



Statewide Small Business Council Meeting Minutes – July 15, 2011

San Joaquin Council of Government
555 E. Weber Avenue
Stockton, CA

Statewide Council Members Present

Barragan, Miguel (alt.)	NCA
Cunningham, Lee	CWOE
Garcia, Rodrigo	SHPE
Guerrero, Paul	CAL-SBE
Hassoun, Sam	GLA
Hou, Johnathan	ABA
Hunsaker, Debbie	GFACC
Johnson, Bernard	SDRMSDC
Lau, Eddy	AAAE, SFO
Llewellyn, Rebecca	WCOE
Lowry, Patrick	DVBEA
Ramirez, Frank	NAG
Ulmer, William (alt.)	SDVOB
Vargas, Jesus	SJCHCC
Yu, M.C. (alt.)	AAAE, SFO

Caltrans Staff Present

Padilla, Robert	Acting Chair
Dayak, Silvia	District 10
Ehlert, Shari Bender	District 6
Land, Richard	Acting Chief Deputy Director
Negri, Francesca	DPAC
Nyaga, Bonny	District 4
Pulido, Lauren	District 10
Robertson, Deborah	District 7
Sartipi, Bijan	District 4
Sequeira, Alicia	OBEO
Shell, Angela	Construction
Skewis, Rose	OBEO

Guests

Carrera, Angel	DGS
Leslie, Scott	USDOT
Yokota, Lance	FHWA

Public Participants

Au, Winnifer	
McCray, Algerine	
Smith, Sandra	SES

Note: Some attendees did not sign in.

ITEM 1 – Welcome/Introduction/Opening Remarks

Mr. Robert Padilla, DBE Program Manager, Office of Business and Economic Opportunity (OBE), California Department of Transportation (Caltrans)/Statewide Small Business Council (SBC) Acting Chair, called the meeting to order at 8:40 a.m. Acting Chair Padilla welcomed Statewide Small Business (SB) councilmembers, Caltrans staff and guests. Acting Chair Padilla also thanked Councilmember Guerrero and his wife, June, for hosting the Statewide SBC committee meetings last night. All attendees were asked to introduce themselves.

Acting Chief Deputy Director Richard Land, representing Acting Director Malcolm Dougherty, spoke about these significant issues: safety, the 405 closure, and the budget. In the aftermath of three unfortunate fatalities of Caltrans highway workers in District 11, Caltrans has spent a lot of time emphasizing safety both within the department and with the travelling public. Mr. Land stressed that this is a dual responsibility, and the travelling public needs to understand the importance of being alert in work areas. Nationwide, 80 percent of fatalities in work zones are to the travelling public.

The 405 is closing this weekend, and Caltrans has asked the public to stay away. The closure starts on Friday night with complete closure by midnight and is expected to reopen by 5 a.m. Monday.

Caltrans has a budget. Significant changes: AB 115 passed – a \$971 million – owed/borrowed from the state highway account to be used for debt service on transportation bonds rather than allocated to transportation projects. Caltrans is currently reworking its fund estimate for the next five years and must factor this in. Caltrans continues to see the number of projects that move through construction go down to match the revenue coming in. It is the same on the federal side, \$230 million over 6 years, and Caltrans can't exceed existing revenues.

Caltrans is still working to comply with the Governor's Executive Orders regarding reductions in cell phones, car fleet, as well as in-state travel restrictions. The Statewide SBC has felt the effect of stripping down to the bare minimum of mission critical activities. Discussing issues via teleconference or VTC is not as effective. The most significant issue for Caltrans is equipment reduction. We are being asked: if you don't use it often, why do you need it and why not rent. Construction has to justify the equipment they have, or it will be sold.

Councilmember Garcia asked for the status of the new Disparity Study. Acting Chair Padilla stated that the evaluation committee reviewed proposals, a firm was selected, and a bid protest was received. Currently, the new Disparity Study is in the protest processing stage at the Department of General Services (DGS) and the Office of Administrative Hearings. An outcome is expected to be received within the next 30 days.

Councilmember Vargas asked if there were any updates regarding Business, Transportation and Health (BTH) Secretary and Caltrans Director appointments. Acting Chief Deputy Director Land said that there is no movement. Ms. Traci Stevens is still BTH Acting Secretary, and Caltrans Chief Deputy Director Malcolm Dougherty is Caltrans Acting Director.

