

BUILDING NEWS



Monday, January 24, 2022
Vol. 68 #4 NCBE

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A Message from Lisa Wittke Schaffner Chief Executive Officer, NCBE



Hello,

Moving into my third official week leading the NCBE team, I am feeling grateful!

Grateful to each of you that have reached out to welcome me. Impressed by the team I am working with and the continued support of our volunteers. I am also eager to get out and meet more members and community partners yet understand this requires patience as we navigate through the latest pandemic spike and health order.

Until we have opportunities to meet, feel free to send a note or a make a call to me with questions, ideas or just to say hello.

I will leave you with some inspiration that touched a nerve when reading. A tech company's virtual update included no business news just a basic yet clear message.

Take care of yourself!

Get enough sleep. Eat some vegetables here and there. Drink water and be kind to yourself and those around you.

May you all find your inspiration,

Lisa Wittke Schaffner



Applications for North Bay Construction Corps Apply now – Deadline Friday, February 11th

Do you or your employees, either have or know a high school senior who is interested in a career in construction? Have them visit the North Bay Construction Corps website to fill out an application and learn more about the program.

www.constructioncorps.org

7 Things we know (so far) about the Infrastructure Act

With the signing of the Infrastructure Investment and Jobs Act, 2022 is shaping up to be a huge year for infrastructure. About \$125 billion of these new federal funds will be available for procurement, according to Federal News Network, and it's important for contractors to understand where they're directed, the strings attached, when they will be disbursed and more. While details are still emerging about the IIJA, [CLICK HERE](#) (see page 10 inside this edition) to see seven things you should keep in mind.

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Seminars & Events

Legal Toolkit 2022

*"Postponed Due to Health Concerns
 – New Date To Be Announced".*

Cost \$50 in-person NCBE members
 or \$25 via Zoom NCBE members

CPR/First Aid Training

Tuesday, January 25th

9 – 12 P.M.

Cost \$95 NCBE members

Forklift Operator Training

Tuesday, January 25th

1 – 4 P.M.

Cost \$150 NCBE members

**Fall Protection –
 Competent Person**

Thursday, February 10th

3 – 5 P.M.

Cost \$50 NCBE members

Construction Training Center

1030 Apollo Way, Santa Rosa (707) 542-9502 • www.ncbeonline.com

Seminar registration: Contact Accounting@ncbeonline.com



Construction Management Certificate

Info Session

Tuesday, January 25 @ 7–8pm

Online via Zoom

RSVP to receive your Zoom join link:

sonoma.education/ncbeinfo22s

**Spring 2022 Virtual Classes Start**

Tuesday, February 8

- Construction Management Health and Safety/OSHA
- Overview of California Building Codes
- Construction Project Management

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Member Spotlight



Contact: Kimberly Burnett
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FOR IMMEDIATE RELEASE

SolarCraft Completes Solar Power Installation at California Indian Museum & Cultural Center

Sonoma County Museum Installs Solar and Cuts Utility Bills

NOVATO, CA (January 2022)— Novato and Sonoma based SolarCraft, recently completed the installation of a 76.5 kW solar power installation at the California Indian Museum and Cultural Center in Santa Rosa, CA. Harnessing the power of the sun, the Sonoma Museum has increased the sustainability of their operations while cutting their operating costs by thousands every month.

The solar photovoltaic system is roof mounted, consisting of (180) high-efficiency 425-watt solar panels which will produce over 95,000 kWh of clean, renewable power every year. This will offset nearly 100% of the Museum's electrical needs, allowing their operations to run on solar power with less than a percent of power reliance on the utility grid. Future plans to make the facility even more energy resilient include a battery backup installation, and the solar power system was designed to accommodate that.

"Completing this solar project not only saves costs for our museum, but it also aligns with our tribal community goals and cultural values," said Nicole Lim, Executive Director at the California Indian Museum and Cultural Center. "It is critical that we engage in daily practices that mitigate the impacts of climate change and natural disasters. We are doing our part for our ancestral homelands, cultural resources and future generations."

Many nonprofit organizations are committed to cleaner, renewable energy and solar is one way to meet those goals. Commercial power purchase agreements (PPAs) allow non-profits to benefit from federal incentives. The PPA provider is able to monetize federal incentives and passes the benefits through to non-profits via lower contracted utility rates. The Museum expects to save over \$650,000 in utility fees from solar and the PPA arrangement over the next 25 years.

The new solar electric system will offset over 67 metric tons of carbon dioxide every year that would otherwise be emitted by fossil-fuel based utility power. This impact is equivalent to saving 156 barrels of oil, removing air pollution produced by over 170,000 miles of driving, or the pollutants removed by planting 83 acres of trees annually.

About SolarCraft

SolarCraft continues to provide clean energy and battery storage solutions throughout the North Bay while following strict health and safety protocols to protect employees, clients, and the community during the Coronavirus pandemic. SolarCraft is 100% Employee-Owned and has been one of the largest green-tech employers based in the North Bay for over 35 years. SolarCraft delivers Clean Energy Solutions for homes and businesses including Solar Energy and Battery Energy Storage. With over 8,500 customers, our team of dedicated employee-owners is proud to have installed more clean energy systems than any other company in the North Bay. www.solarcraft.com.

About The California Indian Museum and Cultural Center

The California Indian Museum and Cultural Center was founded in 1996 with the purpose of educating the public about the history, culture, and contemporary life of California Indians and to honor their contributions to civilization. The Museum provides California Indians and the public with a first class museum facility in which to portray California Indian history and culture from an Indian perspective.

###

NEWS RELEASE

Release Number: 2022-07 Date: January 14, 2022

Cal/OSHA posts fact sheets and updated COVID-19 FAQs

<https://www.dir.ca.gov/DIRNews/2022/2022-07.html>

Oakland— Cal/OSHA today posted fact sheets and updated its [FAQs on COVID-19 Prevention Emergency Temporary Standards \(ETS\)](#) to incorporate new guidance from the [California Department of Public Health \(CDPH\) on isolation and quarantine periods](#), and to [reflect revisions adopted by the Occupational Safety and Health Standards Board](#) on December 16, 2021 that went into effect today.

The fact sheets posted include:

What Employers Need to Know About the December 16 Standards

COVID-19 Isolation and Quarantine – What Employers and Workers Need to Know

In December 2020, Governor Newsom issued Executive Order N-84-20, which states that the recommended isolation and quarantine periods in the ETS will be overridden by any CDPH applicable isolation or quarantine recommendation if the ETS periods are longer than those recommended by CDPH.

Cal/OSHA helps protect workers from health and safety hazards on the job in almost every workplace in California. Employers who have questions or need assistance with workplace safety and health programs, including assistance with developing a COVID-19 prevention program at their worksite, can call Cal/OSHA's Consultation Services Branch at 800-963-9424.

Workers who have questions about COVID-19 hazards at work can call 833-579-0927 to speak with a Cal/OSHA representative during normal business hours. Complaints about workplace safety and health hazards can be filed confidentially with Cal/OSHA district offices.

Media Contact: Communications@dir.ca.gov, (510) 286-1161

Employers with Questions on Requirements May Contact: InfoCons@dir.ca.gov or call your [local Cal/OSHA Consultation Office](#).

The California Department of Industrial Relations, established in 1927, protects and improves the health, safety, and economic well-being of over 18 million wage earners, and helps their employers comply with state labor laws. DIR is housed within the Labor & Workforce Development Agency.

CPR+FIRST AID

Tuesday, January 25th

9 A.M. – 12 P.M.

**NCBE Construction Training Center
1030 Apollo Way, Santa Rosa**



Learn how to save a life in a positive, interactive and practical manner while gaining invaluable certificated instruction in the basics of CPR and First Aid.

Did you know that Section 1512 of the Cal/OSHA regulations states that "Each employer shall ensure the availability of a suitable number of appropriately trained persons to render first aid"?

Class instruction includes:

- CPR training
- Treatment for shock
- Choke & breathing rescue
- First Aid kits
- Bone & muscle injuries
- Emergency procedures
- Treatment for bleeding
- Caring for burns, bites & stings

Attendees receive Certification of CPR and First Aid.

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(Price is per person)



Eric Peterson, Owner/Instructor for Mill Creek Safety

Eric has been involved in safety training for companies for more than 20 years.

REGISTRATION FORM – CPR/FIRST AID TRAINING • TUESDAY, JANUARY 25, 2022

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Price is per person. Billing address, zip code and 3 digit security code (last 3 digits on back of card) required for processing.

Cancellations must be received 24 hours prior to the seminar to avoid being billed the full price.

