

SBE TODAY

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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 devel-

ops 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.

Continued on page 3

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REQUESTS FOR BIDS & SUB-BIDS

Sub-Bids Requested From Qualified UDBE Subcontractors & Suppliers:

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

Contract No.: 08-OK7104, Project No.:08000003664

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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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.

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

OWNER: EBMUD

PROJECT NAME: Lafayette Reservoir
Parking Improvements

LOCATION: Lafayette, CA

BID DATE & TIME: 6/13/12 @ 1:30PM

ENGINEER'S ESTIMATE: \$1.5 – 1.9 MIL

PARTICIPATION GOALS:

25% MBE / 9% WBE

Ghilotti Construction Company, Inc. is seeking certified MBE / WBE subs/suppliers. Scopes include **STRIPING, PARKING METERS, ETRANCE GATE, LIGHT POLES, SEGMENTAL BLOCK RETAINING WALL, SLURRY SEAL, ELECTRICAL, MINOR CONCRETE AND TRUCKING.**

Mr. Thomas Smith (707/585-1221 or tom@ghilotti.com) is the Estimator for this project and is available to provide you with assistance to clarify any questions regarding the scope of work, including interpretation of plans, specifications and requirements, bid preparation and obtaining bonds, lines of credit, insurance and any technical assistance. GCC may also assist in obtaining any necessary equipment, supplies, materials or related services. (Please note: G.C.C. may require Payment & Performance Bonds on all sub-contracts over \$25,000 per Ca. Public Contract Code Sect. 4108. G.C.C. will pay bond premiums up to 1 1/2% of contract cost. **G.C.C. is a UNION CONTRACTOR.** Any non-signatory subcontractors will be required to sign an agreement for trades covered under our agreements.)

Plans, specifications and project requirements may be reviewed at our office in Santa Rosa. They may also be obtained through EBMUD @ <http://www.ebmud.com/current-construction-bids>, local plan rooms, builder's exchanges, Dodge Scan or a GCC closer to your location as well as in trade publications such as Daily Pacific Builder or Daily Construction Services. Ghilotti Construction Company encourages the use of minority and women subcontractors and suppliers and considers such to be an important aspect of the project. We are an equal opportunity employer.



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Santa Clara Valley

Transportation Authority

Design-Build Contract DB1102F

Silicon Valley Berryessa Extension

Project C700

Procurement opportunities through

Skanska-Shimmick-Herzog

will be diverse and ongoing.

Please visit: www.sshjv-c700.com

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.

REQUESTS FOR BIDS & SUB-BIDS

BLOCKA CONSTRUCTION, INC.

REQUESTS QUOTATIONS FROM ALL QUALIFIED SUBCONTRACTORS AND SUPPLIERS, INCLUDING MBE, WBE, AND SBE FIRMS

FOR THE FOLLOWING PROJECT:

Bryant No. 1, Colorados, and Leland Pumping Plants Electrical Rehabilitation (Specification 2044)

OWNER: East Bay Municipal Utility District (EBMUD)

BID DATE/TIME: June 13, 2012 - 1:30 PM

Qualified Subcontractors and Suppliers, including MBE, WBE, & SBE firms, wanted for the following items, including, but not limited to: Demolition/Sawcutting, Earthwork/Grading, Concrete, Reinforcing Steel, Hollow Metal Door.

Bonding, insurance, lines of credit and any technical assistance or information related to the plans or specifications and requirements for the work will be made available to all interested firms.

Plans available for viewing at:

Blocka Construction, Inc.

4455 Enterprise Street, Fremont, CA 94538

Contact: **Maureen Kelly-Thompson**

Email: mkellythompson@blockainc.com

P: 510-657-3686 • F: 510-657-3688

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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.

Gothic Landscape, Inc

27502 Avenue Scott, Valencia CA 91355

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

If needed, Gothic Landscape, Inc will assist SLBE-ELBE, MBE, WBE, DBE & DVBE sub-contractors to obtain necessary equipment, supplies, materials, bonding, line of credit or insurance.