Councilmember Lau raised the issue of slow DBE certifications due to staffing and funding issues in the OBE Certification Unit. He had heard that there is a six-month backlog. Acting Chair Padilla answered that he did not know the exact backlog and that the Certification Unit has vacancies to fill, but the hiring freeze affects the process. We hope it will be easier to hire with the signed budget.

- **Action item:** Research certification backlog and report finding at next Statewide SBC meeting.

Acting Chief Deputy Director Land said that staff levels have been slightly reduced; however, we still have a hiring freeze for vacancies in critical areas and have submitted hiring exemption requests. A number of statewide vacancies are under the Administration class. The exemption requests fill the most critical vacancies and are submitted to BTH for approval. If approved by the BTH, the exemption requests will move forward to the Governor's Office for final approval. Mr. Land mentioned that Caltrans has had some success in receiving approvals for critical areas like maintenance and mechanics. Regardless, Caltrans still has problems getting projects completed due to reduced staffing. Caltrans tries to fill vacancies, but it doesn't address the workload.

Regarding the Certification Unit backlog, Acting Chair Padilla also noted that if there are no issues, the certification process, including scheduling and conducting on-site inspections, takes approximately three months. The OBE Certification Unit is trying to work with other certifying agencies to process certifications. Councilmember Lau commented that when Los Angeles transferred their files to Sacramento the backlog was nine months, and he doesn't believe that number has changed. Mr. Lau mentioned that in the SF Bay Area, BART's certification process takes three-to-six months and believes that Fresno's processing time is also in that range.

Councilmember Johnson asked why the DBE Supportive Services contracts were called back. Acting Chair Padilla said that the proposals, generally, went through the process but were not awarded and that they will be readvertised. Currently, we are revising the scope of work (SOW). Councilmember Lau said that he discussed the SOW with Chair Fonseca, and one major item in the old contract was advising the consultant to include training on the responsibility to count commercially useful function (CUF) towards the DBE goal. Councilmember Lau encourages Deputy Director Fonseca to include CUF responsibility as one of the SOW services. DBE Supportive Services needs to step forward to make sure certification applications are complete and suggests insuring that the DBE Supportive Services SOW include this item.

Councilmember Dean said that due to backlog, the city of Los Angeles asked his SB organization to handle on-site inspections and suggested that Caltrans consider utilizing SB organizations in this capacity, too.

Acting Chief Deputy Director Land gave the Statewide SBC an update on California High Speed Rail (HSR). Mr. Land mentioned that Caltrans has been working closely with HSR managers for about one-and-a-half years. There are teams in each district working on the environmental phase. The technical committee meets on a monthly basis, and regular meetings are held with the Chief Engineer. Councilmember Garcia commented that participation is the largest issue. A complaint has been filed with DOT to try to get Federal Rail Authority (FRA) to adopt a DBE program. The complainants are soliciting Caltrans help to speak with California HSR to share thoughts on DBE participation. Councilmember Garcia mentioned that he would like to invite FRA to attend a Statewide SBC meeting to discuss this issue and asked if Mr. Land could be involved because it is important for Caltrans to convey this message to them. Mr. Land said that Caltrans interaction with California HSR is focused on HSR with the highway system; we make sure that we coordinate crossings with Right-of-Way. We help them due to their limited staff. Councilmember Ramirez asked what Caltrans can do to make the California HSR schedule realistic. Mr. Land said that Caltrans provides California HSR information and educated input as to the challenges they face. California HSR must meet certain milestones to keep their funding, which is where their challenges lie, in addition to right-of-way, their biggest issue.

Councilmember Cunningham said that she was familiar with two pieces of legislation, and the word on the street is to put California HSR under Caltrans. Right-of-way is a different message than what is out on the street. Acting Chief Deputy Director Land said that one bill gives California HSR authority to do

condemnation right-of-way and the other bill puts California HSR under BTH. Councilmember Jordan asked if Caltrans is putting money into HSR. Mr. Land said no and that Caltrans will be reimbursed by HSR or FHWA. Mr. Lance Yokota (FHWA) said that he was not aware of any funding from FHWA.

Councilmember Vargas mentioned that the last HSR meeting he attended was presented by HSR developers in Spain who have implemented creative public private partnerships and suggests that if Caltrans is looking into HSR, to glean information from China and Spain.

ITEM 2 – Approval of June 24, 2011, Meeting Minutes

The June Statewide SBC meeting minutes were not ready and tabled to the next Statewide SBC meeting.

