIERS FOR:

**Civil and Station Improvements Contract, Santa Clara - Alum Rock Bus Rapid Transit Project**  
**Contract C830 (13058)**

**Owner: SANTA CLARA VALLEY**  
**TRANSPORTATION AUTHORITY**  
 3331 North First Street, Building A,  
 San Jose, CA 95134

**Bid Date: August 27, 2013 @ 3:00 pm.**

We hereby encourage responsible participation of local Small Business Enterprises, and solicit their subcontractor or material quotation for the following types of work including but not limited to:

**DESILVA GATES CONSTRUCTION -**  
 Estimator: Grant Rhodes - Phone No. 925-829-9220 Fax No: 925-803-4263:

**CLEARING AND GRUBBING/DEMOLITION, MINOR CONCRETE STRUCTURE, STREET ELECTRICAL, PCC GRINDING, CONSTRUCTION AREA/ROAD SIGNS, SLURRY SEAL, STRIPING, SWPPP, UNDERGROUND, QC/QA, TRUCKING, CLASS 2 AGGREGATE BASE MATERIAL SUPPLIER, CLASS 4 AGGREGATE BASE MATERIAL SUPPLIER, HOT MIX ASPHALT (TYPE A) MATERIAL SUPPLIER, CLASS 3 AGGREGATE BASE MATERIAL SUPPLIER, GEOTEXTILE WRIP SUPPLIER, SURVEY AND COMMUNITY RELATIONS OFFICER**

**ROBERT A. BOTHMAN -**  
 Estimator: Michael Maldonado - Phone No. 408-279-2277 Fax No: 408-279-2286:

**SAW CUTTING, DRILLING (PIERS), ELECTRICAL (STATIONS), REBAR, GUARD RAIL/METAL RAILING, CAULKING/SEALANTS, ANTI GRAFFITI/PAINTING, METAL FABRICATION (BUS SHELTERS), TRUCKING, MASONRY, CONCRETE PUMPING, FENCING (ORNAMENTAL FENCING), LANDSCAPING AND CONCRETE READY MIX**

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

**DeSilva Gates Construction-Robert A. Bothman**  
**A Joint Venture**

11555 Dublin Boulevard  
 P.O. Box 2909  
 Dublin, CA 94568-2909

(925) 829-9220 / FAX (925) 803-4263  
 Website: www.desilvagates.com

**An Equal Opportunity Employer**

Sub-Bids Requested From WBE and MBE Subcontractors & Suppliers for:

**SMD 1 Sewer Conveyance Pump Station**  
**Owner: City of Lincoln**  
**Location: Lincoln, CA**  
**Bid Date: 9/4/2013 @ 2:00 PM**

**TRADES:** Irrigation System, Landscaping, Epoxies, etc., Concrete, Saw-cutting, Erosion Control, Fencing, AC Paving, CMP Culverts, Filter Fabric, Demolition, Dewatering, Blasting, Surveying, SWPPP, Submersible Pumps, Structural Aluminum, Misc. Metal, Waterproofing, Caulking & Sealants, Painting, Pre-cast Concrete Building, Electrical, Monorail Hoist & Trolley, Instrumentation, RCP, DIP, Polyethylene Pipe, Slide, Flap & Stop Gates, HVAC

**SYBLON REID**

P.O. BOX 100 • Folsom, CA 95763

Phone: (916) 351-0457 • Fax: (916) 351-1674

Contact: Karen Reichenberger

If a portion of the work is too large for you to handle, contact us and we will try and break it into smaller portions

Plans and specs are available for review at Syblon Reid office and upon request will provide assistance with drawings and specifications.

Subcontractors and suppliers must be licensed to conduct business in the state of California. Must be able to provide payment and performance bonds. Upon approval of surety company SRC will pay bond premium up to 1.5% of subcontract amount and will assist with insurance compliance. SRC will work with subcontractors on joint check agreements. Plans and specs are available for viewing at our Folsom office and upon request will provide assistance with plans and specifications or help meet other requirements.



# FIND

Subcontractors, Vendors,  
and Suppliers

# REACH

Diverse Audiences of Various  
Ethnicity, Race, & Gender



# ADVERTISE

Sub-Bid Request Ad

SBE Newspaper boasts a weekly readership of **75,000**  
 SBE Delivers competent, competitive, and certified  
 subcontractors, vendors, and suppliers

## Why Some Minority Firms Grow Faster than Others

### Continued from page 1

- They set much higher annual growth targets;
- They were more likely to execute a business growth plan;
- They paid more attention to improving managerial efficiency;
- They spent less time focusing on their competitors, and
- Their companies were operated by younger entrepreneurs.

The lesson from this research is that if you wish to grow fast, you must plan for it and make your operations more efficient.

Source: GazelleIndex.com

# NORTHERN & SOUTHERN CALIFORNIA SUB-BID REQUEST ADS

## "NOTICE INVITING BIDS"

**Transit Builders (Pulice Construction/Dragnados-USA, Joint Venture),  
3200 Park Center Drive #600, Costa Mesa, CA 92626**

Requests sub-bid quotes from certified DBE/OBE subs and suppliers for all items of work on

**MRL MOL NORTH HOLLYWOOD STATION WEST  
ENTRANCE CONTRACT NO C1013R**

**Owner: Los Angeles  
County Metropolitan Transportation Authority  
Bid Date 8/13/2013**

Requesting quotes on all items to complete the project including but not limited to the following: A/C Paving, Demo, Shoring, Striping, Fencing, Landscape, Survey, Waterproofing, Acoustical Ceilings, Rollup Doors, Elevators/Escalators, Fire Protection, Glass/Glazing, Granite Tile, HVAC, Lath & Plaster, Painting, Plumbing, Rebar, Sheet Metal, Signage, Structural Steel, Electrical and Design.

### Plans & Specs available at Metro.

The complete IFB documents (on DVD) is available free of charge when picked up Monday through Friday (except holidays) between the hours of 9:00 a.m. and 4:00 p.m. at the Reception Desk of Office of Procurement & Material Mgmt (9th Floor), One Gateway Plaza, Los Angeles, CA 90012; or \$10 if the DVD is to be mailed. Mail request must be accompanied by payment to Metro in the form of a money order, a company check, a cashier check, or a certified check. Personal checks or cash are not acceptable forms of payment. Please make check payable to Metro. IFB documents fee is non-refundable.

Should you have any questions or desire to quote on this project, please contact:  
**John Hickman at (657) 229-7820 or jhickman@Dragnados-USA.com.**

Bonds from a surety acceptable to Transit Builders may be required. 100% Performance & Payment bonds may be required. Transit Builders to pay bond premium or 2% of subcontract amount, whichever is less. Assistance in bonding, insurance, lines of credit or obtaining equipment, supplies and materials is available upon request. This advertisement is in response to the Owner's DBE program. Transit Builders intends to conduct itself in good faith with DBE/OBE firms for participation on the project.

**"TRANSIT BUILDERS IS AN EQUAL OPPORTUNITY EMPLOYER"**

## SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**PALM AVENUE GRADE SEPARATION  
San Bernardino Associated Governments  
Contract No.: C13108  
DBE Goal: 9%  
Bid Date: August 20, 2013 - 2:00PM**

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

**Plans and Specifications** are available for view at our main office in Riverside or may be obtained from A&I Reprographics at (909) 514-0704.

**Quotes requested** for contractors, suppliers and service providers include, but are not limited to: Biological Monitor, Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Fencing, Erosion Control, Temporary Pavement Marking, Temporary Traffic Stripe, Plastic Traffic Drum, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving, Minor Concrete, Rock Slope Protection, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Wrought Iron Fence, Chain Link Fence, Survey Monument, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Waterline, Street Lighting

**Subcontracting Requirements:** Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, if original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

**Skanska is an Equal Opportunity Employer**

**Skanska Estimating Dept:** 1995 Agua Mansa Rd, Riverside, CA 92509  
Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: jerome.dipadova@skanska.com

DL Falk Construction is requesting subcontractor / supplier bids from certified SLBE, LBE, MBE & WBE Companies for:

**George Peabody  
Elementary School Modernization  
And New Multipurpose Building  
251 6th Avenue, San Francisco, CA 94118  
Bid Date: August 8, 2013 at 2:00 PM**

**Scope includes** hazmat abatement, selective demo, underground utilities, planting & irrigation, concrete, structural steel, masonry, metal fabrication, rough carpentry, caseworks, insulation, roofing, floor/wall/ceiling finishes, metal doors & hardware, specialties, equipments, HVAC, plumbing, electrical and etc.

### D.L Falk Construction, Inc.

3256 Investment Blvd. • Hayward, CA 94545  
Phone 510-887-6500 Fax 510-887-6501

Bid Documents are available for viewing at our office, or at local Builders Exchanges

Sub Bids Requested From Qualified MBE, WBE, DBE, UDBE

Subcontractors & Suppliers for: **City of Lincoln**

**Regional and Reclamation Pipelines**

**Location: Lincoln, CA**

**Bid Date: August 29, 2013 @ 2:00 PM**

**McGuire and Hester** is seeking qualified subcontractors in the following trades: electrical & instrumentation; tree removal/clearing; saw cutting; grinding; rebar; bore & pipe jacking; rock drilling & blasting; fencing; hydroseeding and revegetation; painting & coating; striping; horizontal directional drilling; traffic control; 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 & specs.

### McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603  
Phone: (510) 632-7676 • Fax: (510) 562-5209

**Contact: Don Crivello**  
An Equal Opportunity Employer

## DBE SUBCONTRACTORS/SUPPLIER BIDS REQUESTED

**CONTRACT NO. C0980**

**REGIONAL CONNECTOR TRANSIT CORRIDOR DESIGN/BUILD PROJECT**

(Construct the underground stations, guide-ways and tunnels from Alameda and First Street (Gold Line) to the existing 7th Street Metro Center Station (Blue Line) located at 7th and South Flower Street.)

