

SMALL BUSINESS

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How "Diversity Fatigue" Undermines Business Growth



Image Credit: The Regents of the University of Michigan

By Karen E. Klein

Recent research shows that companies with diverse leadership perform better, on both equity returns and earnings margins, than their nondiverse counterparts. Although the findings come from research on publicly traded companies, the same principle applies to private companies, says Shirley Engelmeier, chief executive of 11-employee consulting firm InclusionINC in Minneapolis and author of the new book, **Inclusion: The New Competitive Business Advantage**. She believes that intentionally building a diverse team is crucial for small ventures seeking to expand and sustain growth. I spoke to Engelmeier recently about how diversity initiatives have changed and what small employers can do to retool their hiring strategy. Edited excerpts of our conversation follow.

A new McKinsey report shows that U.S. companies with the highest executive-board diversity had returns on equity 95 percent higher and earnings margins 58 percent higher, on average, than those with the least executive diversity. How does this kind of bottom-line analysis affect the push to increase workplace diversity?

Women and people of color are not yet at parity when it comes to leadership positions in business, yet at the time we should care more than ever about race and gender, diversity fatigue has set in. We've been at this for two decades. I find that, more and more, if this isn't mission-critical for business and can't be linked to bottom-line issues

such as productivity, engagement, and innovation, the C-suite doesn't care about it.

When we did diversity training and recruiting in the 1990s, it was more about affirmative action and being "the right thing to do." Those efforts really didn't hit the mark, because it was too theoretical and wasn't strategic. Now we talk about inclusion and how that links to innovation. You're not hiring a woman or a person of color and patting them on the head saying, "we're doing this for you." You're doing it because you want the best talent.

Small businesses are often started by groups of friends or relatives. That means their leaders tend to look and think alike. Why should entrepreneurs move outside their affinity groups to diversify their organizations?

I think the key for small business is to look at what their growth strategy is, what they are trying to accomplish, and what kinds of viewpoints they need to achieve that. By 2015, Hispanics will account for 9.9 percent of all U.S. buying power. If you're selling a product to that rapidly growing group, how do you expect to do that unless you have that presence and thought process on your team?

and thought process on your team?

The reason for bringing other kinds of people into your company is to get out of your comfort zone and find out what other people are thinking. And by the way, the concept of diversity should include age, personality, and perspective. You might have a team of all white men that is diverse in terms of personality.

How have you pursued this goal in your own business?

Because this is what we do, we consciously look at the filter we use for hiring to make sure we get diversity, but I think we're atypical for a small business. What I did learn the hard way was that I initially hired employees who all came from my industry, but because they had worked for large companies, they didn't have the rigor of entrepreneurship. Small business is really tough, things change quickly, and innovation happens constantly. You have to find employees who are on track with the entrepreneurial perspective, even if they might not know your industry specifically. Look at core competency and hire people who can learn quickly.

You emphasize inclusion and innovation in your new book. How do you achieve those goals in your company?

What drives innovation is sharing with your employees what you want your company to do. Ask for their input, truly listen to what they're

Continued on page 7

Government Spending Slows, Black and Hispanic Contracts Fall

By Lauren Victoria Burke

Bloomberg News reported this week that "U.S. government contracts awarded to black-and Hispanic-owned small businesses fell last year for the first time in a decade, declining at a sharper rate than awards to all companies."

The report added that contracts to Black and Hispanic firms "fell at a faster pace than all contracts, which dipped 1% as the U.S. government slowed spending to help reduce the federal deficit."

"This is an alarming report and hopefully the people of good will be going to recommit themselves to erasing the vestiges of exclusion which obviously impact small businesses," said Congressional Black Caucus Chairman Emanuel Cleaver (D-MO). The issue was discussed by member of the Caucus at their weekly meeting.

The information reported by Bloomberg arrives three months after the Obama Administration closed all five minority business development offices. On February 16th, officials from the Commerce Department told minority members of Congress at an evening Capitol Hill meeting of the Obama Administration's plans to close the regional Offices of the Minority Business Development Agency.

Present at the meeting with Commerce officials were Congressional Hispanic Caucus Chair Charlie Gonzalez (D-TX), Congressional Asian Pacific American Caucus Chair Judy Chu (D-CA) and Reps. Grace Napolitano (D-CA), Judy Chu (D-CA), Yvette Clarke (D-NY), Bobby Scott (D-VA), G.K. Butterfield (D-NC) and Bobby Rush (D-IL) among others.

Many members who attended the meeting were unhappy with the Administration's decision - but, no one wanted to yet make a direct connection between the office closings and the minority contracting statistics cited by Bloomberg. Rep. Sam Graves (R-MO), Chairman of the House Small Business Committee, had not yet seen Bloomberg's report at the time this story was filed.

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by Alf Nucifora
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Shoestring MARKETING by Alf Nucifora

Budget In the Three A's For Successful Marketing

All too often, I hear marketers complain about the limitations of their marketing budget. Competition is always spending more and management seems perennially predisposed to doling out fewer marketing dollars and demanding more in return. While I sympathize with the fact that most companies are suffering the combined impact of reduced budgets coupled with growing marketing cost, the hard reality is that successful marketing depends upon more than a generous support budget. It's primarily an integration of the three A's.

"A" Is For Attitude, Application and Accountability

Attitude is nothing more than the cutthroat desire to make the marketing effort succeed. It's tied to an evangelistic belief in marketing's capacity to influence customers and move product. It should come as no surprise that successful marketers are not always the best funded or the most experienced. Instead, they have the ability to apply a common sense approach to the marketing process. They try to get inside the customer's mind. And, they're always trying to find a way to do it better. They agonize over their marketing programs. Nothing is taken for granted. It's always a zero sum game.

Application demands that action be taken. All the planning and the strategy, essential as it is, must be accompanied by execution. Money has to be allocated, responsibilities assigned and timetables met. Because marketing quite often occupies lower priority in the hierarchy of corporate need, its programs (particularly advertising) have a way of disappearing into the vapor.

Accountability is increasingly the operational philosophy in greatest demand, particularly as marketing budgets are held to the same ROI responsibility as other functional spending. Smart marketers understand that a marketing dollar should never be spent unless it can be measured and analyzed.