ITEM 3 – Bonny Nyaga, District 4, Mentor-Protégé Program Graduation

Mr. Steven Whipple, Principal Transportation Engineer, District 4, Caltrans, Co-Chair of the AGC-District 4 Mentor Protégé Program (Program), thanked the Statewide SBC for celebrating this milestone and stated that this is an appropriate venue to show appreciation for hard work. District 4 had high expectations for the Program and plans to continue to infuse SB into the public bidding process. Mr. Whipple announced their first speaker: District 4 Director Bijan Sartipi. Mr. Sartipi commented that he had been waiting for this day for quite some time and was pleased to be able to get this Program moving and to celebrate its first graduates. Mr. Sartipi stated that SB is important to Caltrans, and this Statewide SBC is an example of why Caltrans sees SB as important. The Governor's Executive Order in 2006 showed the high level of commitment to SB. District 4 Director Sartipi recognized Mr. Miguel Galarza from Yerba Buena Engineering and Construction, Co-Chair of the Program. Mr. Sartipi expressed his appreciation for the prime contractors who stepped forward as mentors with their offers of help and leadership, and the SBs who signed up for the Program as protégés. Mr. Sartipi expressed his belief that this Program is growing the industry, and the industry wants to be proactive and will help keep our Program growing. Currently, Caltrans has the largest capital program in its history and hopes to keep this level, which means Caltrans needs contractors. Mr. Sartipi thanked Mr. Whipple and Mr. Nyaga for making sure District 4 had a solid Program. He also thanked each of the mentors and offered his congratulations to all of the graduating protégés. Mr. Sartipi also thanked Mr. Kevin Rowe, District Manager for the Associated General Contractors (AGC) of California, and Caltrans administration for their support in providing the resources to have this Program. Councilmember Ramirez added his thanks to Mr. Sartipi for his leadership.

Mr. Whipple thanked Mr. Sartipi and said that the Mentor-Protégé steering committee was formed in 2008 between Caltrans District 4 and the local AGC Chapter to establish a pilot program. Letters and applications were mailed to potential protégé firms. The committee received over 40 responses; and, after these responses were screened, 20 protégé firms were invited to an event to meet prospective contractors. From this event, 15 protégé firms were paired with the available mentor firms. Mr. Whipple noted that the AGC has been a great partner and invited Mr. Rowe to speak. Mr. Rowe said that the AGC has a long history of helping SBs, and one of their goals is to have mentors help SBs because SBs know how to do the work and need help that large companies can provide. Mr. Rowe would like this to be a statewide Program and mentioned that the AGC is constantly looking for new mentors/protégés. Mr. Whipple then introduced Mr. Miguel Galarza, a committee member who has participated in the Program as both a protégé and mentor. Mr. Galarza expressed his appreciation of the Program, to the commitment of civil servants and the AGC for his success. Mr. Galarza said that this Program enabled SBs to become an asset to an AGC. Mr. Galarza personally thanked Mr. Sartipi and his mentor – who took away time from his family and business to make sure his protégé went to the next level. Mr. Galarza stated that there are success stories like his with all mentors. Mr. Whipple

introduced Mr. Clifton Burch, graduating protégé, owner of Empire Engineering & Construction, who mentioned his mentor's, R&L Brosamer, Inc., commitment to him and the Program. Mr. Burch said that his mentor purchased his first estimating software, which raised their profit margin 25 percent, and also taught him the importance of a coding system. Their mentor/protégé relationship is both personal and professional. Currently, Empire Engineering & Construction is working with a handful of government agencies and contractors, and Mr. Burch believes that this would not have been possible without the help of Caltrans, AGC, this Program, and, especially, Mr. Brian Stopper of R&L Brosamer, Inc., who spent a lot of time mentoring Mr. Burch and his staff. Certificates were then awarded to the mentors and protégés. Mentors include: C.C. Meyers, Inc., MCM Construction, Flatiron West, Inc., R&L Brosamer, Inc., Ghilotti Brothers, Inc., Yerba Buena Engineering & Construction, Inc., Granite Construction Company and Kiewit Pacific Company. Protégés include: Underwater Resources, Inc., Comletric, Inc., RCJ & Associates, Inc., Plant Hazardous Services Inc., Empire Engineering and Construction, Inc., Community Playgrounds, Inc., Suarez & Munoz Construction, Inc., and The Bowan Company.