NEWS RELEASE**Release Number: 2022-08****Date: January 19, 2022**

DAS announces solicitation for proposals for State Apprenticeship Expansion, Equity and Innovation Grant

Provided by Dept of Industrial Relations

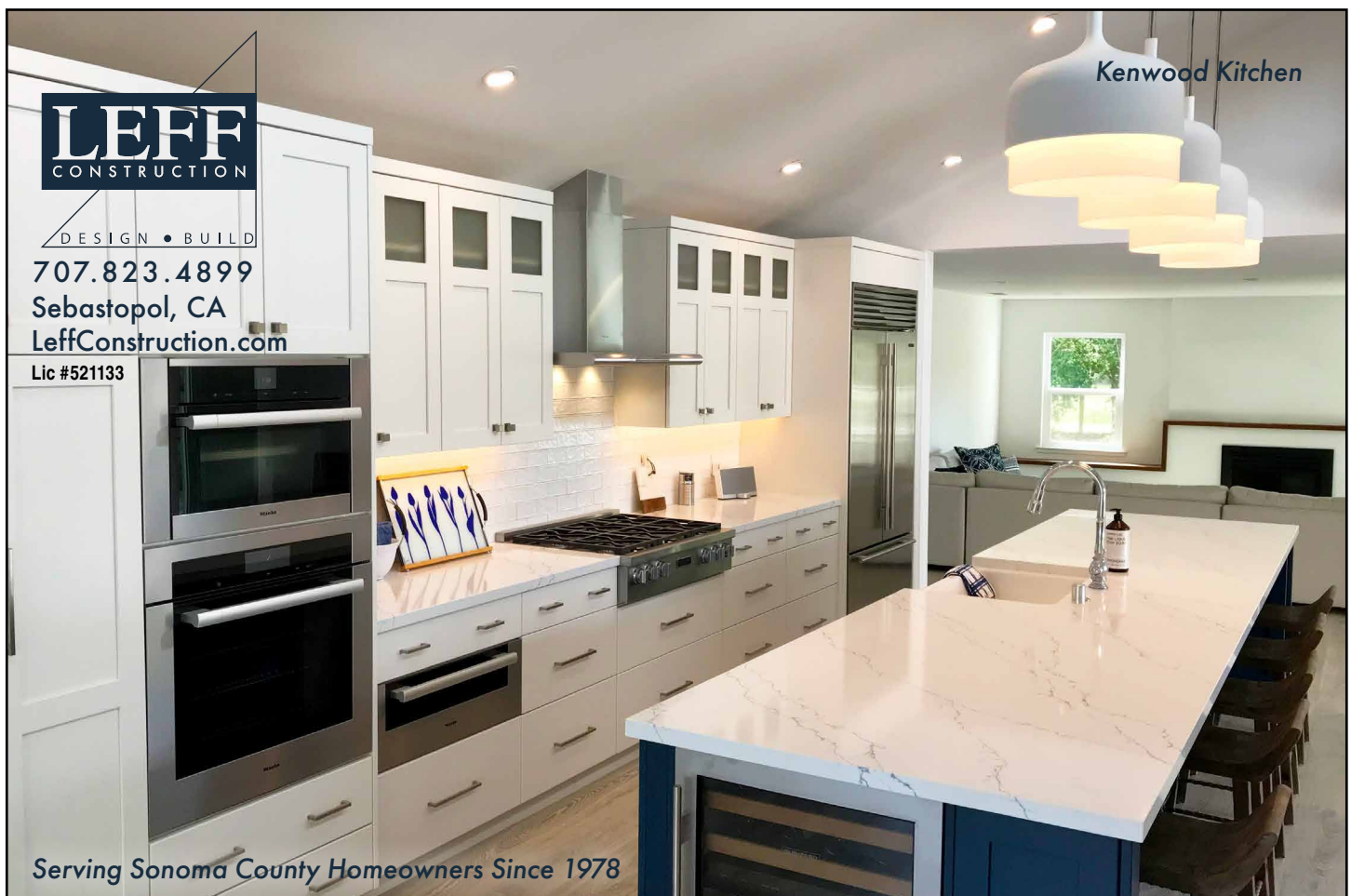
Oakland—The California Department of Industrial Relations (DIR) and its Division of Apprenticeship Standards (DAS) are announcing the availability of nearly \$7.3 million in funds to expand apprenticeship in California to underserved communities including women, people of color, justice-involved persons, people with disabilities, veterans and youth.

Regional Workforce Development Boards and Apprenticeship Program Sponsors may qualify for the grant to work with community groups by developing and expanding apprenticeship programs to target populations that are traditionally underrepresented. DAS has outlined the steps and information required to participate on its Solicitation for Proposals website.

“Registered apprenticeship provides opportunities to people who historically haven’t had access to well-paying careers,” said DAS Chief Eric Rood. “This grant will ensure programs are created collaboratively with communities to address workforce needs while prioritizing diversity and inclusion.”

In June of 2021, the U.S Department of Labor announced DIR was a recipient of the State Apprenticeship Expansion, Equity and Innovation grant. The grant provides DIR and DAS the opportunity to offer \$7,296,000 in grant funds to

[MORE ON PAGE 7](#)



DAS Announces Solicitation for Proposals for State Apprenticeship Expansion, Equity and Innovation Grant

FROM PAGE 6

qualified workforce investment boards and the apprenticeship program sponsors that they work with.

The grant funds will support programs to increase access for target populations, align the federal Workforce Innovation and Opportunity Act (WIOA) programs, implement co-enrollment strategies, provide supportive services and create onramps to career pathways for underserved communities including those affected by COVID-19.

“This grant opportunity is an exciting one for California as we continuously look for ways to provide opportunities for workers to explore new careers,” said DIR Director Katie S. Hagen. *“Apprenticeship is an earn-and-learn model that yields incredibly rewarding careers.”*

The Department of Industrial Relations’ Division of Apprenticeship Standards consults with employers to develop a skilled workforce, by establishing innovative apprenticeship programs that offer training, to create viable career pathways for Californians.

Contact: Communications@dir.ca.gov, (510) 286-1161

The California Department of Industrial Relations, established in 1927, protects and improves the health, safety, and economic well-being of over 18 million wage earners, and helps their employers comply with state labor laws. DIR is housed within the Labor & Workforce Development Agency



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Are employers with 100 + employees off the hook now?

By: Jessica Hawthorne, J.D., California Employers Association

On January 13, 2022, the United States Supreme Court issued a stay preventing OSHA from enforcing the vaccine/weekly testing mandate on employers with 100 or more employees. The Court did, however, uphold the mandate on healthcare workers whose institutions receive Medicare/Medicaid payments. So, we can close the chapter on that, right? Not so fast.


The Court's decision temporarily halts the implementation and enforcement of the rule, as it sent the case back to the 6th Circuit. Even after that, the Supreme Court may have to review it again for a final determination.

Just Tell Us What to do!

If you have 100 or more employees, prepare internally for compliance with the rule, although it is unlikely that the stay will be lifted. OSHA can also amend the rule or propose an alternative, less restrictive rule consistent with the authority it has under the Court's decision.

In the meantime, California employers should pay close attention to local mandates and updated California Department of Public Health (CDPH), Cal/OSHA, and Department of Fair Employment and Housing (DFEH) guidance for isolation, quarantine, vaccine and testing mandates.

CEA members can access our [COVID 19 Exposure Response Tool Kit](#) and [COVID-19: Return to Work & Leaves of Absence Tool Kit](#) or reach out to an HR Advisor for more assistance at 800.399.5331

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Forklift Operator Training



Tuesday, January 25th

1 P.M. — 4 P.M.

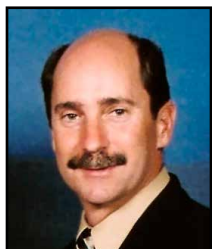
**NCBE Construction Training Center
1030 Apollo Way, Santa Rosa**

Training class includes:

- Duties of Employers/Employees
- Cal/OSHA Regulations
- Written Test
- Pre-Operational Inspections
- Forklift Site Evaluations
- Driver Proficiency Test
- Training Manual
- Equipment Inspections

Attendees will receive a training manual and a Forklift Operator License ID Card. You must be 18 years or older and read and write English for the written test.

The 1.5 hours of the class will be held in the classroom. The hands-on training and practical exercise will be held at Aaction Rents, 257 Dutton Avenue, Santa Rosa.



\$150 NCBE Members • \$200 Non-Members

(Price is per person)

Eric Peterson, Owner/Instructor for Mill Creek Safety. Eric has been involved in safety training for companies for more than 20 years.

REGISTRATION FORM

FORKLIFT OPERATOR TRAINING • TUESDAY, JANUARY 25, 2022

Register for this seminar by completing and faxing this registration form to 542-2027 or email to: Accounting@ncbeonline.com

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Price is per person. Billing address, zip code and 3 digit security code (last 3 digits on back of card) required for processing.
Cancellations must be received 24 hours prior to the seminar to avoid being billed the full price.

7 things we know (so far) about the infrastructure act

While much of the spending package is still coming into focus, there's a lot that construction leaders can start planning for.

Julie Strupp, Editor – Construction Dive

With the signing of the Infrastructure Investment and Jobs Act, 2022 is shaping up to be a huge year for infrastructure. About \$125 billion of these new federal funds will be available for procurement, according to Federal News Network, and it's important for contractors to understand where they're directed, the strings attached, when they will be disbursed and more.

While details are still emerging about the IIJA, here are seven things to keep in mind:

1. It puts an emphasis on public-private partnerships.

Public-private partnerships have become more popular for civil construction projects across the U.S. in the past 20 years, according to education company Lorman. [The infrastructure act](#), which mentions PPPs 42 times, will

likely popularize this type of procurement method further. Many types of initiatives listed in the act contain grantee selection criteria that consider non-federal contributions to a project, including those from public-private partnerships.

There are three other specific measures that are likely to boost PPPs. They are:

- Section 80403 would raise the cap on private activity bonds for highway and surface freight transfer facilities. The increase from \$15 billion to \$30 billion should help address current demand and lower the cost of private financing on future PPP projects.
- Section 71001 provides \$100 million, disbursed over five years, for a program to provide technical assistance with PPP procurement for project sponsors that lack capacity to engage the experts they need.
- Section 70701 requires a value-for-money analysis to ensure that certain projects — those receiving Transportation Infrastructure Finance and Innovation Act (TIFIA) and Railroad Rehabilitation & Improvement Financing (RRIF) credit assistance — evaluate whether

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7 things we know (so far) about the infrastructure act

FROM PAGE 10

a PPP would provide public benefit over a conventional delivery method.

2. It boosts union and minority jobs.

President Joe Biden said the IIJA will “*drive the creation of good-paying union jobs*,” and labor union leaders lauded its passage. The vast majority of infrastructure act funds will be covered by Davis-Bacon act worker protections. In addition, the Disadvantaged Business Enterprise (DBE) programs already in place at the U.S. DOT and the Federal Transit Administration create targets for DBE business participation in federal contracts, and will ensure that at least part of the funds are awarded to businesses led by women and people of color.

The IIJA supports historically disadvantaged workers and union jobs in a variety of other ways, too. The act establishes a Minority Business Development Agency

within the Department of Commerce to help DBE companies get access to contracts, capital and grants. In addition, the act supports the creation of training centers for the installation and maintenance of energy-efficient building technologies, run in partnership with employers and labor unions.