I recently had in-depth exposure to Imaginatik, a fast-growing company that develops innovation and idea management software for companies seeking to capture business ideas from employees, suppliers and customers. This nine-year old company, with ten employees and revenues in the \$3 million range, lists among its client base, Bristol-Myers Squibb, Nestlé's, and Cadbury Schweppes. What impressed me most about the company was the attitude of its CEO Mark Turrell with his contrarian's approach to the marketing process, an aggressive posture defined as much by what he wouldn't do as what he would i.e., prospects have to come to him, no cold calling, etc.

The Eight Point Program

Turrell is obsessive about applying basic marketing tactics, all of which are executed with a minimum of dollars. "By setting a very low budget, I have ensured that my team and I have got to be creative," said Turrell. But, it's his fanaticism in applying the three A's that compensates for the spending shortfall. The passion, discipline and obstinacy show in his voice, "We actively try not to spend money. Money is an easy way out. Instead, we try to think through the business problems...to look for the angles...to get the most impact," he says.

Search Engine Marketing: Imaginatik showcases its website primarily as a store window allowing prospects to use it for research. The company fights for high rankings on major search engines, particularly Google, and buys on a "pay per click" basis. In a search for subjects such as "knowledge management"; "innovation management;" "new product development;" Imaginatik's name will appear prominently.

Web Stats Analysis: Every visit is tracked. Website data and information is changed constantly. Leads are tracked and stored for a subsequent proactive mailing effort, particularly prior to tradeshows where an invitation to meet is extended. The company's sales process itself is constantly modified based on what website visitation and trend data reveal.

Partners: The company actively seeks partnerships with consultancies, small and large who make money "on top of" Imaginatik's software (and commissions them accordingly). The current roster of more than a dozen delivers two-thirds of the quality leads.

Tradeshows On A Low Budget: Imaginatik doesn't buy an exhibit booth. Instead company personnel always secure speaking slots (twenty a year) with the help of partners. And, if they can't get a speaking slot, their people are always the first to ask a question during Q&A. The name of the game is visibility.

Analyst Briefings: Not for Wall Street, but for respected industry analysts such as Gartner. CEO, Turrell, conducts briefings to get the firm's software mentioned in analysts' reports which, in turn, communicate much desired credibility about the young company.

Public Relations: Turrell understands the basic rule of PR law, never give up. This persistence has paid off. He made sure that two recent Wall Street Journal articles on his clients featured positive mentions of Imaginatik. It's also a major reason why he's the subject of this column.

Efficient Internal Systems: The company maintains an active CRM system with disciplined tracking and follow-up of the current list of approximately 100 prospects on active file.

More Thought Leadership: Turrell noticed that 65% of the visitors to his website left quickly. There was nothing to keep them hanging around. He's reduced that number to 10% with stick time increasing from 5 minutes to 23 minutes on the average. He did this by constantly adding information to the website that visitors were interested in reading.

What Can We Learn From Imaginatik's Success?

The first issue is integration. Every marketing tactic and program must work synergistically with the whole. After that it's a matter of focus...knowing your resource limits and staying committed to priorities. There must always be a link back to a business objective. If not, the money is inevitably wasted. Experimentation and trial should be constant. Metrics must be captured and analyzed and learning derived from the process. And, there needs to be a certain degree of clinical cynicism in approaching the marketing process. As Turrell notes wryly, "you can't get caught up in the emotion."

Website: www.nucifora.com
Alf's syndicated writings appear in business publications throughout the U.S.

MBDA Regional Offices to Close

According to reports from the Commerce Department, the Minority Business Development Agency (MBDA) will close all five of its regional offices in an effort to cut operating costs. The MBDA offices in Atlanta, Chicago, Dallas, and New York will close by September 30, while the San Francisco office will close in March of 2013. Staff from these offices will be reassigned to Washington or offered early-retirement and buyout incentives. The move is expected to save the agency about \$1.5 million, or about 5% of its annual budget.

Several members of Congress present at a meeting last week expressed displeasure with this decision and voiced concerns about the already challenging state of minority business and contracting. "It sends the wrong message to entrepreneurs and businesses in our community at this time when we need to have an

expansion," Rep. Bobby Rush (D-IL) said. Rush added that he has had a great working relationship with the regional office in Chicago.

Rep. G.K. Butterfield (D-NC) expressed a common sentiment regarding the effectiveness of a single office in Washington. "My regional office is in Atlanta. To just have a hub in Washington that services the whole country will not be an efficient use of that office," he said.

Minority Business Development Centers, which are operated through short-term grants from the MBDA and operated by select non-profit organizations, will continue to operate across the country.

Website: <http://mbconnect.com/2012/02/mbda-regional-offices-to-close/>

Source: 2012 MBConnect

See page 4 for more of this story

Government Spending Slows

Continued from page 1

House Small Business Committee member Rep. Allen West (R-FL), commented on the Bloomberg report saying: "we are heading in the wrong direction, that's something we need to be looking at in the Small Business Committee." West is attempting to move a bill he's sponsoring called the Contractor Opportunity Protection Act. His legislation is designed to prevent contract "bundling," a practice that makes it virtually impossible for small businesses to compete. Small Business Committee Chairman Graves is a co-sponsor. According to Bloomberg's report, "contracts to black-owned firms dropped 8 percent to \$7.12 billion in the fiscal year that ended Sept. 30 compared to fiscal 2010. Awards to Hispanic-owned businesses decreased 7 percent to \$7.89 billion." After the regional office closings became known, Minority Business Development Agency National Director David Hinson wrote in a White House blog post that "to put more resources into our business cen-

ters, we needed to find savings in other parts of our budget. Like many businesses in the private sector, we looked at our administrative costs and decided on a plan to consolidate our five regional administrative offices. It allows us to cut funding for overhead, while putting more resources into the Business Centers and business development programs that help minority-owned firms land contracts and financing awards."

LAUREN VICTORIA BURKE,
Politic365 Chief Congressional Correspondent, publishes the blog Crewof42 on the Congressional Black Caucus. She is heard every Tuesday at 4 p.m. ET on WMCS 1290 in Milwaukee on Earl Ingram's show The Evening Rush as well as on WPFW every Friday at 6:30 p.m. in Washington DC. You can e-mail her at LBurke007@gmail.com follow her on twitter at @crewof42.