**BID SUBMITTAL DATE: AUGUST 30, 2013 AT 2:00 PM**

**OWNER: LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY  
(Metro)**

**PERFORMANCE/PAYMENT/SUPPLY BOND WILL NOT BE REQUIRED  
ALL WORKERS' COMPENSATION AND GENERAL LIABILITY INSURANCE IS PROVIDED BY THE  
CONTRACTOR CONTROLLED INSURANCE PROGRAM (CCIP)**

**THIS ADVERTISEMENT IS IN RESPONSE TO Metro's DBE PROGRAM. SHEA/WALSH/PTG JOINT VENTURE INTENDS TO PROVIDE AN EQUAL OPPORTUNITY AND CONDUCT ITSELF IN "GOOD FAITH" WITH DBE FIRMS REGARDING PARTICIPATION ON THIS PROJECT. DRAWINGS AND SPECS MAY BE REVIEWED IN OUR OFFICE MONDAY THROUGH FRIDAY, 8:00 AM TO 5:00 PM. QUOTES ARE REQUESTED NO LATER THAN AUGUST 21, 2013 SO THAT ALL BIDS CAN BE FAIRLY EVALUATED. PLEASE SUBMIT BIDS FOR THE FOLLOWING WORK (BUT NOT LIMITED TO):**

Soil and rock excavation, hauling, excavation support systems, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, curb and sidewalk, fencing, landscaping, geotechnical and structural instrumentation, asbestos and hazardous materials handling and disposal, secant piles, soldier piles, shoring, traffic decking, traffic control, cast-in-place concrete structures, reinforcing steel, ground stabilization, tunnel construction, cross-passage construction, directional grout hole drilling, soil-nails, rock-bolts, steel dowels, steel arch support, shotcrete, concrete pumping, placing and finishing, concrete sealants, masonry, waterproofing, service utilities, grouting, electrical services, mechanical, plumbing and fire protection, architectural finishes, doors and hardware, track works, signals, pest control, IT Services, waste disposal and cleaning services.

We are actively soliciting bids for all trades and material supply quotes from DBE firms certified by the California Unified Certification Program (CUCP) by bid/proposal due date. Proposals submitted should not include any cost for Worker's Compensation or General Liability Insurance. Subcontractors will be responsible for providing vehicle liability insurance only. All contractors and subcontractors must agree to sign the letter of assent agreeing to the terms of the Project Labor Agreement (PLA).

Any business seeking to participate as a DBE for this Contract must be DBE certified by the California Unified Certification Program (CUCP) in accordance with 49 CFR Part 26 by bid/proposal due date.

The Joint Venture has established an FTP site where interested firms can view all plans and specifications for this convenience. Please contact Candice Gill at (909) 594-0990; Via Email: candice.gill@jfshea.com or Jim Honeycutt at (909) 444-4260; Via Email: jimmy.honeycutt@jfshea.com to receive instructions on accessing the FTP Site.

### Shea/Walsh/PTG Joint Venture, An EEO Employer

(J.F. Shea Construction, Inc./Walsh Construction Company/Parsons Transportation Group, Inc.)  
667 Brea Canyon Road, Suite 22; Walnut, CA 91789  
Phone 909-594-0990, Fax 909-869-0827

Please visit our website: <http://www.shea-walsh-ptg-regionalconnector.com>



**SHEA • WALSH • PTG**

## Tips from the experts:

# Getting your marketing & sales teams working together



by Brad Farris

The CMO Survey® asked top marketers to describe how their companies structure the marketing-sales relationship. 7% stated that sales reports to marketing, 10.3% noted that marketing reports to sales; but most, 72%, have marketing and sales working together as peers. While this was published in the February 2013 issue of The CMO Survey, this has been the trend for some time.

Yet we know that, historically, it has been difficult for sales and marketing to cooperate. Sales people and marketing people have different personalities, they look at life through different lenses, and when they are peers they are both competing for scarce resources from the CEO.

So we need them to work together, but they don't naturally get along, and we've pitted them against each other for resources.

I'm reminded of a BBC series on dinosaurs that my 4 year old likes to watch. Occasionally there will be an episode that pairs power house dinos together for an epic battle:

"T-Rex vs. Triceratops", or "T-Rex vs. Spinosaurus" (these battles typically involve a T-Rex). But it's funny, they DON'T have a "Pre-historic Partners: T-Rex and Triceratops" episode. And yet, when it comes to sales and marketing, that's the show we expect to see. It should be smooth sailing and a bunch of great minds thinking alike, right? You and I both know that is seldom the case in the real world.

Here's some great advice from a variety of experts for how to bridge the gap and get them working together.

### 1. They do have one thing in common: getting more customers.

Align the organization around that goal. Will Schnabel has some good advice on the Silverpop blog:

- Agree on what a good lead is and measure that. Too often I hear sales people complain about the quality of their leads. This complaint has been around as long as there have been sales people! So put an end to it by sitting down with your sales folks and your marketing folks and clearly defining what a good lead is. How do you know it when you see it? What are the characteristics, the measurable characteristics, that make it a good lead. Once you have that understanding – start

measuring those things. Are the leads you are generating meeting those criteria?

- Create shared service level agreements. For as long as we have had sales people complaining about the quality of the leads we've had marketers complaining about sales people not following up on them. So now that we know what makes a quality lead, let's agree on how quickly those quality leads need to be followed up on, and how many times, with what assets, etc. By establishing a consistent follow up process the marketers will know that the good leads they generate will be treated well!

### 2. Build trust through improved communications.

Mike Volpe at Hubspot has six ideas for building deeper communication between your teams, including:

- Mix 'em up. Too often marketing people and sales people exist in different parts of the office and only come together on neutral territory (the conference room). This accentuates the division between the teams and the perceptions of the stereotypes between them. Instead mix their workspaces together, and get them meeting, and socializing together more frequently. Increase the quantity of communication so that they can actually see each other working hard and solving problems.
- Use facts and data where possible. The stereotypes and generalizations come fast and easy between these two groups. To keep that to a minimum use facts and data whenever possible. Instead of hearing, "Those sales people are so lazy! They'll never close anything." Insist on, "Here's a chart showing the number of times we have followed up on the leads from the last 3 months. This shows that we will close 56% of the leads we contact 5 times, and 64% of the leads we contact 7 times. How can we make sure we are persisting to get that last 9%?"

### 3. Both sides want to believe that they are the hero of the business development story.

But in truth they each need the other to be successful. Many Chylinski shows us some ways to highlight that whenever possible on the CMI blog:

- Content that enables the sales person to be more of an advisor, and close the sale. In today's selling environment the sales person has to be two parts teacher, and one part

psychologist to bring a sale home. If you are using a content rich inbound marketing process, that same content that's attracting new leads can also help your sales people to answer questions, position themselves as a resource and move buyers down the funnel.

- Insight from the sales team that invites new research, content or messaging. The sales team is talking to buyers every day. Those conversations are rich with questions and concerns that buyers have during their shopping process. All of this information can be used to inform and inspire marketers as they create content, develop messaging and calls to action. By providing the marketers with those questions and concerns regularly, the sales people are making the marketing department more effective.

It's critical that we get these two functions working together to build a superhighway, filled with leads and deals, that ends at our company's

front door. It doesn't come naturally, but these strategies can get these often warring factions to lower their guard and start to work as one.

Brad Farris

As principal advisor of Anchor Advisors, Brad Farris has experience leading businesses & business owners into new levels of growth and success. Through his work with over 100 Chicago area small businesses he has experience in guiding founders and business owners through the pitfalls and joys of growing their business. Prior to joining Anchor Advisors, Brad spent over 10 years managing business units for a family-owned conglomerate with sales of \$2 million to \$25 million. When not working Brad enjoys cycling, cooking and the NFL. He is married with 5 children and lives in Chicago, Illinois. Connect with him on Google+, Twitter and LinkedIn.

Source: EnMast © 2013

## The ONE thing that marketing and sales cannot do without

by Bridget

Brad Farris' book Marketing & Sales: A Love Story illustrates how marketing and sales are interconnected. When they work together, stand back because great things are about to happen!

But another strong relationship needs to exist, and that is the relationship that the marketing and sales departments have with company leaders. Without the strong support and trust of company leaders, the marketing and sales departments might as well pack it up and call it a day.

Part of it has to do with money – marketing and sales cost money (nevermind the fact that they can make the company money) and the boss needs to support their efforts with a budget that makes it possible for them to succeed!

If sales are lagging and marketing wants to conduct research to help clarify some targeting issues, leaders may say, "No, this is not the time to spend money. Our salespeople aren't working hard enough — that's the problem!" And, as Brad pointed out in the book, historically, that was might have been the case. But now sales people need the insights that the marketers provide just to get in the door. Market research can provide great insight as to why sales are lagging, why prospects aren't responding, and what needs to be done about it. But getting these answers requires expertise ... which means money.

Or, maybe the brand needs to be established or refreshed in order to be more relevant to our target prospects ... are the leaders willing to spend the money, are they able to face the uncertainty of making a change? Salespeople may say that they need better materials to sell the company's products or services, while leaders say, "What's wrong with what we have? These are perfectly fine brochures (they worked for me when I was selling in 1989)."

And if sales aren't lagging, leaders might think "if it's not broken, let's not fix it." But the one constant is change? Will this winning streak always last? Marketing and sales have great insight into this question, and their leaders need to listen.

When leaders tune into the signals that they are getting from their marketing and sales teams they can be catalysts for growth — but when they don't they turn into obstacles to growth! In fact, a survey by MarketingSherpa of B2B marketing professionals showed that most of the barriers that

exist for marketing are internal, and not external.

So ... getting back to Brad's book, marketing and sales are indeed a great partnership! In fact, they play a vital role in the growth of company.