Trade of work includes: Earthwork, Storm Drain & Sewer, Electrical, Fencing, Concrete, Asphalt Paving, Playground Equipment, Site Furnishings, & Comfortation Building.

Gothic Landscape, Inc.
is an equal opportunity company.

WEST BAY BUILDERS INC.

is requesting bids from DVBE and all other subcontractors, suppliers, & truckers for the following project:

EUREKA HEADQUARTERS FIRE, LIFE SAFETY AND INFRASTRUCTURE REPAIRS

Caltrans District 1,

Department of Transportation, Eureka, CA

Bid Date: 6/12/12 @ 2:00PM

Estimate: \$6,300,000

SCOPE: Demolition, ADA Improvement, repair/replace architectural finishes, waterproofing of exterior windows and planters, abatement of hazardous materials, in-ground utility improvements, replace Halon system, expand fire sprinkler system, replace entire heating and ventilation system, install new fire alarm system and security systems, improve electrical distribution system, new lighting throughout building, new public address system, new door and hardware, room signage, replace ceilings, new fire extinguishers and related work

TRADES NEEDED (but not limited to):

Demolition; Pavement Marking Removal; Hazardous Material Abatement & Construction; Pipe and Tube Railing; Interior Finish Carpentry; Plastic-Laminate-Faced Architectural Cabinets; Fire Resistive Joint Sealants; Joint Sealants; Wood Doors and Hardware; Overhead Coiling Smoke Containment Enclosure; Non-structural Metal Framing; Gypsum Board/Plaster; Acoustical Panel Ceilings; Resilient Sheet/Tile Flooring; Tile Carpeting, Painting, Signage, Fire Extinguishers; Solid Surface Cabinets; Fire Suppression; Plumbing; Electrical; HVAC; Communications; Electronic Safety and Security; Earthwork; Site Work; Asphalt and concrete Paving, Concrete Paving Joint Sealants; Sidewalks, Curbs, & Gutters; Fencing; Utilities; Water Supply System.

We are signatory to both the Carpenters Collective Bargaining Agreement and the Laborers Collective Bargaining Agreement. Certification of insurance for General Liability and Workers' Compensation are required. A Waiver of Subrogation will also be required with all Subcontract Agreements. Subcontractors' faithful performance and payment bonds in the amount of the subcontract price will be required. Reasonable market rate bond premium will be reimbursed by West Bay Builders, Inc.

Please call to discuss how West Bay Builders, Inc. can assist you with obtaining bonding, insurance, and various equipment, supplies, and/or related services. Plans may be viewed at local Builders Exchanges or in our office at 250 Bel Marin Keys Boulevard, Building A, Novato, CA. In addition, the plans are available for purchase at Santa Cruz ARC. Please call if you are interested in submitting a bid for this project.

Contact: **Karri Kenoyer**

(415) 456-8972 • FAX: (415) 456-0665

EMAIL: karrik@westbaybuilders.com

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Budget In the Three A's For Successful Marketing

■ Continued from page 1

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.

SMALL BUSINESS EXCHANGE

PUBLIC LEGAL ADVERTISEMENTS

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

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 92668. **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, bluenas@uci.edu. Visit www.designandconstruction.uci.edu for other opportunities.

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:

**ORIGINAL RANCH BUILDINGS
CENTRAL GARAGE WASH BAY AND
WATER RECLAMATION SYSTEM
Project Number: 1324**

Description of Work: New wash bay and water reclamation system including new wash bay enclosure, equipment pad and utility connections.

Bid Deadline: Sealed bids must be received on or before **Friday June 22, 2012 at 3:00 PM**

Bids will be received only at:

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

A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on **Thursday, June 7, 2012** beginning promptly at **10:30 AM**.

