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Indefinite Quantity Construction Contract - State of Texas - Permian Basin Texas Area

Sourcewell (Formerly NJPA) issues this Request for Proposals (RFP) on behalf of, and to provide Indefinite Quantity Construction Contracting (IQCC) services to, all current and potential Sourcewell Members including all government agencies, education agencies to include colleges and universities, and non- profit agencies in the State of Texas. Each contract has an initial term of two (2) years and bilateral option provision for three (3) additional terms. The Estimated Annual Value per contract is \$2,000,000.00.

IQCC is a contracting procurement system that provides facility owner's access to contractors to provide immediate construction, repair and renovation services over an extended period of time.

Intending proposers are strongly encouraged to attend a pre-proposal conference which shall be conducted for the purpose of discussing the IQCC procurement system, the contract documents, and reviewing the Sourcewell Procurement Portal system for responding to these RFPs. Attendance at one of the below conferences is strongly encouraged.

November 19, 2019 at 9:00 am CT

Hampton Inn - Midland 5011 West Loop 250 North Midland, TX 79707

November 20, 2019 at 9:00 am CT

Home 2 Suites - San Angelo 2569 Southwest Boulevard San Angelo, TX 76901

November 19, 2019 at 2:00 pm CT

Hampton Inn - Abilene I-20 3526 West Lake Road Abilene, TX 79601

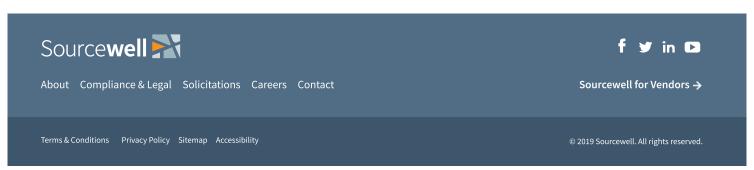
Important Dates

Bid Due Date:

December 18, 2019 at 4:30 pm CST

To obtain a copy of the complete IFB, register for a mandatory pre-bid seminar, ask questions related to the IFB, or to submit a Bid, please use the link below.

Sourcewell Procurement Portal 🔀





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Before Me, the undersigned authority, on this day personally appeared

Raphael Moye of the Midland Reporter-Telegram, a newspaper of general circulation published in Midland, Ector, Howard, Crane, Glasscock, Martin, Upton, and Andrews Counties, Texas, who stated on oath that the attached instrument was published in said newspaper on each of the following dates to wit:

11-04-2019, 11-11-2019

Raphael Moye

Sworn and Subscribed to before me, this Monday, November 11, 2019

Commission Expires

Notary Public

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Terri Swanson, being first duly sworn, on oath states as follows:

- 1. (S)He is and during all times herein stated has been an employee of the Star Tribune Media Company LLC, a Delaware limited liability company with offices at 650 Third Ave. S., Suite 1300, Minneapolis, Minnesota 55488, or the publisher's designated agent. I have personal knowledge of the facts stated in this Affidavit, which is made pursuant to Minnesota Statutes §331A.07.
- 2. The newspaper has complied with all of the requirements to constitute a qualified newspaper under Minnesota law, including those requirements found in Minnesota Statutes §331A.02.
- 3. The dates of the month and the year and day of the week upon which the public notice attached/copied below was published in the newspaper are as follows:

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- 4. The publisher's lowest classified rate paid by commercial users for comparable space, as determined pursuant to § 331A.06, is as follows: \$1108.80
- 5. Mortgage Foreclosure Notices. Pursuant to Minnesota Statutes §580.033 relating to the publication of mortgage foreclosure notices: The newspaper's known office of issue is located in Hennepin County. The newspaper complies with the conditions described in §580.033, subd. 1, clause (1) or (2). If the newspaper's known office of issue is located in a county adjoining the county where the mortgaged premises or some part of the mortgaged premises described in the notice are located, a substantial portion of the newspaper's circulation is in the latter county.