But unless they are allowed to do their jobs, unless they have the credibility and currency to do their jobs, they cannot be effective.

**Here's what you as the business owner can do to help marketing and sales work their magic:**

1. Let them make their case. I'm not saying that you have to say "yes" to every single idea your sales and marketing people have to say, but at least extend them the courtesy of listening. They are likely more in touch with your customer base than you are.
2. Give them time. Marketing and sales need time to simmer. It may take five lunch meetings with a prospect before they sign on the dotted line, or three postcard mailings before you start seeing results. Don't expect anything to work overnight because it won't.
3. Give them credit when the plan works — and understanding if it doesn't. Both marketing and sales are not an exact science. You might lose some before you start to win. Try to focus on the big picture and celebrate every victory instead of dwelling on defeat.

Is your firm struggling to find growth? Where should you be pointing the finger? If you aren't getting good feedback and leadership from your marketing and sales team then they need to feel the heat; but stop for a minute and consider — how are you part of the problem?

How do you enable your sales and marketing teams to "do their thing?"

Bridget

Bridget Ingebrigtsen owns Write On Command, a company that provides writing and editing services to businesses and not-for-profits. Bridget describes her six-year stint as Anchor Advisors' writer/editor as being "mutually beneficial" -- she helps Anchor Advisors keep their written projects on track and Anchor Advisors helps her keep her business on track. When she's not running her business, Bridget is running after her four children, two dogs and the latest in entertainment news. Connect with Bridget on Google+, Twitter and LinkedIn.

Source: EnMast © 2013

# 5 Reasons to Attend Live Small Business Conferences

Thanks to a broad range of low-cost technology solutions, many small business activities are conducted online, remotely and often instantly. You can have meetings, share tools, give demonstrations, provide training and so much more, without ever leaving your office.

But despite the many benefits of technology, there is no substitute for live, in-person small business conferences. Here are a few of the biggest reasons to attend small business conferences, trade shows or other live networking events that are relevant for your business.

## 1. Educational Opportunities

The opportunity to learn something new is one of the biggest draws for most business conferences. While there are often excellent small business conferences held via the Internet, through web conferencing and over teleconference lines, there are some educational benefits you just can't access unless you're in a live, face-to-face setting.

Live events give you the opportunity to watch and learn from visual cues, body language and the overall atmosphere and environment. These non-verbal elements and the opportunity to see, feel, touch and absorb the information being presented can add a new level of learning that is not easily accessed via online events.

## 2. In-Person Networking

Another benefit of live small business conferences not easily duplicated is the opportunity for in-person networking. When you attend a live event, you have access to other attendees who are often your colleagues. Conferences are an excellent time to make connections, share information and learn about your peers. You never know when you might want to team up for a joint venture or make a referral to someone you met at a live event.

During live business conferences, networking isn't limited to the participants either. When you attend an event in person, you have access to the presenters to ask questions, share ideas and expand on what was covered. These informal connections that take place between sessions are often invaluable.

## 3. Learn About Competitors

If you're attending a small business conference because it focuses on information that will help you improve your business, products and services, your competition will be attending for the same exact reasons. Live events give you a chance to see who your competitors are first-hand, find out more about their businesses, gather information on their strengths and weaknesses, and conduct research that will help you give your business the edge.

## 4. Marketing to Potential Clients

Along with attending an event as a participant, you can also consider attending a small business conference or trade show as a vendor. This will allow you to benefit from some of the educational opportunities and in-person networking that takes place, but it also gives you direct access to market your products and services to your ideal customers and clients.

This kind of direct marketing and promotion to members of your target audience who are already in a learning, networking and development mode is virtually impossible to get in other ways. And it gives you a chance to conduct market research and learn more about your target audience in a live setting.

## 5. Spark Creativity and Innovation

We all need to take a break from routine in order to stay at the top of our game. Sure, you can (and should) take a vacation and time off, but there is also tremendous value in using a small business conference as a break from the day-to-day operations of your business. A change of scenery, especially one that is rich with educational and networking opportunities, can help you spark your creativity, develop new ideas and think in innovative ways.

If you invest the time and money to attend a live event that offers value for your small business, you can almost guarantee that you will return home with new tools, valuable contacts and a renewed approach that will help you manage and grow your business better than before.

Source: [About.com](#); [Small Business Information](#)

## EVENTS & SEMINARS

### Employee or Independent Contractor Tax Seminar 8/7 – Wednesday 10:00AM to 1:00PM

This seminar will explain how to determine if someone providing services to your company should be treated as an employee or independent contractor for tax purposes. Learn about the independent contractor reporting requirements. Presented by the California EDD Tax Office. No Fee.

**Location:** San Jose Entrepreneur Center, 100 E. Santa Clara Street, San Jose, CA, 95113

**For more information:** [http://www.edd.ca.gov/Payroll\\_Taxes/](http://www.edd.ca.gov/Payroll_Taxes/)

**For registration:** [http://www.edd.ca.gov/Payroll\\_Tax\\_Seminars/Classroom\\_Seminars.aspx](http://www.edd.ca.gov/Payroll_Tax_Seminars/Classroom_Seminars.aspx)

**Contact Information:** Emily Navarra-Refugio, [emily.navarra@sba.gov](mailto:emily.navarra@sba.gov), 408-351-3661

### Doing Business with Genentech 8/27 – Tuesday 2:30PM to 3:30PM

A Genentech representative will discuss opportunities for contracting to sell your goods and/or services to this leading biotechnology company. No Fee.

**Location:** San Jose Entrepreneur Center, 100 E. Santa Clara Street, San Jose, CA, 95113

**For more information:** <http://www.gene.com/gene/about/supplier/>

**For registration:** <http://sanjosecenter.org/node/13995>

**Contact Information:** Emily Navarra-Refugio, [emily.navarra@sba.gov](mailto:emily.navarra@sba.gov), 415-744-6805

### Successfully Buy/Sell a Small Business - Avoid Pitfalls 8/6 – Tuesday 5:00PM to 8:00PM

This course covers topics such as basics of evaluating business, reading and understanding financial statements, determining verifiable owner income, steps involved in developing a purchase agreement, due diligence, escrow and transfer of title, and negotiating a non-adversarial contract. Cost: \$45.00

**Location:** Silicon Valley SCORE, 234 East Gish Road, Suite 100, San Jose, CA, 95112



**For more information:** <http://www.svscore.org>

**For registration:** [http://www.svscore.org/workshopsSeminars/buy\\_sell\\_2.shtml](http://www.svscore.org/workshopsSeminars/buy_sell_2.shtml)

**Contact Information:** Silicon Valley SCORE, [Info@svscore.org](mailto:Info@svscore.org) or (408) 453-6237

### Plan Strategically and Grow - Translate Goals and Objectives into Practical Action Plans 8/7 – Wednesday 5:00PM to 8:00PM

This class focuses on developing a strategy to grow your business by understanding your business and its environment, and what you can do to evolve your business to remain competitive. Cost: \$45.00

**Location:** Silicon Valley SCORE, 234 East Gish Road, Suite 100, San Jose, CA, 95112

**For more information:** <http://www.svscore.org>

**For registration:** [http://www.svscore.org/workshopsSeminars/plan\\_strategically.shtml](http://www.svscore.org/workshopsSeminars/plan_strategically.shtml)

**Contact Information:** Silicon Valley SCORE, [Info@svscore.org](mailto:Info@svscore.org) or (408) 453-6237

### Small Business Fundamentals - Overview – What It Means to be in Business 8/21 – Wednesday 8:30AM to 5:00PM

Intended for potential and current business owners who want an understanding of what they need to know to succeed, this workshop provides a comprehensive overview of what is required to begin and run a successful business: from planning, legal requirements, accounting, taxes, insurance, marketing and beyond. Cost: \$70.00

**Location:** Silicon Valley SCORE, 234 East Gish Road, Suite 100, San Jose, CA, 95112

**For more information:** <http://www.svscore.org>

**For registration:** [http://www.svscore.org/workshopsSeminars/all-day\\_workshop\\_2.shtml](http://www.svscore.org/workshopsSeminars/all-day_workshop_2.shtml)

**Contact Information:** Silicon Valley SCORE, [Info@svscore.org](mailto:Info@svscore.org) or (408) 453-6237

# SBE Southern California

Website: [www.sbeinc.com](http://www.sbeinc.com)

## Privately-funded public works. Is it possible? – A Q&A



Credit: Peter Mack Media

**Kwaku Duren and Kato Cooks**

**By Kato Cooks**

**SBE Southern California Editor**

Public works are defined, generally, as construction and related work executed in the public interest and funded with government money. There are circumstances where the public interest is served via private investment. When the two meet, do prevailing wage requirements apply?

Yes, it is possible and happens. There are some conditions attendant, though, which are outlined in the California labor code at section 1720 et seq.. Of particular note is this: 1720 (c)(2) If the state or a political subdivision requires a private developer to perform construction, alteration, demolition, installation, or repair work on a public work of improvement as a condition of regulatory approval of an otherwise private development project, and the state or political subdivision contributes no more money, or the equivalent of money, to the overall project than is required to perform this public improvement work, and the state or political subdivision maintains no proprietary interest in the overall project, then only the public improvement work shall thereby become subject to this chapter.

The federal Davis-Bacon Act and the Davis-Bacon Related Acts (DBA/DBRA) also support such funding arrangements. In the LinkedIn group, Prevailing Wages Gurus and

Geeks, Leslie Stout-Tabackman, a partner with Jackson Lewis LLP, in Washington DC, commented, "Under the DBA/DBRA acts this is possible where the government owns the land and has some sort of control or authority with respect to the construction process and/or building- even where the funding is 100% private."

But prevailing wages do not always apply. Butch Garrett, prevailing wage coordinator for the University of Missouri, advised, "First, read your contract / bid documents and discuss with...enforcement, Wage and Hour. Find out up front! "

Garrett added, "I had this situation occur on a Missouri project where two wealthy individuals built and paid for a public works project, new reptile exhibit for a City owned zoo. The court decided it wasn't subject to the state's (prevailing wage) requirements. Surprised me."