Mr. Whipple added that not all protégés work in transportation. This Program is open to any and all SBs. Mr. Whipple then introduced Mr. Bonny Nyaga, Mentor-Protégé Program Manager, for closing remarks. Mr. Nyaga thanked Mr. Sartipi for his support and the mentors and protégés for their hard work and sacrifice. Mr. Nyaga also expressed his excitement in reaching this milestone and that their goal is to implement this Program in each Caltrans District.

Councilmember Vargas commented that he participated in the Calmentor program. Ghirardelli Associates was their mentor and trained them to win a contract as a prime. The Calmentor program has made a huge difference for his company.

Councilmember Jordan wanted to know to how long it takes for a protégé to complete the Program. Mr. Whipple answered that the current Program is two-years and that some companies need less time while some need more. The goal is to build a relationship with the mentor.

Public participant Ms. Algerine McCray, former Caltrans OBEO Deputy Director, stated that Caltrans and AGC sent individuals to the Port of Oakland in Oregon to gather information about their Mentor-Protégé Program – a successful program already in place. Councilmember Hassoun and Ms. McCray were the original Chairs of the program. Ms. McCray expressed her delight and pride in the success of the Mentor-Protégé program.

Councilmember Lau congratulated Mr. Whipple and Mr. Nyaga for their outstanding achievement with the Mentor-Protégé Program and urged Caltrans to open this up to Asian labor forces. Come up with a program with Asian construction crews. He expressed his appreciation of the program and enjoyed hearing the success stories.

Acting Chair Padilla expressed his appreciation for everyone's hard work.

ITEM 3 – Statewide Committee Reports

Committees met the night before and discussed 2011 Action Items; refer to the Committee Action Item listing bandout for the updates.

Construction – Councilmember Hunsaker for Committee Chair LaCome

Councilmember Hunsaker thanked Councilmember Guerrero and his wife, June, for hosting yesterday's meetings. The committee recently met with Mr. Victor Mendez, FHWA, and expressed interest in their new Director. Issues discussed during yesterday's committee meeting:

- Policies and procedures in place for Caltrans emergency contracts.
- The lag time to recertify equipment postpones the ability to be paid for the use of equipment.
- Engineering issues that cause shortages in estimating affect pricing and costs.
- SBs have concerns with Design-Build – bidding on the unknown and what can they do to protect themselves.
- Councilmember Llewellyn said that they have also discussed fuel prices and how it affects SBs; higher costs that were not bid in the contracts. In San Diego, with three deaths, write new specs affect moving traffic to one lane; changing lanes in the night will slow down work; realize that this will increase costs.
- Councilmember Guerrero said that when Caltrans reports DBE participation, the top line is the total dollars spent, and the second line totals the subcontractors' dollars and divides it into DBE participation. True DBE participation is under four percent; not supposed to use subcontractor dollars calculated on total dollars to get DBE participation. This was discussed last night and Councilmember Guerrero wants to know why doesn't the FHWA say it's wrong. Hispanics are down to two percent, and Blacks are lower. Hispanics are at two percent; correct number on last year and year before. The committee proposes that Caltrans gives us a report as to how they will fix the report to look at DBE participation. Councilmember Guerrero asked why do we have to wait for the Disparity Study when we know we're not participating. Mr. Yokota said that FHWA looks at the total DBE dollars and divides by total dollars; and, even though the form has subcontractor information, FHWA doesn't take that as total DBE participation. Councilmember Guerrero wanted to know why FHWA isn't outraged that Blacks are less than one percent and Hispanics are less than two percent – why can't FHWA direct Caltrans not to wait for the Disparity Study? Mr. Yokota responded that FHWA is not happy with this participation and is looking at other data that may allow this.

Professional Services – Councilmember Lau, Chair

- Develop a DBE/UDBE tracking system for DPAC. The committee asked DPAC to look at a form developed by District 4 and copy some tracking info. DPAC will create a draft form for the committee to review before it is finalized.
- Continued discussion on closing DBE/UDBE utilization loophole where DBE firms who have graduated from the DBE program are returning under different NAICS codes. The committee feels that these firms should not be used for credit in meeting the DBE/UDBE goal.
- Implement Microbusiness (MB) program. MB in statute since 2002. Chair Fonseca said that she only sees 160 entities certified under MB and with that basis there is no availability to justify a MB goal. Brought up issue with Mr. Angel Carrera, DGS, as to how to reconcile this. Mr. Carrera said that he believes that the 160 entities are A&E firms. Mr. Padilla said that Mr. Carrera will be invited to the next Professional Services Committee meeting but hope to have an answer before then. Councilmember Garcia noted that there is a MB box to check on the application form and people don't mark it; he went online and found the application. Mr. Garcia wanted to know the process to be classified as a MB. Mr. Carrera said that MB is classified by revenue; and, if the MB box is not checked, DGS will calculate. Councilmember Lau commented that they are still dealing with the DBE