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Terriswanson

Subscribed and sworn to before me on: 11/11/2019

Aprile K. HOWARD NOTARY PUBLIC - MININESOTA My Commission Expires Jan. 31, 2020

Notary Public

Fiat Chrysler-PSA deal: fewer brands, models?

But merger could also create company large enough to compete.

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By TOM KRISHER and COLLEEN BARRY Associated Press

MILAN - Automobile shop-persacross the globe are likely to see fewer vehicles and brands if the merger of Flat Chrysler and France's PSA goes through, but the new company will be big enough to compete in a fast-changing business that requires vast sums of money to develop autonomous and electric vehicles.

The two companies announced the merger Thurs-day that, iffinalized, will create the world's Countl-largest automatically and the second that the companies announced the merger Thurs-day that, iffinalized, will create

the world's fourth-largest auto company worth \$50 billion. But PSA will have the upper hand in the deal, with its costcutting CEO Carlos Tavares in charge and PSA controlling

Both company's board.

Both companies still have to agree on final provisions, but the deal could close by the end of the year.

Tavares, who used to run lavares, who used to run Nissan in the Americas and knows the U.S. market well, will not shy away from trim-ming unprofitable models and brands. He's credited with turning around the Opel and Vauxhall brands in Europe,



Fiat Chrysler Automobiles and Groupe PSA intend to merge operations, which includes PSA's Opel.

perennial money losers that PSA acquired from General Motors two years ago. Bernstein analyst Max War-

burton wrote in a note to investors that he's confident Tava-

tors that he's confident Tavares can pull off combining the companies.

"Tavares" playbook has been to take on loss-making businesses and fix them. rapidly. Warburton wrote. "We believe he can achieve something similar at Flat in Europe." He called Tavares the "world's most frugal auto executive."

He called Tavares the "world's most frugal auto executive."
Fiat Chrysler CEO Mike Manley was left without a title in the combined company. He'll take a senior leadership position, the companies said, but his role in the new business was not immediately clear.

Tavares will hold the 11th

seat on the new company's otherwise evenly split board, giving control of it to PSA, although Fiat Chrysler's chair-man, John Elkann, will become chairman of the new company

Before the deal closes Before the deal closes, FCA will pay its shareholders a 5.5 billion euro (\$6.1 billion) premium, raising questions about whether the new comabout whether the new com-pany will be saddled with too much debt. Jefferies analyst Philippe Houchois estimated that Peugeot is paying a hefty 32% premium to take control of Fiat Chrysler. In the U.S., the deal brough back bad memories of 1998, when Germany's Daimler AG and Chrysler announced what was billed as a "merger of equals." It turned out to be a takeover that resulted

in massive culture clashes between Daimler, which owns Mercedes, and Chrysler. The companies never meshed, and Daimler desperately jet-tisoned the US. automaker in 2007 to a private equity firm that drove it into a govern-ment-funded bankruptcy. "You just sort of scratch your head and go, 'Oh, my God, it's happening again," Bud Liebler, who was Chrys-ler's marketing chief when Daimler took over, said of the PSA deal.

But Liebler says he can't see PSA messing too much with the U.S. operations because they're performing solidly, largely because of sales of the popular Jeep brand and profit-able Ram pickup trucks. "I can't imagine why you

would want to screw up some-thing that's been working so well," he said.

well, he said.

Tavares has ambitions of selling PSA vehicles in the U.S., but Gartner analyst Mike Ramsey said that may come by just relabeling the vehicles as Fiat or Chrysler models.

PSA and Fiat Chrysler predicts awings of 37-billion euros (54 billion) from the deal, which they expect to achieve without factory closures.

Much of that savings would come from sharing research and development costs on which "platforms," the underpinnings on which cars, trucks

and SUVs are built. Platforms normally cost \$1 billion each to develop, and consolidating them is where most of the savings would come.

Ramsey doesn't foresee an immediate impact when the companies combine, but said there will be in three or four years as new vehicles are developed.

"They need to sit down and figure out where are their overlapping platforms and how that product is going to merge over time," he said.