When implementing the work, government agencies must prioritize high labor standards, including paying prevailing wages and offering the chance to join a union. Project labor agreements, which establish the terms and conditions of work on a specific jobsite and end when the project is completed, are expected to grow in use under the law.

“While the IIJA does not mandate the use of PLAs, the Biden administration encourages and prioritizes PLAs on government-funded projects,” according to attorney Brian Lundgren of New York-based firm Jackson Lewis. “State and local governments, likewise, encourage, prioritize and sometimes even mandate the use of PLAs.”

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7 things we know (so far) about the infrastructure act

FROM PAGE 11

The act also directly supports the domestic manufacturing of railcars, electric buses, ferries and more. The IIJA strengthens requirements for iron and steel to qualify as being produced in the U.S., makes several other types of construction materials subject to these standards and strengthens origin standards for other manufactured products.

3. It encourages the use of construction technology.

The act contains \$20 million per year over five years, for a total of \$100 million, for advanced digital construction management systems and related technologies. The new program aims to maximize interoperability with other systems, boost productivity, reduce project delays and cost overruns, manage complexity and enhance safety and quality.

While language in the IIJA is neutral, Si Katara, co-founder and president of HeadLight, a visual-based inspection technology for infrastructure project, told Construction Dive that this funding will likely flow to visual-based inspection technologies, construction management tools, 3D modeling and digital twin technology, electronic ticketing technology and drones.

Contech experts and contractors alike welcomed the funding, though they say an even greater investment is needed. Nonetheless, they said it's a positive indicator of the sector's growth and importance.

"The industry must, after frustratingly long delays of several decades, leverage innovation by committing to invest in advanced digital design and construction management systems," said Barry LePatner, CEO of Insights+ and founder of LePatner & Associates, in an email.

4. It focuses on environmental projects.

The IIJA marks the first major federal investment to adapt to the impacts of climate change, and also seeks to

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7 things we know (so far) about the infrastructure act

FROM PAGE 12

remediate ongoing sources of pollution and environmental degradation. In particular, the law seeks to make infrastructure more resilient to extreme weather, and to adopt greener technologies.

The legislation aims to upgrade power infrastructure like dams to produce and deliver clean energy across the country. It will also clean up legacy pollution from former industrial and energy sites, remove lead pipes and remedy other drinking water contaminants, reclaim mines that are no longer in use and cap abandoned oil and gas wells. It contains \$47 billion for communities to adapt to fires, floods, storms and droughts, which scientists say are being exacerbated by climate change.

Nevertheless, the act doesn't do much to directly reduce climate change-inducing greenhouse gas emissions. According to climate news outlet Grist, *"This infrastructure bill, which Biden initially envisioned largely as a climate package, pretty much exclusively focuses on what Republicans like to call 'traditional' infrastructure — bridges, tunnels, roads, and the like."*

However, its emphasis on improving rail, buses and electric vehicle charging networks and creating safer streets for vulnerable road users like pedestrians and cyclists encourages greener transportation choices.

"Put to use wisely, that funding could do much to promote walkable communities and more sustainable development patterns," according to the Congress for New Urbanism.

5. It will take time to trickle to the projects that need it.

At the press conference following the legislation's passage, Biden said that Americans would start to see the impacts of the IIJA *"within the next two to three months as we get shovels into the ground."* While the first tranche of funds is already heading to states to improve water infrastructure and remove lead pipes, much of the funds will take more time to get to projects.

The law is not a quick-hit stimulus package, according to Brookings Institution analysis. Rather, it's a longer-term investment, and much of the funding will be disbursed annually in set amounts for a period of five to 10 years.

For many programs, the federal government will allocate funding to states, which will then dole out money to cities and towns, leaving prioritization of projects up to the

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7 things we know (so far) about the infrastructure act

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state's discretion. Most of the projects will be identified and carried out through state and local government agencies, which may need to hire experts, build out new programs, secure additional funds and more.

"There are scenarios where the industry achieves historic growth over the next few years while looking optimistically to the flow of the infrastructure funding from the Biden administration and built-up demand delayed by the pandemic," LePatner said.

6. Roads and bridges are the biggest beneficiaries.

The law contains a total of \$284 billion in transportation spending, which goes toward many types of projects including ports and waterways, road safety projects, airports, public transportation and electric vehicle charging stations. The largest amount, \$110 billion, is designated for roads and bridges. That sum is the single largest investment in repairing and reconstructing U.S. bridges since the construction of the interstate highway system, according to a White House press release.

An estimated 173,000 miles of U.S. roads and 45,000 bridges are in major need of maintenance, per the release. This law aims to rebuild the most economically significant bridges as well as thousands of smaller bridges, and repair and upgrade crumbling roads and highways.

It also includes the first Safe Streets and Roads for All program, with the mission of reducing traffic fatalities. The act designates \$1 billion for stitching back together communities that were divided by roads or highways, in particular urban neighborhoods that were historically occupied by people of color.

A 2022-2026 Market Analysis from the American Road and Transportation Builders Association (ARTBA) indicates that transportation construction market activity will grow 5% in 2022, due to work beginning on IJA-supported projects, as well as an improving economy. ARTBA expects the biggest growth to be in these sectors:

Amtrak and Class 1 rail work (+17%)

Bridge and tunnel construction (+9%)

Port and waterway projects (+6%)

Highways and streets (+5%)

Airports (+3%)

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7 things we know (so far) about the infrastructure act

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Subway and light rail work, however, is expected to decline by 10%, and despite the historic investment into public transit, experts say it won't be enough to address the backlog.

7. It decreases permitting delays through One Federal Decision.

The IIJA re-establishes One Federal Decision, which aims to streamline and expedite the federal environmental review processes required for major infrastructure projects under the National Environmental Protection Act. OFD was originally part of a Trump administration executive order that was revoked by Biden earlier this year.

OFD requires cooperation between agencies, concurrent review processes and the creation of a “*permitting timetable*” with a fixed deadline. The new process does

not circumvent any permitting requirements, but rather reduces the time required to process surveys — and thus the monetary impact of delays on contractors — by coordinating agencies to work simultaneously.

This process is managed through a lead federal agency. It also imposes a page limit on the review documents produced in the course of an environmental review, and installs a 90-day limit for an approval decision after the production of the review document.

AGC President Stephen Sandherr praised OFD in a press release, saying the measure would “[cut] the amount of time needed for federal reviews of infrastructure projects.” In fact, analysts predict that OFD may save more than the amount of the entire infrastructure bill in costs associated with permitting delays.

This story first appeared in Construction Dive's weekly Infrastructure newsletter.

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Five moves that can increase diversity, equity and inclusion

**Don't wait for a public relations disaster to prompt you.
Act now to reduce bias and discrimination in your workplace.**

By Matt Martin

Since the protests over the police killing of George Floyd, companies are looking for ways to combat racial bias and discrimination at work. The stats are jarring. In one study, hiring managers were 74% more likely to hire candidates with white-sounding names when their resumes were identical. Despite research showing that teams with more diversity perform better than more homogeneous teams, Black and Latino workers remain underrepresented in STEM jobs.

Just 3.1% of American tech workers are Black, and Silicon Valley is just 3% Black. And things may actually be getting worse. Around 1% of tech entrepreneurs in Silicon Valley are Black and Black Americans are severely underrepresented in positions of leadership at influential technology companies. In 2017 Fast Company reported there were fewer Black women in tech than there were in 2007.

Nearly every Fortune 500 company offers some variety of diversity training, yet diverse workers still face bias and discrimination. Referred to as implicit bias training, unconscious bias training, and anti-bias training, these

classes are supposed to reduce bias against certain groups, such as women and BIPOC, by making people aware of their biases.

Diversity training is often the go-to after a diversity PR disaster. For example, after a Starbucks barista stopped a Black man from using their restroom without buying something, the company closed 8,000 stores for a half day to put 175,000 workers through diversity training.

These trainings aren't cheap. U.S. companies spend approximately \$8 billion every year on diversity training. It cost Starbucks around \$12 million in lost business alone.

Following are five things you can do that can help reduce bias and discrimination in your workplace.

1. Measure Your Progress

Diversity training remains incredibly popular, despite the evidence. Part of the reason may be that companies aren't measuring the effectiveness of their diversity efforts. Or, if they are measuring it, they're not acting on the data.

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Five moves that can increase diversity, equity and inclusion

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Fast Company and Doug Harris, CEO of The Kaleidoscope Group, recommend companies survey employees to determine whether they're seeing improvements in diversity, equity and inclusion (DEI). *"One of the biggest actions [companies concerned about diversity] can take is to totally understand the inequities in their company,"* Harris says. *"Then put in place plans to address those inequities."*

One good first step is a company-wide survey. *"Invite people in your organization to share (under protection of anonymity) how they have observed or experienced inequity and bias, and empower them to be part of the design of the solution,"* says Kristen Liesch, co-CEO of Tidal Equality.

In addition, it's smart to keep track of counterproductive work behaviors. O.school founder Andrea Barrica notes that the rate at which women and people of color leave tech is even more alarming than hiring discrepancies. Many workers have heard off-color jokes or comments that hiring women, parents, or a Black person will kill the "fun" culture at work.

Are alienating incidents and microaggressions getting more or less frequent over time? Then look at your company's recruitment, promotions and leadership. How diverse, equitable and inclusive are they? Finally, are you

seeing fewer or more lawsuits, claims, settlements, or PR problems?

If possible, take stock of your situation before implementing any new DEI initiatives so you can compare your situation before and after to measure their effectiveness.

2. Make Diversity Training One Part of a Wider Effort


Once you have a baseline, you'll have a better idea of where you should focus your efforts.

Regardless of where you're starting, one short diversity training alone is unlikely to make a measurable difference. What does work, according to the research, is diversity training that is ongoing, includes a skills component, and is just one part of a larger effort around DEI. Dobbin and Kalev point out that a one-and-done diversity training can leave workers with unrealistic expectations and complacency around bias.