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CALIFORNIA SUB-BID REQUEST ADS

REQUEST FOR UDBE SUBCONTRACTORS AND SUPPLIERS FOR:

Contra Costa County Public Works Dept.
255 Glacier Drive, Martinez, CA

**Project: Kirker Pass Road Overlay
Project No.: 0662-6R4003-12**

**Working Days: 30
Engineer's Est.:**

**Method A - \$1,736,000
Method B - \$1,450,000
Method C - \$1,590,000**

BID DATE: June 19, 2012 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Construction Area Signs, Traffic Control System, Portable Changeable Message Signs, Abandon Monument, Lead Compliance Plan, Adjust Inlet, Cold Plane AC, Minor Concrete, Survey Monument, MBGR, Striping & Marking, Cold In Place Recycling (Foamed Asphalt), Cold In Place Recycling (Emulsified Asphalt) and Construction Materials

O.C. Jones & Sons, Inc.

1520 Fourth St., • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Donat Galicz

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100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage UDBE participation. Plans & Specs are available for viewing at our office or available for purchase @ the Contra Costa County Public Works Dept. 255 Glacier Dr., Martinez, CA (925) 313-2000.

Sub-Bids Requested From Qualified DBE/SBE/LBE subcontractors/suppliers for:

Third Street Light Rail Program Phase 2

Chinatown Station

Contract No. 1254

Location: San Francisco, CA

Bid Date: June 5, 2012 @ 3:00 PM

Trades: demolition, abatement, shotcrete, GFRC, concrete, reinforcing steel, masonry, steel/misc metals/stairs, rough carpentry, building insulation, concrete floor sealer, waterproofing, metal wall panels, crystalized glass wall panels, TPO roofing, firestopping, flashing and sheet metal, fire proofing, intumescent fireproofing, expansion joints, doors/frames/hardware, glass and glazing, luminous, plaster, tile, resilient flooring, terrazzo, painting, toilet accessories, lockers, fire protection specialties, site furnishings, signage, elevators/escalators, HVAC, plumbings, fire protection, electrical



Webcor Builders

1751 Harbor Bay Parkway • Alameda CA 94502
Phone: 510-798-1900 • Fax: 650-403-4100

Contact: Mary Hobbs

Email: mhobbs@webcor.com

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Zolman Construction & Development, Inc.

as a "GENERAL CONTRACTOR"
is requesting quotations on "ALL TRADES"
from all qualified subcontractors
for the following projects:

**Willie L. Brown Jr. Middle School Demolition
Project No. 11053**

Location: 2055 Silver Ave., San Francisco, CA 94124

Estimated Cost: \$1,600,000

Owner: San Francisco Unified School District

Bid Date/Time: Tues., June 5, 2012 @ 2:00 PM

Zolman Construction & Development, Inc.

565 Bragato Road, Unit B • San Carlos, CA 94070
Phone: 650-802-9901 • FAX: 650-802-9902

**Please Submit & Fax all proposals to
650-802-9902.**

**For more information, please call
Milu Magsombol at (650) 802-9901**

TETRA TECH, INC.

**10306 Eaton Place, Suite 340
Fairfax, VA 22030**

Is requesting bids from qualified and certified
DBE/WBE subcontractors for the following
project:

**Napa County, Department of Public Works
Napa River Sediment TMDL Accounting and
Tracking Project**

Bid Date: June 15, 2012 at 5:00pm

**Please respond with qualifications by
June 4, 2012**

Tetra Tech is seeking qualified DBEs and WBEs to support
work in, but not limited to the following areas:

- Direct experience with the Napa River Sediment TMDL, the California WAF, and the WQAs including TMDLs to support the design of a Napa TMDL Tracking and Accounting System.
- Experience working for EPA grant programs and supporting TMDL grant efforts and reporting and technical requirements.
- Experience working with the WICC Board web system and project database.
- Experience identifying, categorizing and tracking TMDL goals, objectives, performance standards, milestones, actions, quantitative and qualitative targets, completion dates and timelines.
- Experience running technical advisory committees with EPA and RWQCB
- Experience in development of Accounting and Tracking systems for TMDL projects using .Net C#, JavaScript, ESRI GIS services and map interface, Flex, ArcSDE, Oracle Spatial, and database development using PL/SQL and Oracle or SQL Server, business analytics dash-boarding and reporting. Experience with integration of GIS ESRI API with C#.NET dashboards using TMDL GIS and tabular Data.
- Experience working with land-use, land cover, precipitation, NHDPlus, Watershed, Point Source/ICIS/NPDES and erosion GIS datasets.
- Experience providing long term maintenance for web based TMDL Tracking and Accounting System using the above technologies.

A copy of the Napa County Department of Public Works RFP is available from Tetra Tech upon request and is also available on the County website. Interested subcontractors should respond in writing to:

Tetra Tech, Inc

Attention: Julie Scarangella

Email: julie.scarangella@tetratech.com

Phone: 703.385.6000 • Fax: 703.385.9548

Sub-Bids Requested From Qualified UDBE Subcontractors & Suppliers:

I-15/I-215 Interchange Improvements – Devore Design-Build Project In San Bernardino County

Contract No.: 08-OK7104, Project No.:0800003664

Subcontractor Proposals Due: August 8, 2012

The SGJV is interested in soliciting in Good Faith all subcontractors and suppliers, as well as certified UDBE companies for this project. Proposals are requested for supplies and services including, but not limited to: Biological Monitor, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Temporary Fencing, Erosion Control, Temporary Traffic Stripe/Markings, Temporary Railing, Portable Changeable/ Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Place Concrete Pavement, Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Imported Borrow, Rock Blanket, Erosion Control, Fiber Rolls, Corrugated Steel Pipe Conduit, Class 2 Aggregate Base, Lean Concrete Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Profile Grinding, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Precast Concrete, Structural Concrete, Bridge Structural Concrete, Retaining Wall, Minor Concrete, Soundwall Barrier, PTFE Bearing, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish Sign Structure, Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Metal (Barrier Mounted Sign), Roadside Sign, Install Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Irrigation and Landscaping, Rock Slope Protection, Slope Paving, Minor Concrete, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Chain Link Railing, Pipe Handrail, Tubular Handrail, Concrete Barrier, Cable Railing, Transition Railing, Transition Railing, Terminal System, Crash Cushion, Aggregate Bases and Structural Backfill, Pavement Delineation, Concrete Barrier, Signal & Lighting, Lighting & Sign Illumination, Interconnection Conduit & Cable, Fiber Optic Conduit, Electric Service (Irrigation), Traffic Monitoring Station, Closed Circuit TV System, Ramp Metering System, Earth Retaining Structures.