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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PUBLIC LEGAL ADVERTISEMENTS

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:

Physical Education Facilities – East Field House Hot Water Heating System Phase 2 Conversion, Project Number: 1504-002

Description of Work: Replace primary HHW pumps, remove secondary HHW pumps, and isolate 1 boiler to serve DHW system. Install new pool heat exchanger furnished by UCSC. Replace control valves.

Scope includes new pipe, valve, fitting and house keeping pads.

Procedures: Bidding documents will be available at 1:00 PM, Tuesday, June 12, 2012, and will be issued only at:

CONTRACTS OFFICE, BARN G, UNIVERSITY OF CALIFORNIA, PHYSICAL PLANNING AND CONSTRUCTION, 1156 HIGH STREET, SANTA CRUZ, CA 95064, Tel: 831-459-2366, Fax: 831-459-5517.

Bidders must attend a **mandatory** pre-bid conference at 2:00 PM, WEDNESDAY, JUNE 13, 2012, to be held at the PP&C Conference Room.

Bids will be received only at: CONTRACTS OFFICE, BARN G, UNIVERSITY OF CALIFORNIA, SANTA CRUZ, PHYSICAL PLANNING AND CONSTRUCTION, 1156 HIGH STREET, SANTA CRUZ, CA 95064.

Bid Deadline: Sealed bids must be received on or before 3:00 PM, WEDNESDAY, JUNE 27 2012.

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: C-4 and C-36.

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

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

Estimated construction cost: \$ 114,000.00

THE REGENTS OF THE UNIVERSITY
OF CALIFORNIA
University of California, Santa Cruz
June 2012

How “Diversity Fatigue” Undermines Business Growth

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?

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 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.

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Two Important Questions to Ask Before Accepting Mobile Money

Mobile payments, mobile money, mobile commerce or m-commerce and mobile transactions are all-encompassing terms to describe any form of payment for services or goods that is executed through a mobile phone. For this article, it is going to be specifically regarding small business credit card transactions processed through the business owner's mobile device.

Not all of the newest and latest technology is appropriate for all businesses. A small business should evaluate any new technology and determine if it will profit his or her company and if they can afford its implementation. As far as mobile money, it is a growing trend and projections have it skyrocketing in the next five years as the mobile device and smart phone industry continues to grow more popular. However, before a small business owner jumps on this latest technological shooting star, there are some things to consider before making a final decision.

Are Your Customers Ready to Make Mobile Payments?

You will need to analyze your current customer base to determine if mobile

money fills a demand. Basic economic factors reduce everything down to supply and demand. If your customers are requesting to make mobile transactions, you know that you have a demand to fill. If the majority of your customers make their purchases at your location, you may not need to spend the money to accept mobile payments.

Will Your Small Business Profit?

If you have a specific location that already processes credit card transactions than you may not profit from accepting mobile payments. However, if you are a vendor or provide goods or services on the go, accepting mobile money can greatly expand your customer base. Businesses that travel to trade shows, travel to customer's houses or perform services at different venues may have the most profit to gain from processing credit cards on the go as they do not have to worry about billing or collecting payments.

If you can answer in the affirmative to the above questions, mobile payments may be a great option for your small business. Setting up your business is as simple as downloading appropriate software to your

phone and deciding if you want to remain independent or go through a merchant services provider. If you choose to go with a credit card processing application, there is typically a per transaction charged every time a card is swiped or keyed in, but this is only a viable option for businesses that plan on processing cards sporadically. A merchant services provider can establish a mobile merchant account on behalf of your business and provide everything you need to begin accepting mobile money.

For small business owners who conduct a large part of their sales on the go, mobile payments provide a great opportunity for increasing sales, cash flow and profit. It also allows for better and more efficient customer service while reaching out to a larger base of customers. As a small business owner, you would do well to sit down and analyze your options and decide if accepting mobile payments is a smart move to make.

Source: SBA Loans-123.com