"Implicit bias training must be combined with other strategies," says J. Luke Wood, distinguished professor of education, associate vice president for diversity and innovation and chief diversity officer at San Diego State University. He recommends systems of accountability, clear support from leaders, diversity advocates for hiring, and inclusive job announcements and search criteria.

Sometimes subtle changes can have a big impact. For example, salary transparency/pay equity assessment is an initiative to consider combining with diversity training. Salary secrecy may diminish employee performance and

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transparency may help improve employee collaboration and boost motivation. However, the data is unclear on whether salary transparency results in more equal pay. There's evidence that pay transparency may lower average salaries and boost company profits.

Anecdotally, however, Dane Atkinson is all-in on salary transparency. The CEO of analytics software company SumAll contends that salary secrecy is abusive.

"Many times I paid two people with the very same qualifications entirely different salaries, simply because I negotiated better with one person than the other," Atkinson says. "Salary transparency is the single best protection against gender bias, racial bias, or orientation bias."

Yet when Buffer made the salaries of every employee public, it did nothing to change the gender-wage gap. And pay transparency is mandatory for government workers. But the gender wage gap is only 2% less than private companies.

"These issues are not going to be 'solved' with one big idea—of course one training isn't enough, duh, people!," Michelle Kim, co-founder & CEO of Awaken, says. "It's going to take real commitment, criticality and investment of resources for us to slowly undo the damages we have inherited, created and recreated. Even as someone who facilitates workshops full time for a living, I'm not here to

tell you that they will solve all of your DEI issues. Don't believe any vendor that tells you otherwise. Some will gladly be your agent for checking your 'diversity training' box."

3. Make Diversity Training Voluntary

Diversity training often fails because it leaves some workers feeling personally attacked and afraid they'll be discriminated against. Plus, when training is mandatory and the suggestions are presented as commands, people resist because they dislike feeling controlled. Another issue is that while diversity training works on some people, it actually causes others to become more prejudiced.

Dobbin and Kalev recommend that to help ensure that people don't feel attacked or controlled, it may make sense to make the training strictly voluntary. Ideally, the people who would be negatively impacted by diversity training would decline to attend, and the people who do attend won't feel controlled. Another way to make the training more obviously voluntary is to make it clear that the purpose is to make the company better, not to avoid getting sued.

For example, instead of saying, "We're introducing this diversity initiative to avoid getting sued," say, "We believe that increasing diversity will improve the business together."

It may also help to point to research showing that diversity makes companies more profitable and productive.

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4. Evaluate Workers on Inclusion

University of Chicago CS professor Chelsea Troy points out that training workers on topics they know they won't be evaluated on doesn't stick. To get workers invested in the material, let them know you'll evaluate them on their DEI efforts.

"Bias trainings are interesting, but after they're over employees don't focus there because they're not evaluated on their inclusion literacy," Troy wrote. "Instead, employees focus on the skills they need to get ahead—writing code, appeasing the boss, establishing influence. Individual people treat inclusion like an elective because the company's incentive system treats inclusion like an elective. Once employees need it to get ahead, suddenly they'll be going above and beyond those bias trainings to learn it."

Consider evaluating your employees based on how well they moderate discussions to make sure everyone has a chance to contribute, solicit opinions from the appropriate people, give people proper credit for their work, assume that their colleagues have reasonably advanced knowledge, and productively navigate disagreements. For more details

on what to measure, check out Troy's post: [A Rubric for Evaluating Team Members' Contributions to an Inclusive Culture](#).

5. Engage Leadership

Rather than having HR facilitate diversity for employees, try to engage leadership in some ongoing initiatives. Dobbin and Kalev found that anti-discrimination efforts that engage decision-makers in solving the problem themselves work best. For example, companies that asked corporate managers to find women and minority recruits markedly increased their managerial diversity.

You could also create diversity task forces composed of leaders from various departments to gather and examine hiring, retention, pay and promotion data. Those leaders should also be responsible for identifying areas for improvement, researching potential solutions, and selling their initiatives to their departments.

Leaders should be responsible for making sure job postings don't include language that alienates diverse candidates. Similarly, leaders should test whether whiteboard interviews or alcohol-based social events negatively impact diversity. If you include benefits in your job descriptions, include domestic partner benefits, maternity, paternity, and adoption leave.

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Five moves that can increase diversity, equity and inclusion

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When hiring, Barrica suggests bringing diverse candidates in for another interview when the team is on the fence. Also aim to interview at least one diverse candidate for every major role.

"These types of measures are often accused of being 'special treatment' or somehow unfair," Barrica writes. "I don't see it that way. If you acknowledge unconscious bias in your team, these types of policies can act as a safeguard to counteract unconscious team biases and lead to meaningful learning for the whole company."

Dobbin and Kalev find that people with more contact with members of other groups engage in less stereotyping. Have leaders ideate ways to increase contact between employees who normally don't interact, such as randomly assigning colleagues into smaller groups when eating lunch, socializing, doing offsites, etc. At Clockwise, our Zoom lunches have random breakout rooms where we

talk to coworkers we may not have had any face time with in a while.

Similarly, leaders can create management training programs that recruit existing managers to train aspiring managers. Dobbin and Kalev found that voluntary formal mentoring programs decrease discrimination.

Going Forward

Despite its popularity, diversity training, by itself, is unlikely to do much to increase your company's diversity, equity and inclusion. This is unfortunate, since tech has a long way to go in terms of parity in hiring, pay, or promotion.

To make a lasting difference, companies must:

- Measure their current levels of DEI.
- After setting your baseline, look into more comprehensive, ongoing initiatives.
- If you're going to include diversity training in your roadmap, consider making it voluntary.
- Also consider making diversity-promoting behaviors part of employee evaluations.
- Task company leaders with ideating potential DEI initiatives and best practices.

Matt Martin is co-founder and CEO of Clockwise, a provider of smart calendar assistant solutions.

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Capitol Connection Q&A for Contractors

By Shauna Krause
Capitol Services, Inc

As I have for many years, I will have a ‘bonding’ experience with a contractor in our first inquiry. First time or regular client, I always provide an answer on contractor and industry issues in licensing that reaches across the country. Wherever the question comes from we make a new friend. As readers are ‘aware’ the rules are complex, vary by state and are better understood before you ‘act’ ...

Q: We worked with you back in 2018 to obtain a license for our Corporation. We have converted our Corporation to a Limited Liability Company (LLC) and have notified the CSLB. In turn they have requested a bond that we aren’t familiar with, an LLC Employee/Worker bond.

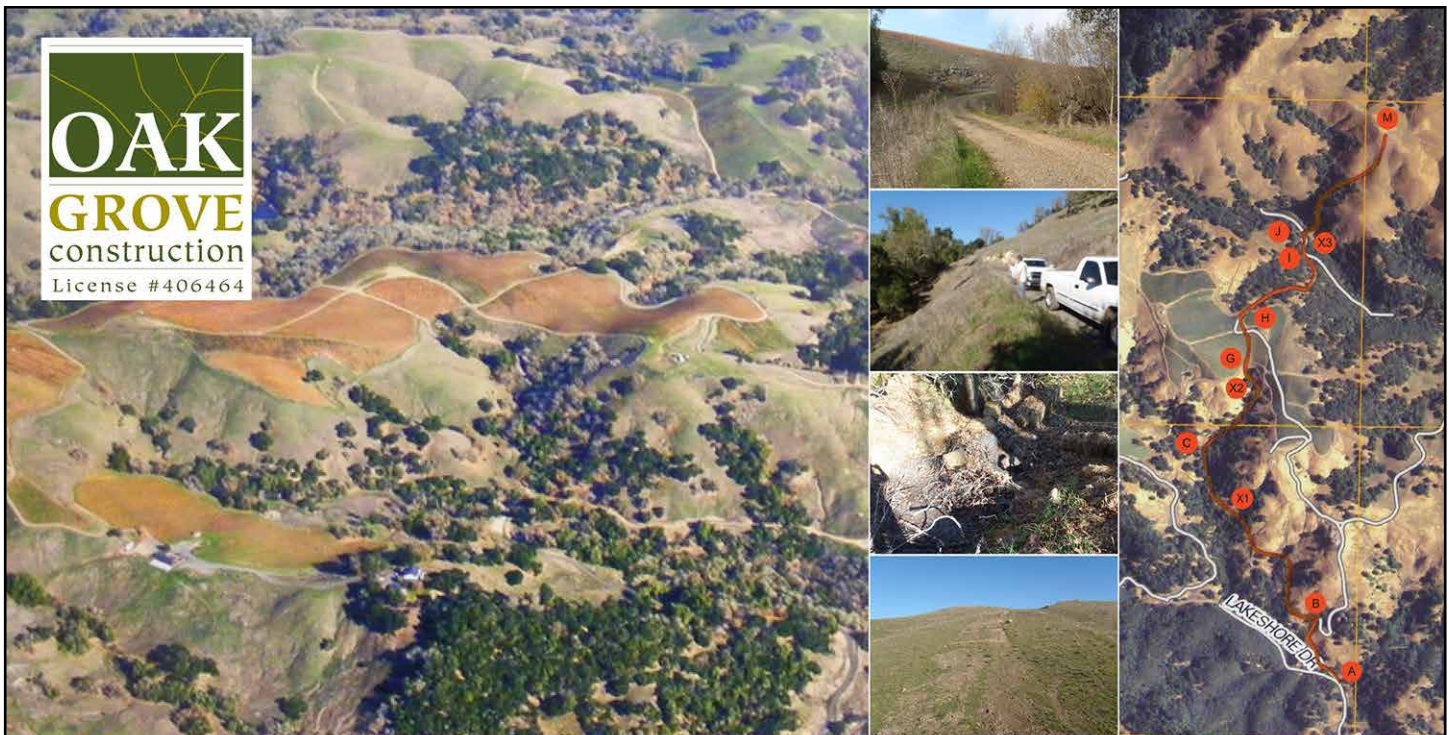
I’m sure you are aware it is required now that we are an LLC. Our question/concern is the bond application for this new bond seems to be asking a number of questions related to personal financial information. From our last experience

working with you, the bond company never required such information, which seemed logical because we understood the bond to be in place so that we don’t need to prove financial security, the customers always know they can get recourse from the bond. Do you mind letting us know your thoughts as to the financial information on the bond application and whether that seems unusual to you? Thank you in advance.