In order to assist UDBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible.

If you are interested in submitting a proposal, and would like access to the Plans and Specifications, please visit the SGJV website and complete the contractor's questionnaire on the following website: www.usa.skanska.com/devoreinterchange

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HNTB

1995 Agua Mansa Road • Riverside, CA 92509-2405

Phone: (951) 684-5360 • Fax: (951) 788-2449

Contact Email: www.usa.skanska.com/devoreinterchange

Official Bid packages will be issued pending Prime Contractor selection, at which time the SGJV will assist qualified subcontractors in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. The SGJV insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. & general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers' Comp. Endorsements or waivers required are Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by SGJV. SGJV will pay bond premium up to 1%. SGJV is signatory to Operating Engineers, Laborers, Cement Masons Carpenters unions and Teamsters. Subcontractors must provide weekly, one (1) original and (1) copy of all certified payrolls, including non-performance, and fringe benefit statement if required by law or by the Prime Contract. All interested subcontractors, please indicate all lower tier UDBE participation offered on your quotation as it will be evaluated with your price. SGJV is an equal opportunity employer

REQUEST FOR DBE

Subcontractors and Suppliers for:

**Lafayette Reservoir Parking Improvements
Specification 2043**

East Bay Municipal Utility District

BID DATE: June 13, 2012 @ 1:30 PM

We are soliciting quotes for (including but not limited to): Trucking, Minor Concrete, Striping, Electrical, Wooden Guardrail, Stamped AC, Cold Plane AC, Bollards, Slurry Seal, Underground, Parking Meters, Construction Area Signs and Construction Materials

O.C. Jones & Sons, Inc.

1520 Fourth St., • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Donat Galicz

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100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE participation. Plans & Specs are available for viewing at our office.

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

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CALIFORNIA SUB-BID REQUEST ADS

SKANSKA | RADOS | HERZOG

Sub-Bids Requested From All Certified Small Business/Minority Companies
Subcontractors & Suppliers:

San Gabriel Trench Project

Located in the County of Los Angeles and City of San Gabriel

State Project No.: TCIF-6303(037)

ACE Contract No.: 11-02

Bid Date: June 20, 2012 @ 2:00PM

Quotes requested for supplies and services including, but not limited to: Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Fencing, Erosion Control, Temporary Pavement Marking, Temporary Traffic Stripe, Portable Changeable Message Signs, Metal Beam Guard Railing, Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Seal Pavement Joining, Furnish & Drive Steel Pile CIDH Concrete Piling, Sub Ballast, Structural Concrete, Retaining Wall, Minor Concrete, Soundwall Barrier, PTFE Bearing, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Reinforced Concrete Pipe, Plastic Pipe, Minor Concrete, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Wrought Iron Fence, Chain Link Fence, Land Surveying, Chain Link Railing, Pipe Handrail, Concrete Barrier, Cable Railing, Transition Railing, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Fiber Optic Conduit, Electric Service (Irrigation), Traffic Monitoring Station, Closed Circuit TV System, Storm Drain, Sewer, Vibration Monitoring Sound Monitoring.

Plans and Specifications are available for view at our main office in Riverside or on our private job website. Access to the drawings and or website can be granted by contacting Tom Mehas.

Skanska Rados Herzog, JV

1995 Agua Mansa Road • Riverside, CA 92509-2405

Phone: (951) 684-5360 • Fax: (951) 788-2449

Contact: Tom Mehas • Email: Tom.Mehas@skanska.com

Skanska Rados Herzog (SRH) is interested in soliciting in Good Faith all subcontractors as well as certified Small Business/Minority companies for this project. Please call if you need assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. SRH insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. & general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers' Comp. Endorsements or waivers required are Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. SRH is signatory to Operating Engineers, Laborers, Cement Masons Carpenters unions and Teamsters. Subcontractors must provide weekly, one (1) original and (1) copy of all certified payrolls, including non-performance, and fringe benefit statement if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation. In order to assist Small/Minority subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. All interested subcontractors, please indicate all lower tier small/minority business participation offered on your quotation as it will be evaluated with your price. SRH is an equal opportunity employer.

Obama Administration Shuts Down Minority Biz Dev Offices

By Lauren Victoria Burke

Officials from the Commerce Department briefed members of Congress yesterday to inform them that the Obama Administration plans to close all five regional Offices of the Minority Business Development Agency.

According to members at the briefing the reason given was cost savings. The Office of Minority Business Development has a total budget of \$30 million dollars. The five regional offices are located in Atlanta, Chicago, Dallas, New York, Los Angeles and San Francisco.

The Office of Minority Business Development's mission is to promote competitiveness and provide access to capital and contracts to minority businesses. In 1969 Richard Nixon established the Office of Minority Business Enterprise by executive order. During the Carter Administration the name was changed to the Office of Minority Business Development.

Present at the meeting with Commerce officials were Congressional Hispanic Caucus Chair Charlie Gonzalez (D-TX), Congressional Asian Pacific American Caucus Chair Judy Chu (D-CA) and Reps. Grace Napolitano (D-CA), Judy Chu (D-CA), Mike Honda (D-CA), Yvette Clarke (D-NY), Bobby Scott (D-VA), G.K. Butterfield (D-NC) and Bobby Rush (D-IL) among others.

Several members were unhappy with the decision.

"It sends the wrong message to entrepreneurs and businesses in our community at this time when we need to have an expansion," Rep. Bobby Rush (D-IL) said. Rush offered legislation to increase funding to the Minority Business Development Agency.

"This is message administrating, message management and message politics. It doesn't have anything to do with the bottom line. The best message is one of expansion of the MBDA so it can do its work and meet its mission on the ground level and on the local level on the front line," Rush added. Rush added that he has had a great working relationship with the regional office in Chicago.

Rep. G.K. Butterfield (D-NC) who is a member of the House Energy and Commerce Committee said, "I'm terribly upset about this. The explanation we received yesterday did not satisfy my objections." Butterfield indicated strongly the offices are important to minority businesses.

"My regional office is in Atlanta. To just have a hub in Washington that services the whole country will not be an efficient use of that office," the North Carolina congressman and longtime state judge added. Butterfield's sentiments were repeated by other members.