In the US, Tavares won't be afraid to go after underperforming models and brands, said Ramsey, A top candidate for elimination would be the Chrysler brand, which has Chrysler brand, which has

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dwindled to only two models, a minivan and a car, he said. Both companies will save money later as more platforms are consolidated and they jointly develop batteryowered vehicles, he said. Fiat Chrysler, meanwhile, continues to struggle in Europe, where executives acknowledge that the model lineup is treet and where plans to relaunch the premium and luxury brands Alfa Romeo and Maserati have so far foundered. "When you do a merger of this type, surely there is a winner and that is the shareholders," said Francesco Zirpoli, of the Center for Automotive and Mobility Innovation at Venice's Ca' Foscari University.

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RBC exec's goal: recruit diverse talent

■MOVERS from DI thinking and ability to bring together teams to accomplish goals have been proven time and time again throughout her career at RBC," Michael Arm-strong, CEO of RBC Wealth Management, said in a release. "There is really no better per-son for this role and I can't wait to see just how big of an impact

Q: How will increasing diversity benefit RBC clients?

A: Women control 51% of

the wealth today. It's impor-tant for us and for this indus-try to have financial advisers that can meet the needs of financial-services industry?

that can meet the needs of those investors.

There are statistics or research showing that 70% of females are looking for a female financial adviser to help them manage their

wealth.

Getting that representation across our financial adviser platform allows us to meet their needs and help them

financial-services industry

A: I always enjoyed math
and knew that was something
I wanted as part of my career.
I'll never forget meeting with
my career counselor who said,
'Thave no idea what to do with
you.' I found my way here and
what I would like to do is make
it easier for other females to
find their way into these roles.

Q: What role does WAFA

play?

At One piece is recruiting new top talent. The other piece is recruiting our own. The theme is connecting every female in every branch so that they feel like they're part of a broader organization and females. That allows us to encourage more females to consider leadership roles.

Todd Nelson is a freelance writer in Lake Elmo. His e-mail is todd_nelson@

Olbekson lives in south Olbekson lives in south Minneapolis with two daugh-ters who have never had to move during grade school. Modest by nature, he calls himself just "one piece" in the work on Franklin that includes

Olbekson has 'passion for the work'

◆ST. ANTHONY from D1 apolis American Indian Cen-ter (MAIC). Fittingly, he has produced the plans for a \$15 million overhaul that could begin as early as 2021. Olbek-son can remember one of his uncles roofing the new MAIC in 1974-75.

After college, he worked construction before earning a master's degree in urban design from Harvard Univer-

olbekson, who works for Olbekson, who works for Cuningham Group as an archi-tect as well as his own Full Circle firm that focuses on Indian projects in Minnesota and around the country also is chairman of the MAIC and the Native American Community Development Institute, also on E-Franklin. He's designed sown and and refurbished boxsing mois-

Native American Community
Development Institute, also on
E. Franklin.
He's designed several new
and refurbished housing projects along the Franklin corridor. He uses Full Circle as the
vehicle for a lot of the Indian
projects because he can take
his time and charge next-tonothing for his work.
"The thing that makes
my heart sing is seeing people gather, listening to their
vision, building community
and a building that makes
them proud," Olbekson said.
"The cultural corridor, includingoutdoor spaces, is based on
a shared vision. It's not just a
building. Culture emerges
from the process of us working together and includes traditions, food, music and art."
Those are the starters of an
improving economy that can
be seen from the under-construction Mino-bimaadizivin
housing project at Cedar and
Franklin, developed by the
Red Lake Band of Chippewa
and designed by Olbekson.
It extends to the AnishinabeMAIC outdoor plaza, ther
furbished NACDI headquarters, including an art gallery and small restaurant and

quarters, including an art gal-lery and small restaurant and



of Ojibwe for nearly 30 years and with Olbekson around the country for the last decade. "Sam also is a great designer. Every tribal building tells the story of a tribe's vision. They

he listens, develops consensus and develops the concepts to design, "said Tom Hoskens, 70, a veteran Cuningham archi-tect who has worked on proj-ects for the Mille Lacs Band

of Oiibwe for nearly 30 years

NEALSTANTHONY - Start Tribune
Sam Olbekson, who grew up
in the Phillips neighborhood,
is helping create an American
Indian Cultural Corridor there,
other projects in which Olbekson has been involved.
"Sam has a passion for the
work and he is very artistic and

work on Franklin that includes African-rooted businesses, as well as Scandinavian develop-ments, such as the National Norwegian Center in America. "This is about neighbor-hood transformation," Olbek-son said. "There are many other people involved."