A: Yes, it is normal. LLC’s require an LLC/Worker Bond not for the protection of consumers/customers, but rather for the Employees of the LLC to be protected. Because the structure of an LLC allows some protection to the owners personally, the CSLB wants to ensure the LLC’s employees will be protected and receive wages, benefits, etc in the case the LLC suffers any type of monetary damage. Due to the extra risk which can be associated with these Bonds, the Bonding companies require personal financial information and indemnity agreements.

Q: I had a quick question for you. We found the form “Request for License Number Reissuance” and may be

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interested in submitting it for our existing Corporation, if applicable, in order to dissolve the Corporation but keep the license number with a new Corporation. Is that the applicable form to use? Also, we wanted to know the difference between sole ownership licenses vs corporate licenses—does the CSLB require the same information for each?

A: Before you take action let me answer your first question, licenses are not transferrable from one corporation to another corporation. The license number re-issuance form can be used either for a Sole Owner re-issuing to a Corporation or LLC, or for a Corporation re-issuing to an LLC.

From a licensing perspective, the only real difference between a Sole Owner license and a Corporate license as far as the CSLB is concerned is that a Corporation is required to be registered with the Secretary of State. CSLB fees are slightly less for a Sole Owner license as well, initially and upon renewal every two years.

While knowledge is power, knowing where to go for the answers is half the battle. Get expert assistance immediately when you call 866-443-0657, email info@cutredtape.com, or write us at Capitol Services, Inc., 3609 Bradshaw Rd, Ste H, #343, Sacramento, CA 95827. Search past columns at www.cutredtape.com.



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Building News Advertising Rates

Display Ad

Ad Size	Ad Type	Weekly NCBE Member	Weekly Limited-Member*	Quarterly NCBE Member	Quarterly Limited-Member*
3.5" x 2"	Horizontal Business card	\$15	\$31	\$195	\$403
3.5" x 4"	Horizontal Front/Back Business card	\$30	\$61	\$390	\$806
2" x 3.5"	Vertical Business card	\$15	\$31	\$195	\$403
4" x 3.5"	Vertical Front/Back Business card	\$30	\$61	\$390	\$806
3.5" x 5"	1/4 Page Vertical	\$46	\$92	\$598	\$1,196
7.5" x 5"	1/2 Page Horizontal	\$92	\$185	\$1,196	\$2,405
7.5" x 10"	Full Page Vertical	\$185	\$370	\$2,405	\$4,810

Sub Bid Ad

3" x 3.5"	Sub-Bid (E.O.E. ad)	\$24	\$48
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Classified Ad (NCBE Members only)

35 words	Text only (3 week maximum)	FREE	Not available
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Ad Deadline – We need to receive your ad by Wednesday 5 P.M. to be included in the next publication.

Ad Requirements – A full-size, high-resolution (200ppi) pdf or jpeg file. We can resize your ad for you, if needed.

Building News is a weekly publication., emailed to its members on Monday morning.
For any questions, please email [Deb Rourke](#) at NCBE, or call (707) 542-9502.

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Viewing the Plan Room section of *Building News* is reserved for members of the NCBE.

This section includes local construction information and plans available in NCBE's online plan room, plus:

- City/County Notices
- Projects Out to Bid
- Septic Permits
- Building Permits
- New Projects
- Legal Notices

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**If you are interested in becoming a member of the North Coast Builders Exchange, please call:
(707) 542-9502.**

BUILDING PERMITS: COUNTY & CITY

Sonoma County • In Plan Check

Owner Date	Contractor	Address	Type	Value
n/a 11/22/2021	n/a	3702 Mountain Home Ranch Rd, Mark West Springs Rd	metal carport	12,403
n/a 11/22/2021	n/a	3345 Bailhache Ave, Healdsburg	carport	30,693

Mendocino County • In Plan Check

Owner Date	Contractor	Address	Type	Value
Northern Aggregates Inc 01/03/2022	n/a	16100 No Hwy 101, Willits	metal storage	
County of Mendocino 01/03/2022	n/a	405 Observatory Ave, Ukiah	ada upgrades	
Kevin Jonathan 01/03/2022	n/a	204 We Pine St, Fort Bragg	remodel bathroom	
Singh Balwinder 01/03/2022	NWESTCO LLC	13501 So Hwy 101, Hopland	replace gas pumps	
Ann Dickson 01/03/2022	Redwood Roofers	11035 Wildwood Lane, Mendocino area	reroof	
Peterson Tractor Co 01/05/2022	n/a	3410 No State St, Ukiah	security fence	
Peterson Tractor Co 01/05/2022	n/a	3400 No State St, Ukiah	security fence	
Tom Force 01/07/2022	n/a	3711 Main Ranch Rd, Ukiah	solar	
Kathleen Martin 01/07/2022	n/a	50410 No Hwy 101, Laytonville	renovate barn	
319 N Franklin LLC 01/07/2022	n/a	319 No Franklin St, Fort Bragg	remodel	
Lisa Graves 01/07/2022	Mendocino Solar Service	22000 Petaluma Ave, Fort Bragg	roof solar	
Tom Force 01/07/2022	n/a	3711 Main Ranch Rd, Ukiah	sfd	
Jack Riedle 01/05/2022	Green Day Power	3446 Sol Lane, Ukiah	roof solar	
Sean Fletter 01/05/2022	Jordan Lykins	19401 Benson Lane, Fort Bragg	roof solar	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 13	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 12	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 11	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 10	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 9	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 8	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 7	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 6	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 5	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 3	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 2	
Jonathan Kurzfeld 01/03/2022	n/a	8500 Orr Springs Rd, Ukiah	hoop house 1	
Derek Lovell 01/05/2022	n/a	615 Rd N, Redwood Valley	cargo container 1	

BUILDING PERMITS: COUNTY & CITY

Derek Lovell 01/05/2022	n/a	615 Rd N, Redwood Valley	cargo container 2
Michael Lovell 01/05/2022	n/a	73770 Hill Rd, Covelo	metal shed
Gary Gradek 01/05/2022	n/a	4750 Orr Springs Rd, Ukiah	solar
Leland Marder 01/05/2022	Radiant Solar Technology	2000 Deerwood Dr, Ukiah	roof solar

Lake County • In Plan Check

Owner Date	Contractor	Address	Type	Value
n/a 11/10/2021	Westlake Enviromental	13194 Second St, Lakeport	demo garage	50,000
n/a 11/19/2021	n/a	442 Avenue A, Lakeport	repair	20,000
n/a 11/19/2021	n/a	11407 Elk Mountain Rd, Upper Lake	remodel	28,000
n/a 11/19/2021	n/a	11463 Elk Mountain Rd, Upper Lake	pole barn	6,000
n/a 11/22/2021	Bridges Construction	5470 Sunrise Dr, Lower Lake	deck	65,000
n/a 11/29/2021	Bridges Construction	5420 Sunrise Dr, Lower Lake	replace windows	20,000
n/a 11/29/2021	Bridges Construction	3708 Manzanita Dr, Nice	replace drywall	30,000

SEPTIC PERMITS

Sonoma County • Week of 11/21/2022

Owner	Job Address	Type	n/a	11200 Loch Haven Dr, Mark West Springs	new
n/a	2805 Bristol Rd, Kenwood	repair	n/a	251 Somerville Rd, Kenwood	new
n/a	6255 Wildwood Mountain Rd, Kenwood	repair	n/a	36925 Green Cove Dr, Sea Ranch	new
n/a	17986 Carriger Rd, Agua Caliente	new	n/a	237 Cleveland Ave, Petaluma	new
n/a	2330 Magnolia Ave, Petaluma	new	n/a	5726 Hall Rd, Santa Rosa	destruct
n/a	12324 Adine Ct, Glen Ellen	repair	Mendocino County • Week of 1/3-1/10/2022		
n/a	4250 Wallace Creek Rd, Healdsburg	repair	Owner	Job Address	Type
n/a	4464 Taylor Ave, Santa Rosa	repair	Sean Foley	16651 Hwy 128, Boonville	new
n/a	3498 Anderson Dr, Rincon Valley	repair	KC Muller	12540 Mal Coombs Rd, n/a	new
n/a	6010 Fredericks Rd, Twin Hills	new	Wiley Landon	41092 N Hwy 101, Laytonville	new
n/a	1313 Lawndale Rd, Kenwood	new			

PROJECTS OUT TO BID

[CLICK HERE](#) to download the current PDF file of the *Projects Out to Bid*, listed below.

