

# SBE TODAY

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## What 'Cognitive Government' Could Do



By William D. Eggers, Paul Macmillan

From the Internet of Things to predictive analytics to artificial intelligence, a host of cutting-edge technology innovations appear destined to redefine the role of government. Robots, for example, could help governments design better services, while cognitive software applications are already fueling exponential changes in medical research.

But the rate of technological change also raises important questions about the ability of government agencies to adapt. The trend toward "made-for-me" service delivery and citizen-led co-creation is likely to stress the capabilities of many governments, for example. As Jack Welch, then CEO of GE, famously said, "If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

To be sure, a whole new economy of problem-solvers -- what in our book we call "the solution economy" -- has emerged to tackle some of our toughest societal challenges. This means governments won't have to go it alone. These wavers, however, can't change the basic operating systems of government. That responsibility lies within government itself.

The good news is that there are lots of perspectives on the opportunities presented by rapid advances in technology. Deloitte's Gov2020 research, for example, highlights almost 200 trends that could shape the future of governments.

How government bodies evolve and adapt matters to us all. And in a world of exponential change -- where we have the potential to move more people out of poverty than ever before, to arrest or eradicate terrible disease, and to reverse the threat of global warming -- the potential benefits of governments that are capable of continuous adaptation, based on applied learning, has never been greater.

But can our governments adapt to an age of exponential change? Could there be such a thing as a "cognitive government," one that is itself a learning system that adapts in concert with others? What would it look like? How would it be achieved?

The secrets to achieving a cognitive government are likely to come mainly from within. That is, only those who have the authority and accountability to change the system can really do so.

So who will or should lead this change? Most government leaders' authority and accountability extends to only a relatively small part of the overall bureaucracy, severely limiting the influence they

can have. They do not command the complete architecture of government. That's why a philosophy that views governments as cognitive enterprises capable of learning and adapting in a highly networked system could signal a fundamental breakthrough in public management.

But first, serious work needs to be done on what a government entity reinvented as a learning system would resemble and how it would operate. We believe that creating cognitive government involves at least three core elements:

- **Open functionality.** The public sector needs to evolve from open government and open data to co-creation by better tapping into collective intelligence. Governments should do more than just opening up; they need to become parts of co-creation ecosystems.
- **Applied learning.** Governments must become more nimble in their ability to sense and respond. The aptitude to prototype, rapidly iterate, and fail well

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# California Sub-Bid Request Ads



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### Invitation to Bid for:

## SMALL AND MINORITY FIRMS, WOMEN'S BUSINESS ENTERPRISE AND LABOR SURPLUS AREA FIRMS

Subcontractors, Material and/or Suppliers, and Professional Services for:

### RICHARD A. REYNOLDS DESALINATION FACILITY PHASE II EXPANSION

OWNER: Sweetwater Authority

Project No.: B.P. 20084022

LOCATION: Chula Vista, CA

QUOTE DEADLINE: June 8th, 2015 3:00 PM

### The project generally consists of the following:

MODIFICATION TO AN EXISTING BRACKISH GROUNDWATER DESALINATION FACILITY, INCLUDING THREE REVERSE OSMOSIS TRAINS, IRON AND MANGANESE FILTRATION SYSTEM, DEGASSIFIER, FLUORIDE SYSTEM, CHEMICAL SYSTEM MODIFICATION, AND EXTENSIVE ELECTRICAL, INSTRUMENTATION, SCADA AND PUMP AND MOTOR INSTALLATION, CONSTRUCTION OF WELLHEAD FACILITIES AND WELL BUILDINGS AT FIVE NEW WELLS.