B. Kwaku Duren, a prominent public interest attorney practicing in Compton, California, concurred, "First: Contact the local enforcement agency in writing and request a coverage determination. In California, that would be the Department of Industrial Relations (DIR) for state- or locally-owned projects. If necessary, follow that up by consulting with your counsel."

"The offer document for the contract/ bid should say whether and what prevailing wage obligations apply. Fighting that designation might/would likely be an uphill battle," shared David Phippen, counsel with Constangy, Brooks & Smith LLP, in Washington DC.

"Typically for federal Davis-Bacon purposes, federal government participation or ownership in or of the construction project/ contract, or federal project funding with a tie to the Davis-Bacon requirements, makes it public and subject to the prevailing wage and other requirements of the law," Phippen cautioned, adding, "You may want to seek legal/enforcement guidance."

The question was put to Ivory J. Anderson, Jr., an employment law mediator and former DIR investigator with 17 years of experience, who responded expansively: "Well it depends..."

"My recommendation for any stakeholder (OWNER) with construction project (s), or scope of work, which is not perfectly aligned with California labor code at section 1720 et seq., definition of covered work; in my opinion, that stake holder should request a coverage determination by the Office of the Director of Industrial Relations.



**Ivory J. Anderson, Jr.**

"This request will be pursuant to Ca Code of regulations §16001. Public Works Subject to Prevailing Wage Law. (See Attached sections)."

After some reflection, Anderson added, "Again, I say "it depends," because I have seen scenarios such as the ones listed in the following:

**For example (s):**

*"Single-family homes and apartments up to and including four (4) stories are defined as residential projects and are subject to payment of prevailing wages when they are paid for in whole or in part with public funds, including federally-funded, or assisted residential projects controlled or carried out by an awarding public agency. Commercial projects are defined as all non-residential construction projects including new work, additions, alterations, reconstruction and repairs, and residential projects over four (4) stories."*

**Another example:**

*"Wherein the Awarding body leases out the property, thinking it is not covered work; but it is determined at later time that because the awarding agency completed the site utilities with public funds, the project was covered by prevailing wage requirements."*

The bottom line appears to be: Don't guess. Request a coverage determination from the awarding body or the enforcement agency.

## EVENTS & SEMINARS

**Incorporating Your Small Business**  
Tuesday, August 6, 2013  
9:00 am - 11:30 am Free event

Contact:

Veronica Kusudo, (909) 983-5005

Center: Inland Empire

Event Location

Carolyn Owens Community Center 13201  
Central Ave., 2nd Floor, Chino, CA  
91710

**Description:** The process of incorporating your business can be a difficult one; what forms do you need, what processes will your new company need to follow to comply? Attorney Gary Foltz will discuss forming a corporation; the various forms of organization, selecting the type of organization for you, as well as answering attendee questions.

**Topics:** Legal Issues, Managing a Business

**Instructions:** This free workshop is made possible by funding from the City of Chino. There will be no charge to attend this workshop.

**Wednesday, August 7, 2013**  
2:30-4:30 p.m. \$10

**Small Business Orientation**  
**Workshop**

Rancho Santiago  
Community College District  
2323 N. Broadway,  
Board Room 114  
Santa Ana, CA 92706

**Thursday, August 15, 2013**  
6:00-8:30 p.m. \$25

**Federal/State Basic Payroll Tax**  
**Seminar**

Rancho Santiago  
Community College District  
2323 N. Broadway, Board Room 107  
Santa Ana, CA 92706

**Wednesday, August 21, 2013**  
6:00-8:00 p.m. \$25

**Grow Sales with Market Insight**

Rancho Santiago  
Community College District  
2323 N. Broadway,  
Board Room 107  
Santa Ana, CA 92706

# SBE Southern California

Website: [www.sbeinc.com](http://www.sbeinc.com)

## Celebrating 10 Years of Passenger Service Between Union Station and Pasadena on the Gold Line



City and Metro officials pose for a photo at Metro Gold Line 10th anniversary July 26, 2013. Pasadena Mayor Bill Bogaard had the honors cutting a birthday cake at the Metro Gold Line Del Mar Station in Pasadena. (SGVN/Staff photo by Walt Mancini)

Last Friday, July 26, 2013, the Construction Authority hosted a celebration to mark the 10th anniversary of passenger service between Union Station and Pasadena on the Gold Line. More than 100 people attended the event, which took place at the Del Mar Station.

Congresswoman Judy Chu, State Assemblyman Chris Holden, Pasadena Mayor Bill Bogaard, Claremont Councilman Sam Pedroza, and former Los Angeles Councilman Ed Reyes were among the numerous speakers during the event, which was emceed by Construction Authority board chairman Doug Tessitor. A statement was also read by Congressman Adam Schiff.

Each speaker discussed the many benefits the Gold Line has brought to the region,

including economic development, jobs, long-term changes to the framework of the cities it connects, and most importantly changes to the way people travel. County Supervisor Michael Antonovich noted that ridership now exceeds 44,000 boardings each weekday, surpassing ridership on the Green Line which opened for service in 1995 (eight years ahead of the Gold Line). Additionally, Metro board members Michael Antonovich, Glendale Councilman Ara Najarian and Duarte Councilman John Fasana discussed the importance of completing the line to Montclair and then Ontario Airport. The three committed themselves to working together to get the funding for the next half of the Foothill Extension.

It was a wonderful event that highlighted the continuing support and consensus found

throughout this corridor for the Gold Line and its future extensions. We would like to thank all of the officials, their staffs, the Construction Authority board members and the many community members that took time out of their day to help us celebrate this important achievement for the region.

If you missed it, here is a story that ran in the Pasadena Star-News. We encourage you to look at the photo gallery (there is a link in the story). Here are links to other stories written about the event on The Source, Glendora Patch, South Gold Line 10th Anniversary Video/Pasadena Review, and Curbed LA.

Source: Metro Gold Line Foothill Extension Construction Authority

## EVENTS & SEMINARS

**Thursday, August 29, 2013**  
**6:00-8:00 p.m. \$25**  
**The Art & Science of Creating a Successful Business Plan**  
 Rancho Santiago  
 Community College District  
 2323 N. Broadway, Board Room 107  
 Santa Ana, CA 92706

Source: **Orange County SBDC** -  
**714-564-5200** - [www.ocsbdc.org](http://www.ocsbdc.org)

**August 14 - 16, 2013**  
**CA Hispanic Chamber of Commerce Annual Convention & Matchmaking**  
 Oakland, CA  
 Register: <http://www.ca-hcc.com/Events/AnnualConvention.aspx>

**August 22, 2013**  
**Calcon Expo 2013**  
 Long Beach, CA  
 Register: <http://calconexpo.com/>

**August 26-28, 2013**  
**Navy Gold Coast Conference**  
 San Diego, CA  
 Register: [www.navygoldcoast.org](http://www.navygoldcoast.org)

**HUBZone and WOSB Program Certifications**  
**Tue, September 10, 2013**  
**10:30am - 11:30am**  
**Where: San Jose**  
 Description:  
<http://sanjosecenter.org/node/14000>

**SBA 8(a) Business Development Certification Workshop**  
**Tue, September 10, 2013**  
**11:30am - 1:00pm**  
**Where: San Jose (map)**  
 Description:  
<http://sanjosecenter.org/node/14003>

**September 12, 2013**  
**PROCON**  
**Asian Business Association of Orange County**  
 Register: <http://procon.abaoc.org/>

# SBE Southern California

Website: [www.sbeinc.com](http://www.sbeinc.com)

## Presenting the North San Diego Small Business Development Center

The SBDC is a leading provider of consulting services and workshops for small businesses in North San Diego County. We have the knowledge, resources and skills to help you build and maintain a successful business.

We know that starting and running a business can be exhausting! With that in mind, we offer professional, progress-based, one-on-one consulting, as well as comprehensive workshops, designed to give you the information you need to "hit the ground running!"

### Want to grow your business?

Our professional consulting services are ALWAYS provided at NO FEE! If you have not met one-on-one with an SBDC consultant but feel that your business could benefit from such a meeting, click here to request consulting services.

Just getting started in business?

We offer workshops and resources that provide step-by step

information to help you start your business the right way!

Check out our Small Business Orientation (recommended for all start-up businesses) and all of our workshops here: <http://www.sandiegosmallbiz.com/>

**The North San Diego SBDC offers the following, in addition to online courses:**

### Starting Your Business

- Developing a Business Plan
- Conducting a Marketing Analysis
- Analyze your Competition
- Targeting Your Market
- Maintaining an Agile Company
- Creating a Competitive Advantage

- Creating a Strategic Plan
- Determining Your Business Legal Structure
- Protecting Your Business with Patents, Copyrights, and Trademarks

### Managing Your Finances

- Preparing a Cash Budget
- Preparing a Balance Sheet
- Managing Your Cash Flow
- Running a Profitable Company
- Creating a Profit and Loss Statement
- Analyzing Your Financial Ratios
- Protecting Your Business with Contracts

Continued on page 14

## SOUTHERN CALIFORNIA

## SUB-BID REQUEST ADS

### Sukut Construction, Inc.

Is requesting sub-bids/supplier quotes from qualified DBE/MBE/WBE Subcontractors, Suppliers, and Manufacturers for the following (but not limited to) work:  
SWPPP and Installation, V-Ditch, Rebar Installation, RCP & PCV Pipe, Rip Rap, Bulk Fuel, Concrete

**Santa Margarita Water District  
Middle Chiquita Canyon Water Facilities  
Rough Grading & Storm Drain Improvements  
San Juan Capistrano, CA  
Contract No. C-1766**

**Facilities DW-2-1-2, DW-2-2-2, RW-2A-1, RW-2A-2  
BID DATE August 6, 2013 @ 2:00 p.m.  
Sub & Vendor Bids Due Prior**



### Sukut Construction, Inc.

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Kathie Kaiser or Estimating

Phone: (714) 540-5351 • Fax: (714) 545-2003 • Email: [estimating@sukat.com](mailto:estimating@sukat.com)

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

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

Sukat Construction, Inc. is an Equal Opportunity Employer

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

**Rt. 91/55 Tustin Ave. Overcrossing • Contract #12-0C5604  
Orange County • Bids: August 8, 2013 at 2:00pm**

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

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

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



### C.C. Myers, Inc.

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

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

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

AN EQUAL OPPORTUNITY EMPLOYER.