Project #	Addenda	Bid Date	Bid Time	Project Name	City
21-03612	5	1/24/2022	2:00 PM	Rapid Corridors Project - San Pablo Avenue	Oakland & San Pablo
22-00021	4	1/24/2022	9:00 AM	Trinity High School Rehabilitation Increment Two - Casework	Weaverville
22-00023	4	1/24/2022	10:00 AM	Trinity High School Rehabilitation Increment Two - Flooring	Weaverville
21-00475	1	1/25/2022	2:00 PM	CDOT 02-1H7204 Construct Retaining Wall, Replace Concrete Sidewalk and HMA Paving	Shasta County
21-03349	6	1/25/2022	2:00 PM	Wastewater Treatment Plant Improvement Project	Burney
21-03520	4	1/25/2022	2:00 PM	Ely Booster Station Hazard Mitigation	Petaluma
21-03539	0	1/25/2022	2:00 PM	Cabling Infrastructure – E-rate at Rodriguez High School	Fairfield
21-03583	3	1/25/2022	3:00 PM	Construction of Eastside Road over Olney Creek Bridge Project	Redding
21-03653	1	1/25/2022	10:00 AM	Sacramento River Erosion Contract 1	Sacramento
21-03657	2	1/25/2022	3:00 PM	Magnolia Area Sewer Improvements Phase 1	Redding
21-03674	2	1/25/2022	2:00 PM	Fire Damaged Roadway Landscaping	Santa Rosa
21-03883	3	1/25/2022	2:00 PM	Byron Highway at Byer Road Safety Improvements	Byron
22-00025	0	1/25/2022	4:00 PM	District Cabling Upgrade: Internal Connections E-Rate Funding Year 2022-2023 (E-rate Year 25) - Antelope Elementary School District	Red Bluff
22-00074	0	1/25/2022	3:30 PM	Bailey Bridges Installation	Mendocino County

PROJECTS OUT TO BID

22-00122	0	1/25/2022	2:00 PM	65th Expressway Streetscapes Maintenance	Sacramento
22-00123	0	1/25/2022	2:00 PM	21st Avenue Streetscapes Maintenance	Sacramento
22-00124	0	1/25/2022	2:00 PM	Willow Creek Streetscapes Maintenance	Sacramento
22-00125	0	1/25/2022	2:00 PM	Pocket Canal Bikeway Maintenance	Sacramento
22-00126	0	1/25/2022	2:00 PM	43rd Avenue Streetscapes Maintenance	Sacramento
22-00142	0	1/25/2022	12:00 PM	Turners Outdoorsman (Design Build)	Yuba City
22-00184	0	1/25/2022	1:00 PM	Canine Companions Santa Rosa (Sub Bids Only)	Santa Rosa
21-03157	10	1/26/2022	4:00 PM	Furnish Mobile Generator System North Bay Aqueduct	Solano County
21-03455	2	1/26/2022	2:00 PM	Coffing Electrical Wire Hoists	Sacramento
21-03568	19	1/26/2022	1:30 PM	Happy Valley and Sunnyside Pumping Plants and Pipelines - EBMUD	Orinda and Lafayette
21-03632	0	1/26/2022	2:00 PM	Nicholas Park Renovation Project	Sacramento
21-03664	0	1/26/2022	2:00 PM	Port of West Sacramento Electric Vehicle (EV) Charging Station Installation Project	West Sacramento
21-03805	5	1/26/2022	2:00 PM	RVSD Headquarters Consolidation Project	San Rafael
21-03913	3	1/26/2022	2:00 PM	Cambria Suites - Pleasant Hill (Sub-Bids Only)	Pleasant Hill
21-03944	0	1/26/2022	2:00 PM	Marin Village Pump Station Improvements	San Rafael

PROJECTS OUT TO BID

22-00017	0	1/26/2022	2:00 PM	Meadows Park Phase 2	Sacramento
22-00050	0	1/26/2022	10:00 AM	Protected/Permissive Signal Head Conversion Phase 2	Rohnert Park
22-00072	0	1/26/2022	2:00 PM	Acrylic Sport Court Resurfacing Project	Folsom
22-00082	0	1/26/2022	11:00 AM	Albert Park Prefabricated ADA Restroom Building Installation	San Rafael
22-00087	0	1/26/2022	5:00 PM	Solicitation of Qualified Contractors For Construction of Skate Park and Spray Park	Lakeport
22-00089	0	1/26/2022	2:00 PM	Crack Filling Project FY 21-22	Folsom
22-00096	1	1/26/2022	1:00 PM	Hamilton Elementary School and San Jose Middle School Roofing Project	Novato
22-00099	0	1/26/2022	4:00 PM	RFP District Wireless Upgrade and Cabling - Internal Connections E-Rate Year 25 2022-2023	Esparto
22-00138	0	1/26/2022	2:00 PM	Grease Trap Pumping and Hauling	Napa
22-00195	0	1/26/2022	12:00 PM	LA Fitness Crestview Design Build (Sub Bids Only)	Carmichael
21-00402	4	1/27/2022	2:00 PM	CDOT 04-4J3004 Cold Plane AC, Place HMA (TYPE A) and RHMA-G	Napa County
21-03348	4	1/27/2022	2:00 PM	Collection System Improvement Project - Phase 2	Burney
21-03678	2	1/27/2022	2:00 PM	Flanagan Pole Replacements 115 kV Transmission Project	Shasta Lake
21-03685	0	1/27/2022	2:00 PM	AC Overlay Project SB1 2022 Phase 1	Sacramento
21-03687	0	1/27/2022	2:00 PM	Bridge Street Widening - Gray Avenue to Cooper Avenue	Yuba City

PROJECTS OUT TO BID

22-00106	0	1/27/2022	10:30 AM	International Drive Surface Treatment Project	Rancho Cordova
22-00134	0	1/27/2022	10:00 AM	Magnolia Pool Plastering Project	Rohnert Park
22-00135	0	1/27/2022	4:00 PM	Office Furniture Installation, Relocation, and Delivery Services	Santa Rosa
22-00136	3	1/27/2022	2:15 PM	Trash Collection, Hauling, and Disposal Services in Sacramento County	Sacramento
22-00166	0	1/27/2022	10:00 AM	Dicks Sporting Goods Remodel (Sub Bids Only)	Santa Rosa
21-03669	0	1/28/2022	4:00 PM	RFP City of Folsom Grazing	Folsom
22-00098	0	1/28/2022	5:00 PM	Planning Services	Sacramento
22-00103	0	1/28/2022	2:00 PM	Pavement Striping FY 21-22	Folsom
22-00110	1	1/28/2022	1:00 PM	RFP Spot Repair 4301 Appian Way	El Sobrante
22-00111	1	1/28/2022	1:00 PM	RFP Spot Repair 2037 Mason Street	San Pablo
22-00176	0	1/28/2022	3:30 PM	Architectural Services for Various School Facility Projects at Junction Elementary School District RFQ	Palo Cedro
21-03591	0	1/30/2022	2:00 PM	CUPCCAA for Anderson Valley Unified School District 2022	Boonville
21-03649	1	1/31/2022	2:00 PM	The Livery on Main (Sub Bids Only)	Sebastopol
21-03903	3	1/31/2022	3:00 PM	RFP for Professional, Technical & Expert Services Task Order Contracts - East Bay Regional Park District	Various Cities
22-00024	0	1/31/2022	2:00 PM	Napa Valley Vine Trail – St Helena to Calistoga	Calistoga

PROJECTS OUT TO BID

22-00056	0	1/31/2022	2:00 PM	CUPCCAA for the City of St. Helena 2022	St. Helena
22-00068	1	1/31/2022	2:00 PM	Revenue Vehicle Tire Lease and Services	Sacramento
22-00115	0	1/31/2022	3:00 PM	RFP/Q to Provide Design-Build Services for Old Adobe Elementary School Project	Petaluma
22-00190	0	1/31/2022	10:00 AM	Door and Gate Maintenance and Repair Services	Mather
21-00452	1	2/1/2022	2:00 PM	CDOT 04-281204 HMA, Rdwy Excavation, Structural Conc and Modifying Lighting Systems	Napa County
22-00018	0	2/1/2022	2:00 PM	CDOT 03-1J4604 Modify Ramp Metering Systems	Sacramento County
22-00019	1	2/1/2022	2:00 PM	Orinda Community Center Solar, Battery Storage, and Roof Replacement Project	Orinda
22-00025	1	2/1/2022	2:00 PM	RFQ for Janitorial Services - City of San Ramon	San Ramon
22-00036	0	2/1/2022	10:00 AM	Sheldon and Bradshaw Roundabout Improvements - Signing and Striping	Elk Grove
22-00048	0	2/1/2022	10:00 AM	Golf Management and Reservation System	Elk Grove
22-00066	1	2/1/2022	3:00 PM	RFP for Well Site Feasibility	Sacramento
22-00073	2	2/1/2022	3:00 PM	WUHSD - Wheatland High School Ag Science Building & Ag Mechanics Shop Project	Wheatland
22-00082	0	2/1/2022	10:00 AM	Andros Kaperos Kitchen Mechanical	Yuba City
22-00110	0	2/1/2022	3:00 PM	Generators and Automatic Transfer Switches for Ampla Health Multiple Locations	Chico, Colusa, Oroville, Yuba City, Olivehurst, etc
22-00169	0	2/1/2022	3:00 PM	Hillsdale Madison Self Storage (Sub Bids Only)	Sacramento

PROJECTS OUT TO BID

22-00032	1	2/2/2022	2:00 PM	Roof Replacements and On-Call Roof Maintenance Services	Antioch
22-00032	3	2/2/2022	2:00 PM	Finishing Kitchens at Bel Aire Elementary and Napa Valley Language Academy	Napa
22-00038	0	2/2/2022	2:00 PM	Mangini Ranch Savannah Parkway - Electrical	Folsom
22-00039	0	2/2/2022	2:00 PM	Mangini Ranch Savannah Parkway - Concrete	Folsom
22-00081	0	2/2/2022	2:00 PM	Hospital Bed Replacement Tower (RHT) Project UC Davis Health - Bid Package #RHT 08 Shoring & Underpinning	Sacramento
22-00093	0	2/2/2022	2:00 PM	Buchanan Road Emergency Waterline Repair Project	Pittsburg
22-00100	1	2/2/2022	2:30 PM	RFP Residential Service Line Protection - City of Antioch	Antioch
22-00116	0	2/2/2022	2:00 PM	On-Call Traffic Control Services	Sacramento
22-00117	0	2/2/2022	11:00 AM	Elevator Maintenance Services CHP 21C201007 Rebid #2	Sacramento
22-00139	0	2/2/2022	2:00 PM	Sullivan New Restroom Building and Campus Remodel	Fairfield
22-00148	2	2/2/2022	2:00 PM	Tractor Supply Fusion Project (Sub Bids Only)	Yuba City
22-00154	0	2/2/2022	2:00 PM	Florcal HVAC Replacement Project (Sub Bids Only)	Santa Rosa
22-00181	0	2/2/2022	2:00 PM	Warm Springs Fish Hatchery - Refrigeration Maintenance and Repair Rebid	Geyserville
22-00182	0	2/2/2022	2:00 PM	Warm Springs Fish Hatchery - HVAC Maintenance and Repair Rebid	Geyserville
21-03017	4	2/3/2022	2:00 PM	Landscaping Services	Sacramento