### Plans and Specifications are available free of charge online at:

<http://www.ebidboard.com/public/projects/index.asp?mbrguid=D0757BD8-8C21-406F-97F9-D160301A9BAF>

### Quotes for Services & Supplies are requested for the following items including, but not limited to:

SWPPP, Landscaping and Irrigation, Masonry, HVAC, Sheetmetal, Doors & Louvers, Painting & Coatings, Composite Roofing/Insulation, Welded Steel Tank, Electrical & Instrumentation, Water Treatment Pumps and Process Equipment, Process and Waterworks Pipe & Valves, Reinforcing Steel, Concrete & Aggregates, Paving, Striping, Minor Concrete, Rough Carpentry, Fencing

Opportunities for quotations will be needed throughout the life of the project. Terms and conditions should be made part of the quotations. 100% performance and payment bonds may be required for the full amount of the subcontract price. Pulice Construction, Inc. will assist with obtaining bonding, lines of credit, and insurance by encouraging the subs and vendors to work with state supportive services programs. Responsive subcontractors must possess a current contractor's license, insurance, and worker's compensation coverage complying with Pulice Construction, Inc. requirements and will be required to sign a standard Subcontract Agreement.

Pulice Construction, Inc. will analyze and consider each quote received, including those that are broken down into economically feasible units to facilitate bidding. Quotes must be valid for the same period of time as specified by Owner for contract award. Any conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing.

Pulice Construction, Inc. is committed to ensuring that subcontractors and vendors have the maximum opportunity to successfully perform on this project, and to making good faith efforts to utilize small, minority, and women's business enterprises.

### REQUEST FOR LBE & DVBE SUBCONTRACTORS AND SUPPLIERS FOR:

#### Dover Elementary School Synthetic Playfield

Project No.: 11510093-00

#### West Contra Costa Unified School District

BID DATE: May 26, 2015 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Fencing, Concrete, Staking, Utilities, Lime Treat, Striping, Synthetic Turf, Landscape and Construction Materials

### O.C. Jones & Sons, Inc.

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

Contact: Mike Crowley

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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 LBE/DVBE Participation. Plans & Specs are available for viewing at our office.



### Proven Management, Inc.

2000 5th Street, Berkeley, CA 94710

Phone: 510-671-0000 • Fax: 510-671-1000

Requests proposals/quotes from all qualified and certified SBE/MBE/WBE/DBE subcontractors, suppliers, and truckers for the following project:

### BALBOA PARK STATION, PHASE 2

BART Contract No. 110G-130

bids: June 2, 2015 @ 2pm

SUBCONTRACTING GOALS – MBE-23% - WBE-12%

Trades include but not limited to: Selective Demolition; Concrete Restoration; Portland Cement & CIP Concrete; Falsework; Non-Shrink Grout; Metal Welding; Metal Fabrications; Traffic Control; Low & Medium-Voltage Wires & Cables; Electrical; Earthwork; Clearing & Grubbing; Dewatering; Shoring & Underpinning; Excavation Support & Protection; Asphalt Paving; Utilities; Rebar; Concrete Unit Masonry; Railwork; Fireproofing/Firestopping; Metal Framing; Plaster & Gypboard; Acoustical Ceilings; Overhead Bi-Fold Doors; Door Hardware; Overhead Cable Suspension; Traction Power Poles; Metal Railings/Welding/Fabrication; Glazed Slope Aluminum Canopy Roof; Glazing; Painting; Fabric Canopy; Electrical Systems; Flashing/Sheetmetal; Louvers & Vents; Vehicular Traffic Coatings; Geotech Instrumentation & Monitoring.

PMI will provide assistance in obtaining necessary bonding, insurance, equipment, supplies, materials or other related services. 100% Payment & Performance bonds will be required from a single, Treasury-listed surety company subject to PMI's approval. PMI will pay bond premium up to 1.5%. Subcontractors awarded on any project will be on PMI's standard form for subcontract without any modifications. For questions or assistance required on the above, please call.