# California Labor Commissioner Julie A. Su honored as top labor and employment lawyer

California Labor Commissioner **Julie A. Su** has again been recognized by the Daily Journal as one of the Top 75 Labor and Employment Attorneys in California. This is the second time Julie Su has received this honor. Last year was the first time, which was also the first time a state labor commissioner was so recognized.

"Julie continues to make great strides in enforcing labor law. She has increased pressure on the underground economy by issuing more citations for minimum wage and overtime violations and improving the wage claims process to assist California workers to recover wages and other labor rights denied them," said Christine Baker, Director of the Department of Industrial Relations (DIR). "She is an asset to our executive team and I am delighted that she has received the acknowledgment of the Daily Journal."

A report released in May, "State of the Division of Labor Standards Enforcement," detailed some of the key accomplishments during her tenure as California Labor Commissioner:

- **Minimum wage** - over **\$3 million** unpaid minimum wages assessed in 2012 - more than any previous year on record, and an increase of **462%** from minimum wage assessments in 2010.
- **Unpaid overtime** - more than **\$13 million** unpaid overtime wages assessed in 2012 - more than any previous year on record, and a **642%** increase from 2010.
- **Civil penalties** - over **\$51 million** in civil penalties assessed in 2012 against employers for violating labor laws - more than any previous year in a decade, and a **150%** increase from 2010.
- **Better targeting** - In 2012, the Labor Commissioner's office had the highest rate of civil penalty citations (**80%**) in the past decade (compared to an average citation rate of only 48% from 2002 to 2010).
- **Public works** - over \$25 million in wages assessed and civil penalties issued on public works projects in 2012 - the highest amount since 2002.
- **Streamlined processing** - the fastest application review process for business licenses and registration applications in the past five years - **50%** faster than in 2010.

Su was appointed by Governor Jerry Brown in April 2011 as California Labor Commissioner and assumed the post to lead DIR's Division of Labor Enforcement Standards (DLSE). Prior to her appointment, Su served as the Litigation Director at the Asian Pacific American Legal Center,

the nation's largest non-profit civil rights organization devoted to issues affecting the Asian American community.

In her 17 years as a civil rights lawyer, Su brought landmark lawsuits on behalf of low-wage workers in the underground economy, advocated successfully for protection of immigrant workers that paved the way for federal legislation protecting immigrant victims of crime, and initiated grassroots campaigns against sweatshop abuses. Su has taught at UCLA Law School and Northeastern Law School. She is a graduate of Stanford University and Harvard Law School.

The report details the accomplishments of the Labor Commissioner's office in 2011 and 2012 across all of the Division's enforcement units.

Among its wide-ranging enforcement responsibilities, the Labor Commissioner's office adjudicates wage claims, inspects workplaces for wage and hour violations, enforces prevailing wage rates and apprenticeship standards in public works projects, investigates retaliation complaints, issues licenses and registrations for various businesses and educates the public on labor laws.

**SOURCE: California Department of Industrial Relations**



Photo credit: Katie Falkenberg LA Times photo  
California Labor Commissioner **Julie A. Su**

## Labor Commissioner's Wage Theft Investigation of Public Works Contractor Leads to Two-Year Prison Term



Photo credit: Orange County District Attorney's Office  
**Reza Mohammadi**

As the result of a criminal referral by California Labor Commissioner Julie A. Su's office in January 2012, the owner of a Southern California construction company last Friday pleaded guilty to embezzling more than \$350,000 in employee wages from two public works contracts and filing false tax returns to hide his theft.

Reza Mohammadi, 58, of Tustin was sentenced to two years in state prison by Orange County Superior Court Judge R. Fitzgerald on July 26. He is the owner of Irvine-based Southland Construction. Mohammadi is scheduled for a restitution hearing on Nov. 29. The Labor Commissioner's office is working to restore the wages to the 18 workers affected.

"This case shows that the Labor Commissioner is committed to effective public works enforcement in the state," said Christine Baker, Director of the Department of Industrial

Relations (DIR). The Labor Commissioner's office, also known as the Division of Labor Standards Enforcement (DLSE), is a division of DIR.

In late December 2010, the Labor Commissioner's office opened an investigation of Southland after receiving numerous complaints filed by workers and by the Center for Contract Compliance, which revealed that Southland did not pay proper prevailing wages and overtime wages to 25 workers. On Jan. 10, 2012, Southland was assessed \$121,163 in unpaid wages and \$128,300 in penalties on the "The Tracks at Brea" project administered by the City of Brea.

On Jan. 12, 2012, the Labor Commissioner's office referred their findings to the Orange County District Attorney's office, which contributed to the successful prosecution of Mohammadi.

DLSE and Orange County District Attorney investigators determined Mohammadi coached his workers on what to say if a public works investigator asked questions regarding their wages. He systematically submitted fraudulent certified payroll records to the Labor Commissioner falsely stating he was paying his workers the correct wage of \$42 to \$53 an hour for each project. Mohammadi actually paid his workers \$120 to \$150 per day and never paid overtime.

Mohammadi then required his workers to return a portion of their pay back to him after they cashed their checks, or required them to pay for another worker's pay. Using this scheme, Mohammadi embezzled over \$396,000 in worker wages from his public works contracts for his personal gain.

"This case sends a clear message to those scofflaws who steal wages from workers, cheat honest contractors, and violate the public trust, that we will not only pursue civil remedies against you but seek criminal prosecution as well," stated State Labor Commissioner Julie A. Su. "Wage theft is a crime and it will be prosecuted as such in the State of California. In addition, this case should serve as a deterrent to contractors who think they can get away with doctoring certified payroll records to hide the truth."

In a joint effort, the Orange County District Attorney's office and the Labor Commissioner's office investigated the "Hiltscher Trail Improvements" project located in Fullerton, which established that Southland failed to pay employer payment contributions to five workers. On Sept. 11, 2012, the Labor Commissioner's office issued a Civil Wage and Penalty Assessment in the amount of \$96,652 unpaid wages and \$15,450 in penalties.

Mohammadi pleaded guilty to a court offer to 15 felony counts of failing to file a return with the intent to evade tax, 15 felony counts of willful failure to pay tax, seven felony counts of taking and receiving a portion of a worker's wage on public work, six felony counts of recording false and forged instruments, and three felony counts of filing false tax returns. He admitted to the sentencing enhancement allegations for loss exceeding \$100,000 and property damage over \$200,000 and a prior strike conviction for criminal threats in 1999.

In a recent report entitled "State of the Division of Labor Standards Enforcement," released in May 2013, the Labor Commissioner's office reported that 2012 saw the highest amount of wages and penalties assessed on public works jobs by the Division since 2002. The Labor Commissioner's office, also known as the Division of Labor Standards Enforcement, adjudicates wage claims, investigates discrimination and public works complaints and enforces state labor law. Additional information on labor laws and work-related topics are available on our website as well as on Facebook and Twitter.

Employees with work-related questions or complaints may call the toll-free California Workers' Information Line at (866) 924-9757 for recorded information, in English and Spanish, on a variety of work-related topics.

**SOURCE: California Department of Industrial Relations**

## NORTHERN CALIFORNIA

## PUBLIC LEGAL NOTICES

CITY & COUNTY OF SAN FRANCISCO  
DEPARTMENT OF PUBLIC WORKSREQUEST FOR QUALIFICATIONS  
AS-NEEDED DESIGN SERVICES  
FOR HEALTH FACILITIES  
CONTRACT NO. APA13110

Building Design and Construction (BDC), Department of Public Works (DPW), City and County of San Francisco (City) announces a Request for Qualifications (RFQ) for the provision of design services for health facilities in San Francisco. The City anticipates consultants shall provide design services involving renovation, relocation, adaptive re-use of existing facilities, installations of specialized medical equipment, modifications to life safety systems and other infrastructure, and new facilities. Selected firms are required to have extensive knowledge of, and experience with, general acute care facilities under jurisdiction of the Office of Statewide Health Planning and Development (OSHPD).

Proposals will be received at 30 Van Ness Avenue, Suite 4100, 4th Floor, San Francisco, California 94102 until **2:30 P.M. Pacific Time, September 5, 2013**. Consultants shall submit proposals as required in the RFQ package. Late submittals will not be considered. Digital files of the RFQ Package may be downloaded at no cost at: [www.sfdpw.org/biddocs](http://www.sfdpw.org/biddocs). Notices regarding Addenda and other proposal changes will be distributed by email to Plan Holders. Please visit DPW's Contracts, Bid Opportunities and Payments webpage at: [www.sfdpw.org](http://www.sfdpw.org) for more information.

The City intends to award four (4) master Agreements, each having a 3-year term and \$1,000,000 contract amount limit. The City has the option to extend the term of the Agreement by modification up to two years for the completion of services certified during the first three years. Work will be distributed based on the best match of qualifications and expertise to particular projects and ongoing performance in the Contract, at the discretion of the City.