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Monday, November 11, 2019

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Small firms at risk of being hacked

customer data several years ago that led to the resignation of its CEO.

No surprise that last month's Cyber Security conference spent an afternoon focusing on "Cyber Security Plan Basics to Protect Small to Midsize Business."

"Most small businesses are there to do what they do," add Fair Ebher, a founder of St. Paul-based Protocol 48, at data-security firm. "But it's 2019. Doctors don't make house calls with black bags anymore either You also have to be something of a tech company to do business."

The former Minnesota National Guard intelligence

National Guard intelligence analyst, an Iraq war veteran who later focused on cyberthreats against Minnesota government and critical infra-structure, said the cost of an

government and critical infra an effective security program of effective security program doesn't have to break the bank. "We provide an enterprise grade solution for small businesses for a price that's less than \$2.35 a day, he asserted. Security for less than a cup of coffee daily. Ebner, Maming and Nancy Libersky, district director of the U.S. Small Business Administration in Minnesota, also stressed that employers need to engage employees in preventive defense. Libersky advised confer-ses that her agency offers a free audit to small businesses at twenty and the stress of the stress tribersky advised confer-ses that her agency offers a free audit to small businesses at twenty and the stress of the stress tribers provides and solists related trainings and events. "The SBA sends out a 'phishing' e-mail check on employees on a regular basis as a test," Libersky said, add-ing that wareness has been uneven but improving. "The training is mandatory. Small business can spend a boat-load or not to much for good business can spend a boat-load or not too much for good

load or not too much for good cybersecurity."

The stakes are high in terms of business disruption and financial losses. An SBA survey recently found that 88% of small businesses "feel vulnerable." The FBI reports that cybercrime costs U.S. businesses at least \$2.7 billion in 2018. Verizon reported that there were 42,000 data breaches worldwide last year. And 43% targeted small businesses.

nesses.
Manning has become something of an evangelist.
"We were vulnerable because we didn't have [double ID authentication] to get ble ID authentication] to get into company phones and computers," she said. "I've got clients who I talk until I'm blue in the face about this. You have to take security measures to protect yourself and your business."

to protect yourself and your business." The Federal Communications Commission has 10 Cyber Security Tips for Small Business at www.fcc.gov/general/cybersecurity small-business

They include training employees in security principles, including how to handle and protect customer information and other vital data; keeping "clean machines" with the latest security software, web browser and operating system — the best defenses against viruses, malware and other online threats. Also, firewall security that prevents outside security that prevents outsid-ers from accessing data on a



BEBETO MATTHEWS • Associated Press Verizon reported that there were 42,000 data breaches worldwide last year.

Controlling physical access to computers and creating user accounts for each employee also is important.

also is important.

And require employees to use unique passwords and change passwords every three months. Consider implementing multifactor authentication that requires additional infor-mation beyond a password to

gain entry.
Phil Schenkenberg, a part-ner at Briggs and Morgan, said

2.00%

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there is a financial incentive for business owners, beyond preventing delays and operat-ing losses caused by security breaches and other security

breaches and other security threats.

He has seen situations where buyers of companies have negotiated lower-thandemanded prices for good companies, afterit was learned their data was compromised or stolen by a cyber breach.

In some cases, buyers will require a cybersecurity audit

or hire a hacker as part of the deal to attack the target orga-nization to explore vulner-

Buyers increasingly want proof that any vulnerabili-ties are long fixed or they will demand a significantly lower price.



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