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## OGDEN, UTAH SUB-BID REQUEST AD

Request for DBE/MBE/WBE  
 Subcontractors and Suppliers for:

### Taylor-West Weber Water Improvement District-900 South Well

Culinary Water Well

Location: Ogden, UT

Bid Date: 5/28/15

### Subcontractor/Services Solicited:

Pipe Suppliers, Earth Mover/Road

Builders, Portolet, Fencing, Water Hauling,

Cement Ready-Mix, Soil/Fluid Disposal, Seeding.

### Hydro Resources

13027 County Road 18, Unit C

Fort Lupton, CO 80621

Phone: 303-857-7540 • Fax: 303-857-3826

Contact – Jasen Decker

Email: jdecker@hydroresources.com

# California Sub-Bid Request Ads

REQUESTING BIDS FROM  
DBE/MBE/WBE/OBE

Subcontractors and Vendors

**Project: Pier C Sewer Abandonment, Long Beach  
Project HD-S2493**

**Owner: Port of Long Beach**

**Bid Date: 6/2/2015**

**Please provide scope letters to Blois Construction  
2 days prior to bid date**

**Please submit quotes at least one day prior to bid**

**Blois Construction is bidding this project as a  
Prime Contractor and is requesting bids from  
the following trades and suppliers:**

**Concrete - Sand - Slurry - Asphalt Concrete  
Repair - Trucking - Surveying**

For questions regarding the project, contact Crissy Gonzales at 805.656.1432, FAX 805.485.0338 or email deliagonzales@bloisconstruction.com. If interested in bidding this project, Blois Construction is willing to assist all qualified subcontractors/suppliers in obtaining bonding, required insurance, materials, supplies or lines of credit if requested. Blois Construction is signatory to the Laborers and Operating Engineers.

Plans and specifications can be obtained from <http://www.planetbids.com/portal/portal.cfm?CompanyID=19236>. They also are available for viewing at the Office of Blois Construction Inc. at no charge.

Blois Construction is committed to working with qualified DBE/MBE/WBE/OBE subcontractors and suppliers who respond. Delivery schedules will be accommodated and categories of work broken down to facilitate maximum participation. Please include any certification you may have when submitting bids. Self Certification is not acceptable.

## **Blois Construction Co., Inc.**

3201 Sturgis Road • Oxnard, CA 93030  
Phone: 805-656-1432 • 805-485-0338

Sub Bids Requested From Qualified  
DBE Subcontractors & Suppliers for  
**County of Lake - Ackley Road at Manning  
Creek Bridge Replacement Project**

**Location: Lake County, CA**

**Project No. 15-01**

**Bid Date: May 28, 2015 @ 3:00 PM**

McGuire and Hester is seeking qualified subcontractors in the following trades: survey; construction area signs; SWPPP; erosion control; biologist; clearing & grubbing; bridge removal; furnish & drive concrete piling; reinforcing steel; joint seal; metal beam guard railing; metal tub bridge rail; fencing; and trucking.

We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

## **McGuire and Hester**

9009 Railroad Avenue • Oakland, CA 94603

Phone: (510) 632-7676 • Fax: (510) 562-5209

**Contact: Andy Vasconi**

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## **REQUEST FOR QUALIFIED/CERTIFIED SBE/MICRO BUSINESS SUBCONTRACTORS AND SUPPLIERS**

**Santa Clara Valley Water District**

**Project No. 40174004, Contract No. C0604**

**Lower Berryessa Creek Flood Protection, Phase 1  
Milpitas, CA**

**Bid Date: REVISED May 27, 2015 at 2:00 PM**

**SBE Goal 30%**

**Flatiron West Inc requests SBE/Micro subcontractor and supplier participation for the following Items of work, but not limited to:**

CAS/Roadway Signs, Demolition, Clear & Grub, Erosion Control, Landscaping/Irrigation, CIDH, Minor Concrete, Articulated Concrete Blocks (precast), Rebar, Hydroseeding, Fencing, Aggregates (Top Soil, Drain Rock, Class 2AB & Decomposed Granite), Ready Mix, Concrete Pumping, Trucking, SWPPP Plan, SWPPP Materials, Geotextile Materials, Formliner, Street Sweeping, Traffic Control, Vibration & Noise Monitoring, Surveying and QC Testing.