As-Needed Design Services for Health Facilities will include, in general, the full range of professional architectural planning and design services including services of sub-consultants typically required for health facilities projects in the public sector. Such services include, but not limited to: Architecture (Prime Consultant), Structural, Electrical, Mechanical and Plumbing, Resource Efficiency (or LEED AP), Geotechnical, Civil, Inspection (OSHPD Certified),

Roofing/Waterproofing, Elevator, Cost Estimating, Project Scheduling, CAD or Revit, Medical Equipment Planning, Medical Facility Furnishings, Medical Facility Interiors Design, Singage and Wayfinding, Facility Planning, and Historic Preservation.

Rating bonuses will be applied as per San Francisco Administrative Code Chapter 14B. Certified Local

Business Enterprise (LBE) firms are encouraged to submit proposals. The LBE Subconsultant participation goal is 20%. Call Selormey Dzikunu at 415-558-4059 for details. In accordance with Chapter

14B requirements, all Proposers, except those who meet the exception noted below, shall submit

documented good faith efforts with their proposals and must achieve 80 out of 100 points to be deemed

responsive. Proposers will receive 15 points for attending the pre-proposal conference. Refer to CMD Form 2B for more details. Exception: Proposers who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-proposal meeting will be held on **August 12, 2013 at 2:30 P.M.** at the Building Design and Construction, Main Conference Room, 30 Van Ness Avenue, 4th Floor, San Francisco, California 94102.

Questions regarding the RFQ must be submitted no later than 6 business days before the RFQ due date, by email to the Contract Manager, Marilyn Thompson at: [RFQ-Health-Facilities@sfdpw.org](mailto:RFQ-Health-Facilities@sfdpw.org)

In accordance with San Francisco Administrative Code Chapter 6, no proposal is accepted and no

contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as (a)

the Mayor or the Mayor's designee approves the contract for award and (b) the Director of Public Works

then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to

certification by the Controller as to the availability of funds.

8/1/13  
CNS-2513980#  
SMALL BUSINESS EXCHANGE

Bids will be received only at: Contracts Office, UNIVERSITY OF CALIFORNIA, Santa Cruz, 1156 High Street, Barn G, Santa Cruz, CA 95064. Bid Deadline: Sealed bids must be received on or before **3:00PM, Tuesday, August 13, 2013**.

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: **General Building Contractor - B**

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

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

Estimated construction cost: \$ 1,400,000.00

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
University of California, Santa Cruz  
July 2013

CALIFORNIA STATE UNIVERSITY  
STANISLAUSRequest for Proposals for Design-Build Project  
Baseball & Softball Field Lighting,  
Project Number 0719  
CSU Stanislaus  
One University Circle, Turlock CA 95382

The Trustees of the California State University will receive sealed proposals in MSR290 at the above address, for the design and construction of the Baseball & Softball Field Lighting, Project Number 0719, for the CSU Stanislaus, campus.

Proposals will be received until 2:00 p.m. on August 29, 2013, at the Mary Stuart Rogers Building, MSR290 in accordance with the proposal documents.

In general, the scope of work consists of the design and construction, under a procedure more commonly referred to as "turkey construction," a major capital outlay project known as the Baseball & Softball Field Lighting Project. The project includes design, supply, and install field lighting including bringing appropriate power to the University baseball and softball fields located on the Turlock campus. Each proposer will submit a technical proposal and cost proposal to design and construct the total project. The budget for this project is limited to \$630,000.

RFP documents will be issued to intending proposers at no cost on or after **August 8, 2013**. Proposers must request them by calling Debbie DaRosa, Financial Services, One University Circle, Turlock, CA, and 95382, telephone (209) 667-3987.

Each proposer offering a proposal must comply with bidding provisions of Article 32.00 et seq. of the Contract General Conditions. The bidder should familiarize himself with all the provisions of the Contract General Conditions and Supplementary General Conditions, especially Article 35.02-b, regarding the necessity to prequalify with the Trustees ten (10) business days prior to the proposal due date.

Proposers must be prequalified with the Trustees. Prequalification of Prospective Bidders, Form 703.11 can be downloaded from the internet at [http://www.calstate.edu/cpdpc/cm/contractor\\_prequal\\_bidders.shtml](http://www.calstate.edu/cpdpc/cm/contractor_prequal_bidders.shtml), or proposers may contact the Prequalification Coordinator at (562) 951-4114 to request forms.

This project is a public works project and is subject to prevailing wage rate laws (see Contract General Conditions, Article 35.02-c). Any questions regarding the payment of prevailing wages, or enforcement thereof, should be directed to the Trustees' Labor Compliance Manager at [cocm@calstate.edu](mailto:cocm@calstate.edu).

**A mandatory pre-proposal conference and site visit has been scheduled for August 8, 2013 at 10:00 am in the Facilities Plan Room located in the Corp Yard.**

The Trustees require the successful proposer to achieve three percent (3%) DVBE participation in contracting construction projects as established in the Request for Proposals.

It will be the responsibility of each proposer to obtain a proposal package in sufficient time to fulfill requirements therein. Proposal packages are obtainable only by prequalified contractors, licensed in the State of California with a B license. The proposal packages must be requested from the Trustees, located at CSU Stanislaus, Turlock, CA. Attention: Debbie DaRosa, (209) 667-3987.

End of Article A, Request for Proposal  
(Advertisement)

City and County of San Francisco  
Outreach Advertising  
August 2013 #1

## Newspaper Outreach Advertising Survey

The Board of Supervisors is evaluating the effectiveness of Outreach advertising. Was the information in this ad helpful and/or interesting to you? What types of articles would you like to see? Please provide your comments at 415-554-7710 or email [board.of.supervisors@sfgov.org](mailto:board.of.supervisors@sfgov.org). Please include the publication name and date.

## Assessment Appeals Board (AAB)

Notice is hereby given of 8 vacancies on the AAB. Applicants must have at least 5 years experience as one of the following: Certified Public Accountant or Public Accountant; licensed Real Estate Broker; Property Appraiser accredited by a nationally recognized organization, or Property Appraiser certified by the California Office of Real Estate Appraisers. For additional information or to obtain an application, please call 415-554-6778 OR visit the Board of Supervisor's website at [www.sfbos.org](http://www.sfbos.org).

## Port of San Francisco

## Request for Qualifications (RFQ) for Environmental and Related Professional Services (As-Needed)

The Port of San Francisco is seeking firms to provide environmental and related professional services on an as-needed basis, to support Port staff. Selected firms may be required to perform environmental studies and investigations; prepare reports and plans; develop cost estimates; negotiate with regulatory agencies; and perform field inspections for various types of regulatory and environmental issues. The Port seeks firms with experience working with ports, municipalities, or similar government agencies on complex environmental programs. The RFQ is due Friday, **August 16, 2013, noon**. For more information please visit <http://mission.sfgov.org/OCABidPublication/>, [www.sfpport.com](http://www.sfpport.com), or email [Andrés.Acevedo@sfpport-contracts@sfpport.com](mailto:Andrés.Acevedo@sfpport-contracts@sfpport.com)

## Department of Public Health

SF Child Health & Disability Prevention (CHDP) Program  
Healthy Foods and WIC Nutrition Services at No Cost to You.

Eating well during pregnancy is important. The Women, Infants, and Children (WIC) Nutrition Program can help. WIC serves pregnant women, new mothers, infants and young children under five years old who meet 185% or below of the federal poverty income level. WIC benefits include nutrition and breastfeeding education and support, checks to buy healthy foods (such as fresh fruits and vegetables) and referrals to low cost or free health care and other community services. Enrolling in WIC early in your pregnancy will give your baby a healthy start. Also, WIC staff can show you how you and your family can eat healthier. Migrants are welcome to apply as well.

San Francisco WIC has six offices throughout the City. For more information call (415) 575-5788. This institution is an equal opportunity provider.

Did you know that Tooth Decay can affect your child's ability to do well in school, eat healthy food, and can affect self esteem?

If you live in San Francisco - call San Francisco Women and Children's Health Referral line @ 1-800-300-9950 for information about low-cost dental insurance for your child, or to find a dentist for your child.

Tooth decay, left untreated, can lead to serious infections and even death! Baby's first dental visit should be no later than Age One, but it is never too late to see a dentist!

The City and County of San Francisco encourage public outreach. Articles are translated into several languages to provide better public access. The newspaper makes every effort to translate the articles of general interest correctly. No liability is assumed by the City and County of San Francisco or the newspapers for errors and omissions.

UNIVERSITY OF CALIFORNIA  
SANTA CRUZ

Subject to conditions prescribed by the University of California, Santa Cruz sealed bids for a lump-sum contract are invited for the following work:

UNIVERSITY TOWN CENTER DOOR  
ACCESS CONTROLS AND VIDEO  
SURVEILLANCE SYSTEM UPGRADES  
Project Number: 12303-005

**Description of Work:** Installation of new doors and access controls, cctv cameras and associated equipment at the University Town Center.

**Bid Deadline:** Sealed bids must be received on or before **Wednesday, August 28, 2013 at 3:00 PM**.

Bids will be received only at:

Physical Planning and Construction,  
UNIVERSITY OF CALIFORNIA, Santa Cruz  
1156 High Street, Barn G, Contracts Trailer  
Santa Cruz, CA 95064  
831-459-2366 / 831-459-5540

A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on **Monday, August 12, 2013** beginning promptly at **2:00 PM**.

**PLEASE VISIT OUR WEBSITE AT:**  
<http://ppc.ucsc.edu> FOR THE TEXT OF THE FULL ADVERTISEMENT AND INFORMATION ON HOW TO OBTAIN BID DOCUMENTS.

Visit [www.sbeinc.com](http://www.sbeinc.com) to download a PDF version of the latest **SBE Newspaper** and **SBE Newsletter**

# NORTHERN & SOUTHERN CALIFORNIA PUBLIC LEGAL NOTICES

## UNIVERSITY OF CALIFORNIA SAN FRANCISCO

### ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, San Francisco, sealed bids for a lump sum contract are invited for the following Work:

#### PARNASSUS 12KV BACKBONE CABLE REPLACEMENT - REBID

Project No.: **M2623** / Contract No.: **L00436**

#### DESCRIPTION OF WORK:

The project includes:

- Replacing existing 12KV Feeders 12F111 and 12F210 from specified manholes and going to Langley Porter Psychiatric Institute (LPP) and Ambulatory Care Center (ACC) cable vaults.