goals on Design-Build contracts and wants Caltrans to set separate construction and A&E goals so that professional services will have a chance. Mr. Padilla mentioned that this was discussed at the last meeting, and the plan is to maintain equal opportunity on both sides. Councilmember Lau added that there should be separate goals for state-funded contracts and to set DVBE goals. In District 4, there are two contracts where they would like to see the mandatory pre-bid meetings push the MB goal.

- Issues with District 43: the committee is taking a proactive approach by forming a task force with Councilmember James, Chair, and Council members Bill Ulmer, Rodrigo Garcia and Johnathan Hou.
- Councilmember Jordan asked about giving credit for DBEs; for example, District 59 wants to award a contract to a fashion designer – they should not be given credit as a DBE. Councilmember Hou agreed that the certification loophole with NAICS codes needs to be closed.
- Councilmember Lau asked for the status of their request from their March committee meeting for the SB Advocate to prepare a letter for the Governor’s signature to be distributed to every chief executive officer of local agencies to encourage them to do their utmost to comply with the Federal CFR.
 - **Action item:** Check status of SB Advocate letter to be signed by the Governor per Councilmember Lau’s request.

Councilmember Lau also thanked Paul and June Guerrero for hosting the committee last night.

ITEM 4 – District Updates

District 4 (Oakland) – Bijan Sartipi, District Director

District Director Sartipi thanked both Councilmember Guerrero and his wife, June, for their hospitality last night. Currently, District 4 has 140 construction contracts representing approximately \$4.5 billion. Emergency contracts: \$28.8 million; 27 percent SB utilization (\$7.7 million) as of the end of June. Emergency contracts for maintenance: \$5.5 million; 46 percent SB utilization (\$9.5 million), 4 percent DVBE utilization (\$.8 million). Emergency contracts for Director’s Orders Informal Bid: two projects of two – 36 percent to SB (\$.5 million). Mr. Sartipi spoke about one of the highlights of their Doyle Drive project: one of their contractors, Ms. Julie Berry, owner of Cal-Con Pumping, was honored as Senate District 3’s Small Business of the Year. Ms. Berry was also featured on the White House Web site. Mr. Sartipi also mentioned the Devil’s Slide Project. They are currently doing finishing work on the tunnel and expect it to open next year – they have a long way to go. Mr. Yokota commented that when this \$300 million contract was awarded, there were no goals yet attained 11 percent DBE participation.

District 6 (Fresno) – Sherri Bender Ehlert, Interim District 6 Director

District 6 Director Shari Bender Ehlert spoke about SB activities: their SB staff is partnering with the Asian Business Information Resource Center for workshops to be held between August through October in the Fresno area focusing on SBE/DVBE certification, marketing, and how to find opportunities (participants will learn how to navigate the OE and BIDS SYNC Web sites). In addition, the SB group is working with the SB Development Center on DVBE programs. On June 22, there was a mandatory pre-bid meeting for a Design-Build project with 6 primes and 61 SBs in attendance. District 6 SB office moved from their Manchester Mall site to the downtown Fresno Caltrans Tower Building at 855 M Street; their phone number remains the same. Ms. Bender Ehlert also said that she was encouraged by the success of the Mentor-Protégé Program.

Councilmember Lau asked about District 6 Design-Build contract: when Ray Tritt made his Design-Build presentation to the Statewide SBC, the goal had not been set. Has the goal been set? Acting Chair Padilla said that the I-80 UDBE contract goal was set at 13.5 percent. Councilmember Hou asked if there were separate A&E and construction goals. Mr. Padilla did not know and asked if they can do an amendment.

- **Action item:** Find out if an amendment is possible to set separate A&E and construction goals on Design-Build contracts.