Asked whether this was something that could effect minority business contracting Butterfield said, "Without question. It will lead to nothing but utter confusion. All in the name of 30 million to 29 million. So it's not a substantial cut in the agency. Not enough to close five offices," Butterfield added. Several members mentioned that the "cost savings" argument was unsatisfactory.

Congressional Black Caucus Chairman Emanuel Cleaver said he has a regional hub in Kansas City. Cleaver was not at the briefing and was generally unaware of the details of the decision. He was unenthusiastic about the office running out of Washington. "People in Washington have no idea what's going on in Kansas City and St. Louis and Des Moines and Omaha," he said.

House Small Business Committee member Rep. Yvette Clarke (D-NY) was also very con-

cerned saying she feared the regional closings might be, "the beginning of the demise of the agency."

When the views of his colleagues were relayed to him, CHC Chair Charlie Gonzales said he shared the concerns of his colleagues. He added, "Where do you see the model that is being proposed in other areas that provide services to minority communities? Just about every meaningful agency and department has regional presence — SBA has regional offices."

Rep. Allen West (R-FL), who is a member of the House Small Business Committee was unaware of the decision to close the offices but echoed the sentiment of several Democrats. West said he was concerned because, "we have to do something about urban economic development."

Rep. Jose Serrano, a senior member of House Appropriations was unaware of the regional office closings but said generally, "it would not be a good idea" if the offices were closed.

Several members who attended the meeting expressed concern about the regional offices closing and were unenthusiastic upon hearing the news. The members cited concerns that contracting for minority business is already challenging and may be made even more problematic by the closings.

Rep. Maxine Waters (D-CA) who added language to create an Office of Minority and Women Inclusion to the Dodd-Frank Wall Street Reform bill, commented on the closings.

Like many other members, Waters was unsure of what the effect of the closings would be. She said she would talk to business leaders in her district saying, "I'll be calling my Chamber of Commerce people" and several others. Waters was not at the briefing but had heard of the closings before yesterday's member briefing.

Rep. Nydia Velazquez (D-NY) who is the ranking Democrat on the House Small Business Committee said the move was an effort to consolidate offices and bring "things under one umbrella." Though Velazquez was not in the briefing with Commerce officials she was aware that the five offices would be closed.

Several members pointed out that the the work of the regional offices might be best done on the local office level but still fear the office closings would effect minority businesses. They were also concerned about whether the current employees will be reassigned to local offices or cut completely. Rep. Butterfield said he'd been told the employees could possibly relocate to Washington.

Several members of Congress sent a letter dated February 10 to Commerce Secretary John Bryson expressing concerns on minority business efforts and the Minority Business Development Agency. The meeting yesterday was effectively the answer to that correspondence.

Neither Secretary Bryson or the National Director of the Minority Business Development Agency, David Hinson was at the member briefing. The press contact for the Offices of Minority Business Development was unavailable at the time of this filing.

LAUREN VICTORIA BURKE, Politic365 Chief Congressional Correspondent, publishes the blog Crewof42 on the Congressional Black Caucus. She is heard every Tuesday on WMCS 1290 in Milwaukee on Earl Ingram's show The Evening Rush as well as on WHUR and WPFW in Washington DC. You can follow her on twitter at @crewof42

Source: Politic 365 From Your Point Of View

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REQUEST FOR BID

Gothic Landscape, Inc. is seeking qualified SLBE-ELBE, MBE, WBE, DBE & DVBE firms to bid for

The Construction of Sycamore Canyon Park located in Stonebridge Estates, San Diego California.

Bid date is June 14, 2012, 2:00 PM.

Documents can be obtained @ www.delmarplanroom.com.

Click Public Jobs, Sycamore Canyon Park. Electronic down loading requires no fee.

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Contact : **Bora Demirel** at Tel: (661)257-1266 Ext: 231
Fax: (661)294-2589

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CALIFORNIA PUBLIC LEGAL NOTICES

UNIVERSITY OF CALIFORNIA SAN FRANCISCO

ADVERTISEMENT FOR BIDS

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

Parnassus Heights (PHTS) NGMAN Data Closets Phase 2 - Medical Sciences Building (MSB) S13/S15
Project No.: M1643 / Contract No.: SL0258

DESCRIPTION OF WORK:

Replace three existing air conditioners in S13/S15. New outdoor units shall be at the same location as existing outdoor units in Saunders Court. New air conditioners shall use variable refrigerant volume technology to improve efficiency and minimize unnecessary cycling. New air conditioning unit controllers shall communicate with campus Andover Continuum energy management system using BACnet interface. Installation of new starline track busway, addition of branch circuits, relocation of a fire alarm device, conduit and wired.

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

PROCEDURES:

Bidding Documents will be available at **10:00 AM, May 31, 2012** and will be issued only at:

UCSF Documents, Media & Mail (UCSF-DMM)
1855 Folsom Street, Room 135
San Francisco, CA 94103
Contact Persons: Ben La (415) 476-5030 (9:00 AM – 5:00 PM) Mario Carmona (415) 476-2518 (before & after working hours) Fax No. (415) 476-8278
Log into <http://www.cpfm.ucsf.edu/contracts/index.htm>
Click on the UCSF Documents, Media & Mail button

A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on **June 6, 2012** beginning promptly at **9:00 AM**. Participants shall meet at **UCSF Campus – Parnassus Location, Medical Sciences Building, 513 Parnassus Avenue, 1st Floor, Room S-180, San Francisco, CA 94143**. Only bidders who participate in both the Conference and the Job Walk in their entirety will be allowed to bid on the Project as prime contractors. For further information, contact University's Project Manager **Patrick McGee** at **(415) 502-6058**.

Bids will be received and opened only at Campus Life, Facilities & Administrative Service FAS Finance Service Center, University of California, San Francisco, 654 Minnesota Street, 2nd Floor, San Francisco, CA 94107. Phone: (415) 476-5343. Bid Deadline: Sealed bids must be received on or before **3:00 PM, June 20, 2012**.

Every effort will be made to ensure that all persons shall have equal access to contracts and other business opportunities with the University, regardless of: race; color; religion; sex; age; ancestry; national origin; sexual orientation; physical or mental disability; veteran's status; medical condition; genetic information; marital status; gender identity; pregnancy; service in the uniformed services; or citizenship within the limits imposed by law or University's policy.