- Replacing existing 12KV Feeders 12F119 and 12F213 from specified manholes and going to School of Dentistry (SOD).

- Replacing existing 15KV air insulated load interrupter Fusible Switch at Koret Building main electrical room with new 15KV Duplex Load Interrupter Fusible Switch.

- Replacing existing 400A 480/277V ATS with new 400A-480/277V close transition ATS with bypass at School of Dentistry.

**BIDDER QUALIFICATIONS:** To be eligible for consideration of award, bidders must have the minimum experience set forth in the Supplementary Instructions To Bidders. Bidders must submit qualification documents as an attachment to the Bid Form.

#### PROCEDURES:

Bidding Documents will be available at **10:00 AM, June 27, 2013** and will be issued only at:

UCSF Documents, Media & Mail (UCSF-DMM)  
1855 Folsom Street, Room 135  
San Francisco, CA 94103  
Contact Persons: Ben La (415) 476-5030 (9:00 AM - 5:00 PM)  
Customer Service Line (415) 514-2054 (before & after working hours)  
Fax No. (415) 476-8278  
Log into <http://www.cpfm.ucsf.edu/contracts/index.htm>  
Click on the UCSF Documents, Media & Mail button

(NOTE: A 2nd pre-bid conference has been scheduled on August 7, 2013 at 10:00AM. Contractors interested in bidding this project must attend either the 1st pre-bid which occurred on 7/2/13 or the 2nd pre-bid on 8/7/13).

Bidders must attend a **mandatory** pre-bid conference at **10:00 AM, August 7, 2013**. For details, see <http://www.cpfm.ucsf.edu/contracts/index.htm>

(Use the same website above to view complete Advertisement for Bids - Project Bidding Information).

Bids will be received and opened only at Minnesota St. Finance Service Center, University of California, San Francisco, 654 Minnesota Street, 2nd Floor, San Francisco, CA 94107. Phone: (415) 476-5343. Bid Deadline: Sealed bids must be received on or before **3:00 PM, August 21, 2013**.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid:

**LICENSE CLASSIFICATION:**  
Electrical Contractor

**LICENSE CODE:** C-10

**ESTIMATED CONSTRUCTION COST:**  
**\$600,000 - \$700,000**

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA**

University of California, San Francisco  
June, 2013/Re-Ad August, 2013



UCLA

### ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, responses to the University's prequalification documents for a lump sum contract are sought from prospective general contractor bidders (hereafter "bidders") for the following project:

#### MP200 SUITE 565 KIDNEY TRANSPLANT CENTER

Project Number **945396.01**  
**UNIVERSITY OF CALIFORNIA,**  
**LOS ANGELES**

**PREQUALIFICATION OF PROSPECTIVE BIDDERS:** The University has determined that bidders who submit bids on this project must be prequalified. Prequalified bidders will be required to have the following California contractor's license:

#### B License (General Building)

**GENERAL DESCRIPTION OF WORK:** Renovation of a 10,000 gross square foot suite on the fifth floor of the Medical Plaza 200 building (MP 200) on the UCLA Campus. The new suite will provide patient examination, consultation, and infusion rooms; a reception, waiting and education area; a conference room; medical and administrative offices; and clinic support space. The scope of work includes demolition; modifications to mechanical, electrical, plumbing, fire/life safety and environmental control systems; provision of a new roof-top air handling unit and provision of conduit and cabling for communications connectivity and security systems. Tenant improvements include installation of lighting, casework, fixtures, signage and finishes.

The estimated construction cost is \$4,280,000.00.

**PREQUALIFICATION SCHEDULE:** On, July 26, 2013 prequalification documents will be available to intending bidders online at [www.capitalprograms.ucla.edu](http://www.capitalprograms.ucla.edu) and will be issued at no cost at:

Contracts Administration  
University of California, Los Angeles  
1060 Veteran Avenue, Suite 125  
Box 951395  
Los Angeles, California 90095-1395  
310-825-7015

**MANDATORY PRE-QUALIFICATION CONFERENCE:** A Mandatory Pre-Qualification Conference will be conducted on August 2, 2013 beginning promptly at 10:00 a.m. Only general contractor bidders who participate in the Conference in its entirety will be allowed to submit prequalification documents and, if prequalification is achieved, bid on the Project as general contractors. Participants must arrive at or before the above-specified time. Persons arriving later than said time will not be allowed to submit prequalification documents or submit bids as general contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at [www.ucla.edu/map](http://www.ucla.edu/map)). For further information, contact University's Project Manager Michael Grant-Martin at (310) 206-1531.

#### NOTES:

1. Attendee shall be a staff member of the general contractor bidder's firm who will be actively involved in responding to this Prequalification, and who is highly knowledgeable of the firm's potential response to the prequalification criteria.

2. Attendees are advised that parking may be difficult. Attendees must allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference will last at least 2 hours.

**SUBMITTAL DEADLINE:** Each Bidder's completed Prequalification Questionnaire and associated documents must be received at the above-listed University Contracts Administration office in a sealed envelope no later than:

**3:00 p.m., August 9, 2013**

NOTE: Only hard copy submittals will be accepted. Oral, telephonic, electronic mail (e-mail), facsimile, or telegraphic Prequalification Questionnaires are

invalid and will not be accepted. Only University's Prequalification Questionnaire (and associated documents) will be accepted.

Any person or entity not satisfied with the outcome of the prequalification must file a written notice challenging the outcome within 10 calendar days from the date of the University's written notice regarding prequalification determination as further detailed in the Prequalification Questionnaire. Any assertion that the outcome of the prequalification process was improper will not be a ground for a bid protest. However, University reserves the right (but is not obligated) to accept late submissions and to request, receive, and evaluate supplemental information after the above time and date at its sole determination.

The dates, times, and location set for receiving and opening of bids will be set forth in an Advertisement for Bids.

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

All information submitted for prequalification evaluation will be considered official information acquired in confidence, and the University will maintain its confidentiality to the extent permitted by law.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

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

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
(Visit our website at:  
<http://www.capitalprograms.ucla.edu>)

## Public Legal Advertisers:

The Small Business Exchange gives you more coverage and better results

### The best way to reach the African American, Chinese and Hispanic communities

**Resolution 242-12:** On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13: African American, Chinese, Hispanic.

### And the best return on your advertising dollar

The Small Business Exchange assists public agencies in buying goods and services through economic downturns and budget cuts by offering lower advertising rates and cost-efficient value-added services.

### Advertise in the Small Business Exchange and receive these benefits:

- Targeted distribution by industry, location, focus group(s) from our comprehensive and constantly updated 1.5 million business-to-business database.
- Our multi-channel distribution system delivers your message via print, email and online for maximum exposure.
- More bidders, which reduces the cost of goods and services to purchase.
- Wider and more diverse business participation.

### SBE Advertisers are always

### among good company!

- San Francisco BART
- San Francisco DPW
- San Francisco Housing Authority
- San Francisco International Airport
- City of Berkeley
- CA Highway Patrol
- CA State Lottery
- CSU Fresno
- CSU Fullerton
- CSU Los Angeles
- CSU Monterey Bay
- CSU Office of the Chancellor
- City of Ontario
- CSU Stanislaus
- DPR Construction Inc.
- Golden Gate Bridge District
- Los Angeles Co DPSS
- Los Angeles Co MTA
- Metropolitan Water District of Southern California
- Oakland USD
- Palos Verdes Peninsula USD
- San Jose State University
- San Mateo Co Transit District
- Santa Clara Valley Water District
- Santa Clara VTA
- Southern California Regional Rail Authority
- Tri Delta Transit
- UC Santa Cruz
- UC Davis
- UC Davis Medical Center
- UC Irvine Design & Const Services
- UC San Francisco CPFM
- UC San Francisco Medical Center
- UCLA
- ...and many more!



# BANKING \$ FINANCE

## Bank of America Merrill Lynch Provided More Than \$1.6 Billion in Community Development Lending and Investing in the First Half of 2013

**Financing and Equity Commitments Through Community Development Banking Were up Significantly From 2012, Will Help Create More Than 6,500 Affordable Housing Units Across the U.S.**

Through its Community Development Banking business, Bank of America Merrill Lynch provided more than \$1.6 billion in loans, tax credit equity investments and other real estate development solutions in the first half of 2013. Those commitments were double the lending and investing for the same period in 2012 and will help create more than 6,500 affordable housing units.

Working closely with organizations that help revitalize communities, Bank of America Merrill Lynch provided financial solutions for developments that benefit low- and moderate-income families, seniors, veterans, students and other groups across the country. Loans and investments also include supportive housing efforts and projects that incorporate green and transit-oriented elements.

The first-half 2013 activity by Community Development Banking included roughly \$1 billion in commercial real estate-based lending, up 67 percent from \$600 million a year ago. Bank of America Merrill Lynch also made more than \$664 million in tax credit investments, more than double the nearly \$252 million invested during the same period in 2012.

"As these big increases in loans and investments show, demand for affordable housing, charter schools and other community development projects remains strong," said Maria Barry, Community Development Banking executive at Bank of America Merrill Lynch. "By working with others who are dedicated to improving neighborhoods, Bank of America Merrill Lynch is proud to build on its long-standing leadership in community development and help create even more homes for people in need."

This year's commitments include \$16.1 million in construction financing and \$16.2 million in indirect tax credit equity to develop 69 studio units for formerly homeless people in the Skid Row neighborhood in downtown Los Angeles. The New Pershing project is being developed by the Skid Row Housing Trust, which operates more than 1,500 units of permanent supportive housing for some of the poorest residents of Los Angeles.