District 7 (Los Angeles) – Deborah Robertson, District 7

District 7 representative Ms. Deborah Robertson, Deputy Director, External Affairs, announced that on July 28, from 1 p.m. to 3 p.m., there will be a networking session for upcoming A&E contracts in construction inspection, field materials testing and plant inspection. Los Angeles Small Business Day is July 21; Congressmember Karen Bass will be participating as well as Acting Chair Padilla. Ms. Robertson said it was great to witness the accomplishments of the Mentor-Protégé Program. Ms. Robertson also mentioned that while the 405 is closed, no one will be idle. They are doing maintenance work from the 10 to 101 to catch up with things that they haven't been able to do because of dwindling maintenance staff. In closing, Ms. Robertson requested that this meeting be closed in memory of Mr. Tony Velasquez, a former Caltrans employee who worked with A&E and passed away two weeks ago.

Speaking on behalf of the Professional Services Committee, Councilmember Lau asked that District 7 spread the work around and hold a mandatory pre-proposal meeting so that SB/DBE/UDBE firms attend and can meet the prime face to face.

District 10 (Stockton) – Lauren Pulido, Small Business Liaison

Ms. Pulido thanked the San Joaquin Council of Government for providing today's meeting facility and complimentary coffee and introduced Ms. Silvia Divak, District 10's new Small Business Liaison. In March, they held a mandatory pre-bid meeting for Interstate 5 North. On August 4, there will be a Small Business Summit at the University Plaza Waterfront Hotel in Stockton. On October 18, there is a Caltrans workshop for the November 3 Small Business Exchange.

ITEM 5 – Public Comment/Good of the Order

Councilmember Vargas mentioned that last week, Mr. Andrew Chesley received the Executive of the Year award from the San Joaquin Council of Governments. Mr. Vargas also announced that the California Hispanic Chambers of Commerce 32nd Annual Convention will be held in San Jose on August 10 - 12, 2011.

Acting Chair Padilla asked Ms. Alicia Sequeira, OBEO Small Business Liaison Coordinator, to speak about upcoming Statewide SBC meetings. Ms. Sequeira extended to the Statewide SBC an invitation received from District 11 (San Diego) inviting the Statewide SBC to their annual contractor's award ceremony and luncheon on October 20 and 21, 2011. Similar to last year, committee meetings would be held after the ceremony/luncheon on Thursday afternoon, and the full Statewide SBC would meet the next morning. Travel reimbursement would be allowed for this meeting. Acting Chair Padilla added that instead of meeting in person in September, the Statewide SBC could meet via VTC, or they could skip the September meeting and meet in person in October. Councilmembers voiced their concerns about waiting until October for an in-person meeting, and Acting Chair Padilla said that the Statewide SBC could vote on their preference: meet in September (via VTC or in person) or postpone their September meeting to October in District 11. Councilmember Lau opposed skipping the September meeting and said that the Statewide SBC needs to meet face to face in September. Acting Chair Padilla said that if there is a meeting in September it will need to be a teleconference. Councilmember Lau's response was that the meetings are too far apart, and the Statewide SBC needs to meet face to face in September. Acting Chair Padilla stated that there can be a teleconference in September. Councilmember Hou commented that as Acting Chief Deputy Director Land mentioned in his opening remarks, more is accomplished when you meet face to face and that there is no engagement when

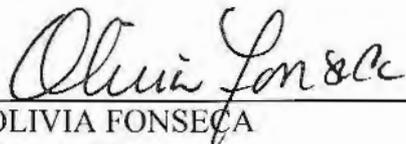
participating via VTC. Councilmember Garcia also recommended meeting face to face in September. Councilmember Lau added that if Caltrans is not funding travel after the September meeting then the Statewide SBC will have to make a decision as to what to do. Acting Chair Padilla asked if the Statewide SBC wanted to have a face to face meeting in September and no October meeting. Councilmember Cunningham commented that the Statewide SBC went from meeting monthly to bimonthly due to budget restrictions and asked if the Statewide SBC's schedule would be moving to meeting on a quarterly basis. If so, their decisions for agenda items would be different if dealt with on a bimonthly versus quarterly basis. Councilmember Guerrero agreed that three months is too long to wait for the next meeting.

The meeting was adjourned in memory of Mr. Tony Velasquez.

Meeting adjourned: 11:53 a.m.

Next meeting: September 16, 2011
Office of Business and Economic Opportunity
Sacramento, CA

Approved by:



OLIVIA FONSECA
Deputy Director
Office of Business and Economic Opportunity
California Department of Transportation