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

LICENSE CLASSIFICATION: General Building Contractor
LICENSE CODE: B

Estimated construction cost: \$150,000 - \$200,000

THE REGENTS OF THE UNIVERSITY
OF CALIFORNIA
University of California, San Francisco
May, 2012



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

REQUEST FOR QUALIFICATIONS FOR PREQUALIFICATION OF GENERAL CONTRACTORS Contract No. 7316A SAN FRANCISCO GENERAL HOSPITAL BUILDING 5 ELEVATOR MODERNIZATION

The Department of Public Works (DPW) announces a Request for Qualifications (RFQ) for Prequalification of General Contractors for the subsequent bid on the SFGH Building 5 Elevator Modernization located at 1001 Potrero Avenue, San Francisco, CA 94110. The Construction Cost is estimated to be in excess of \$5 million.

RFQ packages in digital format may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents download site at <http://bsm.sfdpw.org/contractadmin>, or obtained on a compact disc from 875 Stevenson Street, Room 420, San Francisco, California 94103, telephone 415-554-6229. Addenda and other bid changes will be distributed by email only to plan holders with email addresses, and will be posted on the Bids and Contracts page at the City's Office of Contract Administration website address: <http://mission.sfgov.org/OCABidPublication/>.

A RFQ Informational Meeting will be held on Tuesday, June 19, 2012, at 9:00 a.m. at the Department of Public Works, Building Design and Construction, 30 Van Ness Avenue, Suite 4100 (4th Floor), San Francisco, CA 94102.

Candidates shall submit six (6) sets of their RFQ responses by 12:00 p.m. (noon) Thursday, June 28, 2012 to:

Building Design and Construction
Attn: RFQ for Prime
General Contractors
30 Van Ness Avenue, Suite 4100
San Francisco, CA 94102

In accordance with San Francisco Administrative Code Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

5/31/12
CNS-2321773#
SMALL BUSINESS EXCHANGE

UNIVERSITY OF CALIFORNIA SANTA CRUZ

ADVERTISEMENT FOR BIDS

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

**OAKES COLLEGE – RESIDENCE HALL E
REPLACE SHOWER STALLS**
Project Number: 3700-019

Description of Work: Scope to include replacement of 8 showers in the Oakes Residence Hall Building "E".

Bid Deadline: Sealed bids must be received on or before **Tuesday, June 12, 2012 at 3:30 PM**.

Bids will be received only at:

Physical Planning and Construction,
UNIVERSITY OF CALIFORNIA, Santa Cruz
1156 High Street, Barn G, Contracts Trailer

UC IRVINE

UC Irvine Medical Center invites sealed Bids for a lump-sum contract for the **B25B, 1st Flr. Senior Healthcare Expansion, Project No. 997568**, at UCIMC in Orange, CA.

DESCRIPTION OF WORK: Build out of approx. 1,020 sq. ft. of undeveloped space to create 4 additional exam rooms, work stations, lockers, windows for exterior light and soiled/clean utility rooms. This work will include limited demolition, interior framing, MEP, interior finishes and windows. Work is scheduled to start July 2012 with 100 calendar day schedule from NTP to substantial completion.

Est. Construction Cost: \$320,000

Bid Docs avail. **2PM, 5/31/12** at American Reprographics Company (ARC), Costa Mesa, CA (714) 751-2680. Planrooms: F.W. Dodge (626) 932-6120 or Reed (800) 424-3996.

BIDDER QUALIFICATIONS: Must have completed three projects within the past three years which were each at least \$250,000 in construction cost as follows: one OSHPD 3 renovation; one OSHPD 3 renovation within an operational/occupied facility; and two built in California. **Bidders not meeting the qualifications in the Contract Documents will not be eligible for award.**

LICENSE REQUIREMENT: Current and active **"B" General Building Contractor** CA contractor's license.

BID SUBMITTAL REQS: Sealed Bids due **2PM, 6/21/12**. Rec'd and opened only at: UCI D&CS, 5201 California Ave, Ste. 250, Irvine, CA 92697. Contract will be awarded to lowest responsive bidder.

MANDATORY PRE-BID CONF: 6/5/12 Pre-Bid Conf and Site Visit **promptly at 9:30 AM** at, UCIMC Building 56, Rooms 113 & 114, 101 The City Dr., Orange, CA 92868. **ONLY GC's** attending can submit Bids.

ADD'L REQS: 10% bid security and 100% payment & performance bonds. Surety issuing bonds shall be an admitted surety insurer (as defined in the CA Code of Civil Procedure Section 995.120). Successful GC and subs must follow nondiscrimination req's in Bid Docs and pay prevailing wage at the location of the work.

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

Every effort will be made to ensure that all persons shall have equal access to contracts and other business opportunities with the University, regardless of: race; color; religion; sex; age; ancestry; national origin; sexual orientation; physical or mental disability; veteran's status; medical condition; genetic information; marital status; gender identity; pregnancy; service in the uniformed services; or citizenship within the limits imposed by law or University's policy.

Contact Brenda Duenas (949) 824-9586, blduenas@uci.edu. Visit www.designandconstruction.uci.edu for other opportunities.

Santa Cruz, CA 95064
831-459-5540

A **mandatory** Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on **Friday, June 1, 2012** beginning promptly at **1:30 PM**.

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

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SAN FRANCISCO FICTITIOUS BUSINESS NAME

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343221-00

Fictitious Business Name(s):
1. Health Systems & Analytics
 Address
1611 Golden Gate Avenue, San Francisco, CA 94115
 Full Name of Registrant
Alliance Management Systems LLC (CA)
 Address of Registrant
134 2nd Street, Pacific Grove, CA 93950

This business is conducted by a **Limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/1/2012**.

Signed: **Donald K. Bruce**

This statement was filed with the County Clerk of San Francisco County on 5/3/2012.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 5/3/2012

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343537-00

Fictitious Business Name(s):
1. Amy...A Touch of Grace
 Address
840 Van Ness Avenue #406, San Francisco, CA 94109
 Full Name of Registrant
Amy Petrizzze
 Address of Registrant
840 Van Ness Avenue #406, San Francisco, CA 94109

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/18/12**.

Signed: **Amy Petrizzze**

This statement was filed with the County Clerk of San Francisco County on 5/18/12.