"The New Pershing will provide much-needed supportive housing for our city's most vulnerable residents and allow us to preserve a historic and architectural jewel that enhances a downtown neighborhood," said Mike Alvidrez, executive director of Skid Row Housing Trust. "We value our relationship with Bank of America Merrill Lynch, which will enable us to preserve the historic façade of this building while creating new apartments and ground-level retail space."

In Washington, D.C., Bank of America Merrill Lynch is providing more than \$12 million in loans and \$18 million in New Market Tax Credit investments for Washington Latin Public Charter School, which is renovating a former public school into a new campus for its middle and high school programs. Washington Latin now operates in three separate leased sites, including a church basement, and the new campus also will include athletic fields and space to build a gym.

"This development is vital for the continued growth of Washington Latin Public Charter School, and we appreciate the support of Bank of America Merrill Lynch in moving forward with this significant effort," said Martha Cutts, head of Washington Latin Public Charter School. "Along with our unique curriculum, diverse enrollment and excellent faculty, this new campus will be a major asset for our thriving school."

Bank of America Merrill Lynch also is providing more than \$15.2 million in loans and nearly \$24.7 million in Low Income Housing Tax Credit investments for the Joe Moretti Apartments in Miami. Related Urban is developing a new 13-story building that will have 116 apartments for senior residents at or below 60 percent of area median income (AMI).

"The Joe Moretti Apartments will help address a significant need for convenient, affordable senior housing in this community, and Bank of America Merrill Lynch is playing a vital role in making this development a reality," said Alberto Milo Jr., senior vice president and principal at Related Urban. "Through this financial support, seniors will have high-quality homes close to public transportation, neighborhood shopping and entertainment."

Bank of America Merrill Lynch is a leader in affordable housing finance nationally, providing financing for more than 114,000 units over the past eight years. Community Development Banking includes the Banc of America Community Development Corp., which serves as a development partner and provides debt and equity financing for properties in low- and moderate-income communities across the country.

### Bank of America

Bank of America is one of the world's largest financial institutions, serving individual consumers, small- and middle-market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk management products and services. We serve approximately 51 million consumer and small business relationships with approximately 5,300 retail banking offices and approximately 16,350 ATMs and award-winning online banking with 30 million active users and more than 13 million mobile users. Bank of America is among the world's leading wealth management companies and is a global leader in corporate and investment banking and trading across a broad range of asset classes, serving corporations, governments, institutions and individuals around the world. Bank of America offers industry-leading support to approximately 3 million small business owners through a suite of innovative, easy-to-use online products and services. The company serves clients through operations in more than 40 countries. Bank of America Corporation stock (NYSE: BAC) is a component of the Dow Jones Industrial Average and is listed on the New York Stock Exchange.

"Bank of America Merrill Lynch" is the marketing name for the global banking and global markets businesses of Bank of America Corporation. Lending, derivatives, and other commercial banking activities are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A., member FDIC. Securities, strategic advisory, and other investment banking activities are performed globally by investment banking affiliates of Bank of America Corporation ("Investment Banking Affiliates"), including, in the United States, Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp., both of which are registered as broker-dealers and members of FINRA and SIPC, and, in other jurisdictions, by locally registered entities. Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp. are registered as futures commission merchants with the CFTC and NFA. Investment products offered by Investment Banking Affiliates: Are Not FDIC Insured • May Lose Value • Are Not Bank Guaranteed.

Source: © 2013 Bank of America Corporation

## Wells Fargo Withdraws from the Mortgage Joint Venture Business

**Company will complete wind-down over next 12 to 18 months and commits to minimizing impact to existing customer accounts or applications currently in process**

Wells Fargo & Company (NYSE: WFC) announced today that Wells Fargo Ventures, LLC, a wholly-owned operating subsidiary of Wells Fargo Bank, N.A., plans to withdraw from its eight joint ventures in mortgage lending. The decision is effective immediately and is expected to be completed over the next 12 to 18 months. No impacts on customer service or loan processing are expected. The decision is based on the current regulatory and market environment as changes in state and federal oversight have increased the complexity and difficulty of operating mortgage joint ventures. Wells Fargo began forming mortgage joint ventures more than 20 years ago, successfully leveraging them to provide mortgage lending and services to customers and referral sources around the country.

"This decision reflects our response to new operating realities and our commitment to continuously improving our business model," said Franklin Codel, executive vice president, head of Mortgage Production. "As a leader in home lending, we want to ensure we're always in the best position to help Americans achieve the dream of homeownership."

Joint venture companies operate independently and impacts on each will vary. As of the second quarter 2013, the joint ventures contributed approximately 3% of Wells Fargo & Company's mortgage production. Approximately 300 Wells Fargo team members will be impacted. This decision does not affect our commitment to our Retail and Correspondent mortgage businesses.

"Our Wells Fargo Ventures team is committed to delivering exceptional service and strong financial results as we wind down the business. We will also work to retain as many impacted team members as possible through other opportunities at the company," said Jim Stavenger, senior vice president, head of Wells Fargo Ventures.

The eight joint ventures that Wells Fargo Ventures will be withdrawing from include:

- Bankers Funding Company, LLC
- Colorado Mortgage Alliance, LLC
- DE Capital Mortgage, LLC
- Home Services Lending, LLC
- Military Family Home Loans, LLC
- Prosperity Mortgage Company

- Premia Mortgage LLC
- Private Mortgage Advisors, LLC

Joint venture customers with a mortgage loan application in process will continue to have their applications processed by the joint venture and may call their mortgage consultant with questions.

### About Wells Fargo

Wells Fargo & Company (NYSE: WFC) is a nationwide, diversified, community-based financial services company with \$1.4 trillion in assets. Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial finance through more than 9,000 stores, 12,000 ATMs, and the Internet (wellsfargo.com), and has offices in more than 35 countries to support the bank's customers who conduct business in the global economy. With more than 270,000 team members, Wells Fargo serves one in three households in the United States. Wells Fargo & Company was ranked No. 25 on Fortune's 2013 rankings of America's largest corporations.

Source: Wells Fargo. All rights reserved.



**29 YEARS OF LEADERSHIP**

SBE has been designated as an Outreach for the City of San Francisco

- 2009**  
Bay Area Contract Compliance Officers Association—25 Years of Service to the Women and Minority Business Community
- 2007**  
National Association of Minority Contractors of Southern California—Minority Business Advocate of the Year
- 2005**  
U.S. Department of Commerce Minority Business Development Agency—Minority Media Cornerstone Award
- 1995**  
Black Business Association of Los Angeles—Outstanding Entrepreneur Award
- 1990**  
LA Mayor's Advisory Board, Office of Small Business Assistance—Mayor Tom Bradley
- 1990**  
Minority Business Enterprise of the Year Award

"I have always had the peace of mind knowing that the Small Business Exchange has been 100% in compliance with the minority regulations from the various owners that we bid projects with. The Small Business Exchange has a professional and competent staff and I have nothing but the highest praise for the Small Business Exchange."  
- Skanska USA Civil West  
California District Inc

"We have never been rejected for being out of compliance due to activity deliverables from SBE. That makes business for both entities much more profitable."  
- Xerox Corporation

"SBE's documentation is superb!"  
- IKON

"You're at the top of my list. Whenever I have an outreach requirement, I just grab the phone and call SBE."  
- Expedient Energy

"Doing business with SBE has been a pleasure. SBE provides a thorough and effective outreach service. SBE is a great asset to our outreach program."  
- Atkinson Construction

"I know that when a representative of SBE indirectly represents McCarthy in contacting subcontractors—it is always with professionalism."  
- McCarthy Building Companies Inc

"SBE has really added value to this whole operation."  
- Unisys

**Contact Us Today**

703 Market Street, Suite 1000, San Francisco, CA 94103  
Phone: 415.778.6250 or 800.800.8534 • Fax: 415.778.6255  
sbe@sbeinc.com • www.sbeinc.com

**RESOLUTION 242-12**

On June 28, 2012 San Francisco Board of Supervisors designated the Small Business Exchange newspaper as a minority outreach newspaper for the following communities for FY 12-13:

- AFRICAN AMERICAN • CHINESE • HISPANIC



**Advertise your Sub-Bid Requests in the Small Business Exchange**

**With a monthly readership of 75,000, SBE reaches a diverse audience, cutting across ethnic and gender lines as well as traditional industry segments.**

*Grow Your Business!*  
**Subscribe to SBE**

**Choose an option that meets your needs...**

- #1** **\$250**  
Includes 1 year subscription to SBE newspaper with bid notices
  - #2** **\$220**  
Includes 1 year subscription to bid notice service by fax
  - #3** **\$200**  
Includes 1 year subscription to bid notice service by email OR by online access
- \* Options include no more than 3 sub-categories persubscription

- I would like to receive bid updates by  
 Internet (login information will be emailed)  
 Fax  Email
- Please choose the general category:  
 Construction  Business Services  
 Professional Services  Commodities  
(You will be sent a list of sub-categories from which to chose.)
- If choosing fax or email services, list keywords for bid selection:  
\_\_\_\_\_  
\_\_\_\_\_
- List location(s) of where your company will work: \_\_\_\_\_  
\_\_\_\_\_

Company Name \_\_\_\_\_  
Contact \_\_\_\_\_  
Address \_\_\_\_\_  
City/State/Zip \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

• Subscriptions are non-refundable. Subscriptions begin upon receipt of payment.  
• Make check payable to: Small Business Exchange, Inc.  
• Mail payment & form to:  
**703 Market Street Suite 1000, San Francisco, CA 94103**  
**Fax your subscription form to (415) 778-6255**  
**or Email to sbe@sbeinc.com**

Check Enclosed  Charge (circle one) VISA/MC/AMEX

Account # \_\_\_\_\_ Exp. Date \_\_\_\_\_