Non-SBE Subs/Suppliers: You will be expected to carry a proportionate percentage of 2nd-tier SBE goal participation with your quote. 2nd-tier SBE goal participation will be evaluated with your price.

Performance & Payment Bonds by admitted surety, naming prime contractor as the obligee, in full amount of the subcontractor's bid, subject to approval by Flatiron required. Bonding & Insurance assistance is available. Flatiron will pay bond premium up to 2.0%. Worker's Compensation Waiver of Subrogation required. Please contact Flatiron for bonding and insurance requirements, or if any other assistance is needed to facilitate your participation on this project. Quotations must be valid for same duration as specified by owner for contract award. Plans and specs are available for free download via an FTP transfer directly from the Santa Clara Valley Water District upon completion of an email request to: [scvwdplanroom@valleywater.org](mailto:scvwdplanroom@valleywater.org) Plans and Specs are also available for viewing in Flatiron's Benicia office. Please call for an appointment to view in our office or locating online. Please contact Lillian Simon at [LiSimon@FlatironCorp.com](mailto:LiSimon@FlatironCorp.com) Please fax your Quotes to our bid fax at 707-746-1603.



## **FLATIRON WEST**

2100 Goodyear Rd. • Benicia, CA 94510  
Phone (707) 742-6000 • Fax (707) 746-1603

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## **REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS FOR THE FOLLOWING PROJECT:**

**Rt. 51 Rehab and Resurfacing Bridge Deck Project, Sacramento County  
Caltrans Project No. 03-3F0804, Bid Date: June 2, 2015 at 2:00 pm**

We hereby encourage responsible participation of local Disadvantaged Business Enterprises (9% Goal), and solicit their subcontractor or material quotation for the following types of work. This is a highway project with the typical items of work associated, but not limited to: Lead Compliance Plan, Construction Area Signs, Traffic Control System, Portable Changeable Message Sign, Job Site Management, Prepare Water Pollution Control Program, Temporary Drainage Inlet Protection, Temporary Concrete Washout, Public Safety Plan, Rapid Setting Concrete (Patch), Remove Asphalt Concrete Surfacing, Remove Concrete Deck Surface, Clean Bridge Deck Drain, Cold Plane Asphalt Concrete Pavement, Remove Unsound Concrete, Poly Concrete Expansion Dam, Prep Concrete Bridge Deck Surface, Furnish and Place Poly Concrete Overlay, Minor Hot Mix Asphalt, Tack Coat, Grind Existing Concrete Pavement, Aggregate Base, Structural Concrete, Clean Expansion Joint, Joint Seal, Traffic Striping and Marking, Construction Equipment and Rentals, Trucking.

CTM Construction, Inc. is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from the Caltrans website at [http://www.dot.ca.gov/hq/esc/oe/contractor\\_info/](http://www.dot.ca.gov/hq/esc/oe/contractor_info/).

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.



## **CTM Construction, Inc.**

3300 Fitzgerald Rd. • Rancho Cordova, CA 95742

916-852-6294 • Fax 916-914-2107

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

**Contact CTM Construction, Inc. for assistance with bonds, insurance, lines of credit, equipment,  
supplies or project plans and specifications. CTM Construction, Inc., is a Union Contractor.**

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# Finding That Perfect Franchise: You May Not Get A Sign

By Joel Libava

Lots of people who are interested in becoming franchise owners think that the way they're going to find that perfect franchise ... the way they're going to "know," will involve some type of mystical experience. Seriously, some of the people I've worked with over the years actually think lights will start flickering on and off in their homes or offices, or that they'll one day glance out the window and see an amazing display of crepuscular rays shining down from the heavens when they find the perfect franchise. Some people really think they'll get some type of sign when a perfect franchise ... a perfect opportunity, appears right before their eyes. Really?