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

Filed: Mariedyne L. Argente
 Deputy County Clerk
 5/18/2012

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343704-00

Fictitious Business Name(s):
1. Asian American Cultural Society of San Francisco
 Address
55 Fillmore Street, San Francisco, CA 94117
 Full Name of Registrant
Asian American Cultural Society of San Francisco
 Address of Registrant
55 Fillmore Street, San Francisco, CA 94117

This business is conducted by a **Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/8/2012**.

Signed: **Ricky T. Lau**

This statement was filed with the County Clerk of San Francisco County on 5/25/12.

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

Filed: Michael Jaldon
 Deputy County Clerk
 5/25/2012

5/31/12 + 6/7/12 + 6/14/12 + 6/21/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343228-00

Fictitious Business Name(s):
1. Bayfitted
 Address
508 Ellis Street, San Francisco, CA 94109
 Full Name of Registrant
Christopher Calderon

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **January 1, 2006**.

Signed: **Christopher Calderon**

This statement was filed with the County Clerk of San Francisco County on 5/3/2012.

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

Filed: Elsa Campos
 Deputy County Clerk
 5/3/2012

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343206-00

Fictitious Business Name(s):
1. Continental Gems
 Address
428 Sutter Street, San Francisco, CA 94108
 Full Name of Registrant
Lily Chador
 Address of Registrant
576 Whitewood Drive, San Rafael, CA 94903

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **4/1/2012**.

Signed: **Lily Chador**

This statement was filed with the County Clerk of San Francisco County on 5/3/2012.

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

Filed: Alex Liang
 Deputy County Clerk
 5/3/2012

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343286-00

Fictitious Business Name(s):
1. DHRAVIDA.COM
 Address
164 6th Street, San Francisco, CA 94103
 Full Name of Registrant
Amarnadh Kachepalli
 Address of Registrant
164 6th Street, San Francisco, CA 94103

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/7/12**.

Signed: **Amarnadh Kachepalli**

This statement was filed with the County Clerk of San Francisco County on 5/7/2012.

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

Filed: Mariedyne L. Argente
 Deputy County Clerk
 5/7/12

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343571-00

Fictitious Business Name(s):
1. Grats Decor
 Address
1279 38th Avenue, San Francisco, CA 94122
 Full Name of Registrant
Anna Grats
 Address of Registrant
1279 38th Avenue, San Francisco, CA 94122

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/21/2012**.

Signed: **Anna Grats**

This statement was filed with the County Clerk of San Francisco County on 5/21/12.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 5/21/2012

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12

FICTITIOUS BUSINESS NAME STATEMENT

Fictitious Business Name(s):
1. Green Pinnacles Wealth Management
 Address
50 California Street, Suite 1500, San Francisco, CA 94111
 Full Name of Registrant
Jeffrey Edmonds
 Address of Registrant
114 Key Way, Cotati, CA 94931

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on _____.

Signed: **Jeffrey Edmonds**

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

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

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343596-00

Fictitious Business Name(s):
1. I Am Local
 Address
642 Laguna Street, San Francisco, CA 94102
 Full Name of Registrant
Christopher Lynch

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/18/2012**.

Signed: **Christopher Lynch**

This statement was filed with the County Clerk of San Francisco County on 5/22/12.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 5/22/2012

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343604-00

Fictitious Business Name(s):
1. Ling Beauty Salon
 Address
753 O'Farrell Street, San Francisco, CA 94109
 Full Name of Registrant
Jie Ling Liang
 Address of Registrant
1019 Stockton Street, Apt 308, San Francisco, CA 94108

This business is conducted by a **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/22/12**.

Signed: **Jie Ling Liang**

This statement was filed with the County Clerk of San Francisco County on 5/22/12.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 5/22/2012

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343327-00

Fictitious Business Name(s):
1. Rich Relief Massage
 Address
2660 Gough Street, Suite 204, San Francisco, CA 94123
 Full Name of Registrant
Dinair Pinheiro Sisson
 Address of Registrant
2342 Fulton St San Francisco CA 94118

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/9/12**.

Signed: **Dinair Sisson**

This statement was filed with the County Clerk of San Francisco County on 5/9/2012.

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

Filed: Mariedyne L. Argente
 Deputy County Clerk
 5/9/12

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343378-00

Fictitious Business Name(s):
1.) Shell Station; 2.) The Shell Station 3.) Shells Station
 Address
861 Ashbury Street, San Francisco, CA 94117
 Full Name of Registrant
Solam LLC (CA)
 Address of Registrant
861 Ashbury Street, San Francisco, CA 94117

This business is conducted by a **Limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **N/A**.

Signed: **Auroro Martinez**

This statement was filed with the County Clerk of San Francisco County on 5/11/12.

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

Filed: Jennifer Wong
 Deputy County Clerk
 5/11/2012

5/17/12 + 5/24/12 + 5/31/12 + 6/7/12

SAN FRANCISCO FICTITIOUS BUSINESS NAMES

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343215-00

Fictitious Business Name(s):
1. Studio 17
 Address
2111 Mission Street, Suite #304, San Francisco, CA 94110
 Full Name of Registrant
Robert Donald
 Address of Registrant
846 Arkansas Street, San Francisco, CA 94107
 Full Name of Registrant #2
Gizella Donald
 Address of Registrant #2
846 Arkansas Street, San Francisco, CA 94107

This business is conducted by a **Husband and Wife**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/3/2012**.

Signed: **Robert Donald**

This statement was filed with the County Clerk of San Francisco County on 5/3/2012.

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

Filed: Elsa Campos
 Deputy County Clerk
 5/3/2012

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343402-00

Fictitious Business Name(s):
1. Tour & Travel Ticket
 Address
631 Morse Street, San Francisco, CA 94112
 Full Name of Registrant
The Transamerica Enterprises, Inc. (CA)
 Address of Registrant
631 Morse Street, San Francisco, CA 94112

This business is conducted by a **Limited Liability Company**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/10/12**.

Signed: **Rui Tang Wu**

This statement was filed with the County Clerk of San Francisco County on 5/11/12.

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

Filed: Alex Liang
 Deputy County Clerk
 5/11/2012

5/17/12 + 5/24/12 + 5/31/12 + 6/7/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343321-00

Fictitious Business Name(s):
1. Tune-Up
 Address
577 Hayes Street, Apt. A, San Francisco, CA 94102
 Full Name of Registrant
Leandra Maile Rouse
 Address of Registrant
577 Hayes Street, Apt. A, San Francisco, CA 94102

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/9/2012**.