PROJECTS OUT TO BID

21-03876	4	2/3/2022	2:00 PM	Sheriff's Office Generator Replacement	Martinez
22-00003	0	2/3/2022	2:00 PM	North Vineyard Station Open Space Preserve Trail and Landscaping Project - Elder Creek Phase 1B	Sacramento
22-00006	2	2/3/2022	2:00 PM	Backyard Water Mains Replacement Project	Elk Grove
22-00013	0	2/3/2022	2:00 PM	Nuisance Abatement Cleanup Services for Shasta County	Shasta County
22-00062	0	2/3/2022	3:00 PM	Engineering and Right of Way Services for the Stillwater Business Park Phase 2C Projects	Redding
22-00075	1	2/3/2022	5:00 PM	Deer Creek Apartments Construction (No GC Openings / Sub-Bids Only)	Chico
22-00086	1	2/3/2022	3:00 PM	Provide Architectural and Engineering Services for Fire Station 82	Dixon
22-00119	1	2/3/2022	2:00 PM	California Highway Patrol Academy, Mechanical System Upgrade - Project 1	West Sacramento
22-00135	1	2/3/2022	11:00 AM	RFQ for Construction Management, Inspection, and Testing Services for the Third Street Safety Improvements Project	San Rafael
22-00147	1	2/3/2022	2:00 PM	Moraga Road & Hacienda Drainage Project	Moraga
22-00077	0	2/4/2022	2:00 PM	2021-22 ADA Accessibility and Sidewalk Improvement Project	Healdsburg
22-00105	0	2/4/2022	3:00 PM	Woodland Southeast Area Aquatic Complex	Woodland
22-00114	0	2/4/2022	2:00 PM	Hospital Bed Replacement Tower (RHT) - Bid Package #RHT 06 Drywall, Framing & Fireproofing	Sacramento
22-00149	0	2/4/2022	2:30 PM	UHS Gym Boiler Replacement Project	Ukiah
22-00194	0	2/4/2022	2:00 PM	Adega II (Sub Bids Only)	Rohnert Park

PROJECTS OUT TO BID

22-00208	0	2/4/2022	1:00 PM	5 New 2021 or 2022 10 Passenger Vans	Sacramento
21-03318	0	2/7/2022	2:00 PM	Disaster Recovery Multifamily Housing Program (CDBG-DR) - Shasta Lake	Shasta Lake
21-03905	1	2/7/2022	2:00 PM	RFP Construction Management Services for Moraga Road and Hacienda Drainage Project - Town of Moraga	Moraga
22-00003	2	2/7/2022	12:00 PM	RFP Internal Connections - Network Infrastructure Upgrade for Contra Costa County Library	Various Cities
22-00067	1	2/7/2022	2:00 PM	Soil Remediation - Twin Rivers Triangle	Sacramento
22-00100	0	2/7/2022	4:30 PM	Preventative Maintenance and Unscheduled As-Needed Repair Services for Two (2) Air Compressors	Sacramento
22-00128	0	2/7/2022	3:00 PM	Request for Proposal - Parks, Facilities, & Recreation Master Plan	Suisun City
22-00020	0	2/8/2022	2:00 PM	CDOT 02-0J6804 Corrugated Steel Pipe, Geomembrane & Rock Slope Protection	Shasta County
22-00030	0	2/8/2022	2:00 PM	CDOT 01-0K9604 Remove and Place Thermoplastic Traffic Stripe with Micro-Surfacing	Mendocino County
22-00059	0	2/8/2022	2:00 PM	Slope Mowing and Weed Abatement Services	Sacramento
22-00111	0	2/8/2022	2:00 PM	RFP Biological Monitoring Services - Water Reclamation Facility Flood Mitigation Project	Healdsburg
22-00120	1	2/8/2022	2:00 PM	Tara Hills Sewer Replacement	Pinole
22-00129	0	2/8/2022	11:00 AM	Fence Installation Services CHP 21C201006 Rebid #1	Sacramento
22-00153	0	2/8/2022	2:00 PM	Structural Aluminum Welding Services for Cantilever Repair	Sacramento
22-00160	0	2/8/2022	3:00 PM	On-Call Roof Maintenance Services for the City of Redding	Redding

PROJECTS OUT TO BID

22-00168	0	2/8/2022	2:00 PM	Hospital Bed Replacement Tower (RHT) Project - Bid Package #MR 04D	Sacramento
22-00192	0	2/8/2022	9:00 AM	RFP-Construction Management Services	Marysville
22-00204	1	2/8/2022	3:00 PM	Home 2 Suites Hotel – Fairfield (Sub Bids Only)	Fairfield
22-00207	0	2/8/2022	2:00 PM	Lichen K-8, Kindergarten Playground	Citrus Heights
21-03511	18	2/9/2022	1:30 PM	Orinda, Lafayette, and Walnut Creek Water Treatment Plants - Carbonic Acid Storage and Feed Control Systems - EBMUD	Orinda, Lafayette, Walnut Creek
22-00042	0	2/9/2022	2:00 PM	Venetia Valley School Field Restoration Project	San Rafael
22-00056	0	2/9/2022	10:00 AM	San Anselmo School Bike Spine	San Anselmo
22-00134	2	2/9/2022	11:00 AM	East Blithedale Avenue Rehabilitation Project - Phase 2 & 3	Mill Valley
22-00144	0	2/9/2022	2:00 PM	Hartley Street Pedestrian Improvement Project	Lakeport
22-00165	0	2/9/2022	4:00 PM	Hallway Painting at the John E. Moss Federal Building	Sacramento
22-00174	0	2/9/2022	2:00 PM	CM Services for Bell Avenue Complete Street Rehab	Sacramento
22-00188	0	2/9/2022	12:00 PM	Discovery High School Cosmetology Tenant Improvement	Sacramento
22-00200	0	2/9/2022	2:00 PM	HVAC Retrofit at Alta Mesa Elementary School	Redding
22-00201	0	2/9/2022	2:00 PM	HVAC Retrofit at Parsons Middle School	Redding
22-00202	0	2/9/2022	2:00 PM	Harmony Field Phase 3, Lease Leaseback (Sub Bids Only)	Occidental

PROJECTS OUT TO BID

21-03327	4	2/10/2022	2:00 PM	Central Plant Boiler 3 Emission Improvements	Davis
21-03371	1	2/10/2022	4:00 PM	RFP Landscape Maintenance and On-Call Services	Napa
22-00071	0	2/10/2022	2:00 PM	RFP Landfill Operations Management	Woodland
22-00101	0	2/10/2022	4:00 PM	Chandon Avenue Orchard Cleanup	Gridley
22-00130	0	2/10/2022	1:00 PM	Roofing Project 2022 for Paradise Unified School District	Paradise
22-00140	0	2/10/2022	2:00 PM	On-Call Pavement Restoration Project 2022-2024	Sacramento
22-00158	0	2/10/2022	2:00 PM	Engineering Services for the Chiller Replacement Project	Elk Grove
22-00161	0	2/10/2022	2:00 PM	Scott Road Realignment Project	Folsom
21-03666	1	2/11/2022	2:00 PM	E-rate Infrastructure Hardware and Installation Project at Fourteen (14) School Sites	Elk Grove
22-00058	1	2/11/2022	1:00 PM	RFP Infrastructure Plan for Fleet Electrification	Elk Grove
22-00151	0	2/11/2022	10:00 AM	SCUSD - COVID Drinking Fountain Upgrades - Bid Package 1	Sacramento
22-00162	0	2/11/2022	2:00 PM	Scott Road Realignment CM RFP	Folsom
22-00170	0	2/11/2022	3:00 PM	On-Call Drilling and Well Installation Services for City Landfills	Sacramento
22-00186	0	2/11/2022	4:00 PM	Redistricting Services	Elk Grove
22-00205	0	2/11/2022	12:00 PM	Pool Repair	Petaluma

PROJECTS OUT TO BID

22-00115	0	2/14/2022	3:00 PM	RFP On-Call Pump Repair Services	Various Cities
22-00141	0	2/14/2022	5:00 PM	RFQ for On-Call Consulting Services - Landscape Architect Services	Martinez
21-00418	4	2/15/2022	2:00 PM	CDOT 04-264724 CIP Bridges, Construct Roadway, Retaining Walls and Modify Electrical	Marin County
21-03642	0	2/15/2022	10:30 AM	Re-Bid - Heating, Ventilation and Air Conditioning (HVAC) Duct Maintenance Services at the Yuba City DMV Field Office	Yuba City
22-00012	0	2/15/2022	2:00 PM	CDOT 02-2H8104 Roadway Excavation, Install Welded Steel Pipe and Alt. Pipe Culvert	Trinity County
22-00114	0	2/15/2022	4:00 PM	RFP Engineering Design Services - Diablo Road Trail Crossing Improvements	Danville
22-00164	0	2/15/2022	2:00 PM	Yolo Bypass West Levee Culvert Replacement Project	Woodland
22-00172	0	2/15/2022	2:00 PM	404 Aviation Boulevard HVAC Retrofit	Santa Rosa
22-00191	0	2/15/2022	1:00 PM	Reclamation District No. 817 - Bear River Setback Levee Project	Sutter County
22-00028	0	2/16/2022	2:00 PM	CDOT 03-2G0704 Place Polyester Concrete Overlay	Colusa, Glenn, Sac, Sutter and Yolo Counties
22-00076	0	2/16/2022	2:00 PM	Water and Sewer Line Replacement at Crystal Lake Fish Hatchery	Cassel
22-00163	0	2/16/2022	2:00 PM	2022 Water & Sewer Repair & Replacement Project	Woodland
22-00185	1	2/16/2022	2:00 PM	District Wide Fencing Phase 3	Napa
22-00206	0	2/16/2022	3:00 PM	Automotive Franchise Dealership Parts and Services	Sacramento
21-03688	0	2/17/2022	1:00 PM	Yuba College Campus hazardous Materials Abatement Fire Alarm Systems Project	Marysville