Signed: **Leandra Rouse**

This statement was filed with the County Clerk of San Francisco County on 5/9/2012.

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

Filed: Mariedyne L. Argente
 Deputy County Clerk
 5/9/12

5/10/12 + 5/17/12 + 5/24/12 + 5/31/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0342002-00

Fictitious Business Name(s):
1. Xredesign.com
2. Xredesigns.com
3. AAAMobileTechSupport.com
4. HomeandBusinessReOrg.com
5. ComputerTotalCare.com, Inc.
 Address
901 Mission Street, Suite 105, San Francisco, CA 94103
 Full Name of Registrant
ComputerTotalCare.com, Inc.
 Address of Registrant
4096 Piedmont Avenue #332, Piedmont, CA 94611

This business is conducted by **A Corporation**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **3/1/2012**.

Signed: **Huey Mach**

This statement was filed with the County Clerk of San Francisco County on 3/14/2012.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 3/14/2012

3/15/12 + 3/22/12 + 3/29/12 + 4/5/12 + 5/17/12 + 5/24/12 + 5/31/12 + 6/7/12

FICTITIOUS BUSINESS NAME STATEMENT File No. A-0343752-00

Fictitious Business Name(s):
1. Green Bay Builders
 Address
2448 Great Hwy, San Francisco, CA 94116
 Full Name of Registrant
Mario Funes
 Address of Registrant
2448 Great Hwy, San Francisco, CA 94116

This business is conducted by **An Individual**. The registrant(s) commenced to transact business under the fictitious business name(s) listed above on **5/30/2012**.

Signed: **Mario Funes**

This statement was filed with the County Clerk of San Francisco County on 5/30/12.

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

Filed: Magdalena Zevallos
 Deputy County Clerk
 5/30/2012

5/31/12 + 6/7/12 + 6/14/12 + 6/21/12

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Diversity Fatigue

Continued from page 1

saying, and value different points of view. Even if an idea doesn't fit, don't roll your eyes: Express appreciation and give honest feedback on why it doesn't make sense for now but could be captured in the next project. In a small business, if you don't have an ego-driven owner or a hierarchical structure, innovative ideas will be a natural flow of how work gets done.

Your book talks about incorporating Gen Y employees, individuals now in their teens up to age 30, into organizations dominated by Baby Boom and Gen X leaders. What are the issues there?

Gen Y represents nearly a quarter of the American workforce today and will be more than half by 2020. They are more technically competent and more comfortable with different ethnic and racial groups. They often are overtly ambitious, which can be a problem for their older employers, who worry about whether they are paying their dues. My youngest employee is 26, and she's technically brilliant. I want her replacing me on the technology parts of my business as soon as possible. I think Baby Boomers and Gen Xers should create ways to keep that kind of brilliance within their organizations by valuing them and being willing to hear their ideas.

Source: @2012 Bloomberg L.P.

ABANDONMENT OF FICTITIOUS BUSINESS NAMES

STATEMENT OF ABANDONMENT OF USE OF FICTITIOUS BUSINESS NAME File No. A-0333824-00 Cert. # 456788

The registrant(s) listed below have abandoned the use of the fictitious business name(s):

1.) Planet Plan-It
 Located at **844 48th Avenue, San Francisco, CA 94121**

This fictitious business name was filed in the County of San Francisco under file # **A-0333824-00** on: **March 2, 2011**

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

Full Name of Registrant #1
Leslie A. Li
844 48th Avenue
San Francisco, CA 94121

This business was conducted by **AN INDIVIDUAL**.

Signed: **Leslie Li**

This statement was filed with the County Clerk of San Francisco County on **May 2, 2012**

Filed: Maribel Jaldon
 Deputy County Clerk
 5/2/2012

5/24/12 + 5/31/12 + 6/7/12 + 6/14/12



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1990

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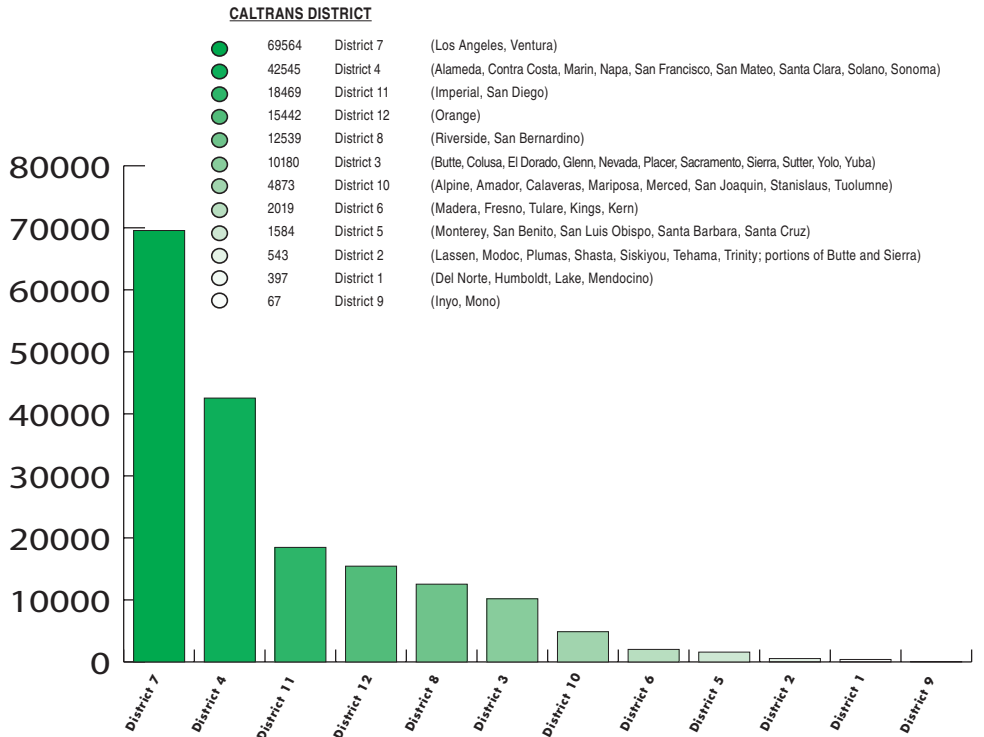
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