PROJECTS OUT TO BID

22-00126	0	2/17/2022	2:30 PM	Marin Emergency Back-Up Power Project at Key County Facilities, 120 N. Redwood Drive, San Rafael	San Rafael
22-00155	0	2/17/2022	1:00 PM	Surveillance Installation	Fairfield
22-00102	1	2/18/2022	2:00 PM	RFQ Martinez Detention Facility (MDF) & West County Detention Facility (WCDF) Security System Upgrade Project	Martinez & Richmond
22-00196	0	2/18/2022	2:00 PM	Replace Chiller Unit	Rancho Cordova
22-00177	0	2/21/2022	4:00 PM	Pre-Construction and Lease-Leaseback Services for the Grounds Maintenance Building Project - Thermalito Union School District	Oroville
22-00203	0	2/22/2022	2:00 PM	Roofing Upgrades at Three Sites	Fairfield
22-00211	0	2/22/2022	4:00 PM	Paradise High School Library-Science Modernization (No GC Openings / Sub-Bids Only / Lease - Leaseback)	Paradise
22-00210	0	2/23/2022	4:00 PM	Paradise Intermediate School Classroom Modernization (No GC Openings / Sub-Bids Only / Lease - Leaseback)	Paradise
22-00149	1	2/24/2022	2:00 PM	Fire Station #2 & Fire Station 81 Generator Replacements for the Contra Costa County Fire Protection District	Pleasant Hill & Antioch
22-00145	0	2/28/2022	2:00 PM	Vallejo Community Center Kitchen, Electrical, and ADA Upgrades	Vallejo
22-00189	0	2/28/2022	4:00 PM	Unarmed Security Services (2022)	Vallejo
22-00002	0	3/1/2022	2:00 PM	ISHI Conservation Camp Replace Kitchen (Rebid)	Paynes Creek
22-00150	0	3/1/2022	5:00 PM	Prequalification of Bidders for Butte County SB 863 Jail Project	Oroville
22-00159	1	3/8/2022	2:00 PM	RFP/Q for Lease-Leaseback Construction Services for Foothill High School Aquatic Complex	Sacramento
22-00078	2	3/11/2022	3:30 PM	RCCC / Main Jail CCTV Maintenance and Software Support	Sacramento

PROJECTS OUT TO BID

21-03750	6	3/17/2022	10:00 AM	Gladys Drive & Vicinity Main Replacement Project	Pleasant Hill
21-03613	0	4/1/2022	5:00 PM	CDBG-DR Multifamily Housing Program - City of Oroville (Rebid)	Oroville
21-03846	1	5/24/2022	2:00 PM	Standard Sewer Rehabilitation Project	El Cerrito
21-03108	0	10/1/2022	2:00 PM	CUPCCAA for Evergreen Union School District 2021/2022	Cottonwood
21-03231	0	10/3/2022	2:00 PM	CUPCCAA Greater Hayfork Valley Park and Recreation District 2022	Hayfork
21-03245	0	10/3/2022	2:00 PM	CUPCCAA Corning Union Elementary School District 2022	Corning
21-03263	0	10/3/2022	2:00 PM	CUPCCAA for Redding / Shasta Union Elem / Igo-Ono-Platina USD 2022	Shasta County
21-03269	0	10/3/2022	2:00 PM	CUPCCAA for Shasta-Tehama-Trinity Joint Community College District 2022	Redding
21-03325	0	10/31/2022	2:00 PM	CUPCCAA for the Shasta County Office of Education 2022	Redding
21-03332	0	10/31/2022	2:00 PM	CUPCCAA for Shasta Union High School District 2022	Redding
21-03344	0	11/1/2022	2:00 PM	CUPCCAA for Cottonwood Union School District 2022	Cottonwood
21-03346	0	11/1/2022	2:00 PM	CUPCCAA for Red Bluff Joint Union High School 2022	Red Bluff
21-03347	0	11/1/2022	2:00 PM	CUPCCAA Oroville Union High School District 2022	Oroville
21-03363	0	11/1/2022	2:00 PM	CUPCCAA for Bella Vista Elementary School District 2022	Bella Vista
21-03364	0	11/1/2022	2:00 PM	CUPCCAA for Shasta-Trinity Regional Occupational Program 2022	Redding

PROJECTS OUT TO BID

21-03392	0	11/1/2022	2:00 PM	Shasta-Tehama-Trinity Joint Community College District Measure H Bond Projects 2022 Prequalification	Redding
21-03459	0	11/1/2022	2:00 PM	CUPCCAA for Enterprise Elementary School District 2022	Redding
21-03466	0	11/1/2022	2:00 PM	CUPCCAA for Trinity Alps Unified School District 2022	Redding
21-03475	0	11/1/2022	2:00 PM	CUPCCAA for Red Bluff Union Elementary School District 2022	Red Bluff
21-03490	0	12/1/2022	2:00 PM	CUPCCAA - Yuba County Office of Education 2021-2022	Marysville
21-03502	0	12/1/2022	2:00 PM	CUPCCAA for Corning Union High School District 2022	Corning
21-03506	0	12/1/2022	2:00 PM	CUPCCAA-Wheatland High School	Wheatland
22-00175	0	12/1/2022	2:00 PM	CUPCCAA for Junction Elementary School District 2022	Palo Cedro
21-03340	0	12/30/2022	2:00 PM	CUPCCAA for Maxwell Unified School District 2022	Maxwell
21-03575	0	12/30/2022	2:00 PM	Notice Inviting Contractors 2022	Ukiah
21-03452	0	12/31/2022	2:00 PM	CUPCCAA for Franklin Elementary School District - 2022	Yuba City
22-00034	0	12/31/2022	2:00 PM	CUPCCAA for Tri-County Schools Insurance Group	Yuba City
22-00156	0	12/31/2022	2:00 PM	CUPCCAA for Sonoma County Water Agency	Sonoma County

LEGAL NOTICES

Sonoma County • Notice of Completion

Date	Record	Owner	Contractor	Project Address/Area
12/29/2021	2021140212	KB Home South Bay Inc	KB Home South Bay Inc	5858 Kittyhawk Place, Rohnert Park
12/29/2021	2021140251	City Ventures Homebuilding	City Ventures Homebuilding	253 Gambrel Circle, Santa Rosa
12/30/2021	2021140655	County of Sonoma	MIK Construction	343 Casa Manana Rd, Santa Rosa
12/30/2021	2021140674	City Ventures Homebuilding	City Ventures Homebuilding	247 Gambrel Circle, Santa Rosa
12/30/2021	2021140678	City Ventures Homebuilding	City Ventures Homebuilding	249 Gambrel Circle, Santa Rosa
12/30/2021	2021140685	KB Home South Bay	KB Home South Bay	5850 Kittyhawk Place, Rohnert Park
12/30/2021	2021140716	Gregory Owen	Silvermark Construction Services	3608 Fir Ridge Dr, Santa Rosa
12/30/2021	2021140766	Sectarian Properties Inc	Blue Mountain Const Services	67 Mysine Way, Santa Rosa
12/30/2021	2021140821	Richmond American Homes	Richmond American Homes	97 Jagla St, Cotati
1/3/2022	2022000122	Richmond American Homes	Richmond American Homes	101 Jagla St, Cotati
1/3/2022	2022000380	City of Rohnert Park	Arrow Sign Company	Snyder Lane, Rohnert Park
1/3/2022	2022000381	City of Rohnert Park	Schaefer Engineering	various locals, Rohnert Park
1/4/2022	2022000517	Richmond American Homes	Richmond American Homes	98 Jagla St, Cotati
1/6/2022	2022001117	Sonoma County Water Agency	Hanford ARC	Dry Creek Road, Healdsburg
1/6/2022	2022001118	County of Sonoma	Danco Builders	122 Century Ct, Santa Rosa

Sonoma County • Claim of Lien

Date	Record	Claimant	Value	Owner
12/29/2021	2021140118	David Foster	12,000 against	David Foster
12/30/2021	2021140950	Marny Day	68,752.16 against	Robert Jacob
1/3/2022	2022000244	Northwest General Engineering	74,444.18 against	Precision General Commercial
1/5/2022	2022000913	Black Oak Canyon	206,272.56 against	Kimberly Gordacan
1/6/2022	2022001221	Rental Rehab	12,729.84 against	Chris Wong

Sonoma County • Release of Lien

Date	Record	Claimant	Owner
12/29/2021	2021139945	PG Trim	City Ventures
12/29/2021	2021140253	Pace Supply Corp	Kimberly Gordacan
12/29/2021	2021140480	ABC Supply Inc	Gregory Moore

LEGAL NOTICES

12/30/2021	2021140753	Pace Supply Corp	against	Claudi Clow
1/4/2022	2022000583	Mead Clark Lumber	against	Renee Fonmin
1/4/2022	2022000584	Mead Clark Lumber	against	Jvw Corp
1/4/2022	2022000585	Mead Clark Lumber	against	Jamie Katz
1/4/2022	2022000586	Mead Clark Lumber	against	Brian Bleuher
1/4/2022	2022000690	Lange & Company Builders	against	Zethan Lerhman

Mendocino County • Notice of Completion

Date	Record	Owner	Contractor	Project Address/Area
1/6/2022	00316	Eugene Bruington	owner	421 Tehuacan Road, Ukiah

Mendocino County • Claim of Lien

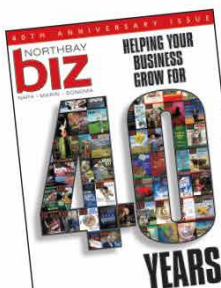
Date	Record	Claimant	Value	Owner
1/6/2022	00336	Ukiah Pacific Associates	26,250.00 against	Bradford Seaton

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