## You May Not Get A Sign

Now, as much as I'd like it if every person who's looking for the right franchise to buy (including you) could experience something mystical or magical when they've found it, it's probably not going to happen. You probably won't get a sign.

I'm not saying it won't happen. But, it's a rare occurrence when it does happen. Most of the people I've worked with didn't know they "found it" until they did some old-fashioned investigative work into the actual concept.

## You May Not Know

That's right: You may not know when you've found it. When you do find the one...that perfect franchise (for you) it will be because of the things you did, the all-important due diligence part of the franchise purchasing process.

Tip: Ask the right questions at the beginning of the process. The answers you get (from headquarters) may or may not increase your interest and/or enthusiasm for the opportunity, but it's ok. You won't know until you ask. And, you probably still won't know if you've found the right franchise after your first or second call with the franchise development team. But, keep going if you still have some interest. More will be revealed.

## Disappointment May Set In

Many years ago when I was a franchise broker and I actually met people who were interested in franchise ownership in-person, I was able to see first-hand how franchise candidates reacted to my ideas



for them. On more than one occasion, these would-be franchise owners would listen to my franchise ideas and get a glazed look in their eyes. Actually, glazed may not be the best description. Let's go with the look people have when they're bored silly. In other words, they weren't at all interested in the franchise opportunities I came up with for them to start checking out.

## "Joel, do you have any other franchise ideas?"

Whenever candidates asked me that question, and lots of them did, I knew I had a lot more work to do. In their eyes, I disappointed them with my (brilliant) ideas. They really thought (for the most part) that they would get super-excited with my suggestions. After all, when I was a franchise broker, I supposedly specialized in helping people "find the right franchise fit."

## Unrealistic Expectations

A lot of people who are interested in becoming franchise owners bring a lot of unrealistic expectations with them. Some of these \*expectations have to do with the business model of franchising itself-what they hope franchise ownership can do for them. Other expectations involve what I've been focusing on in this article.

If you're looking to buy a franchise, the perfect one for you will probably not feel like the perfect one until you really dig in. So:

- Can you and will you be open to the possibilities?
- Can you and will you learn all you can about the franchise opportunities you find before you dismiss them?
- Can you be ok with possibly not being crazy-excited about a franchise concept you find, immediately?
- Will you do the research needed to find out if the franchise opportunity you're looking into may be right for you – including talking with a lot of existing franchisees?

Idea: If you like the franchise opportunity you're investigating but aren't feeling "excited" about it, see if you can \*spend a day with one of their franchisees. Doing so may actually increase your level of excitement. And who knows – maybe you'll be able to "see" yourself in the business. That would certainly be exciting. Maybe even perfect.

The only way that you're going to know if you've found the right franchise to own – the perfect franchise for you – is to do great research. Fact-gathering (done right) will provide the answers to your most burning questions.

Do it!

Source: [www.sba.gov/](http://www.sba.gov/)

# What 'Cognitive Government' Could Do

Continued from page 1

and fail fast should become core tenets of nearly every project rollout. Agile, lean, user-centric and design-thinking approaches must be core methodologies of these governments.

- **Adaptive rule-making.** In his book "The Rule of Nobody," Phillip Howard ably documents how bureaucracy, regulations and dead laws tie public-sector leaders' hands and lead to sclerotic government. Fixing the problem requires understanding and changing the rules that define the

architecture of government and limit its ability to scale innovations. Examples include rules related to data sharing, organizational design and job descriptions, hiring and firing, and contracting.

The past decade or two offers some lessons in how to get from here to there. Many governments have been successful in creating e-government services. Evolving these to a "mobile-first" delivery system is a natural step. But the Internet of Things is rapidly changing many business models and presents near-limitless opportunities to improve our daily lives. How can governments shorten the learning curve to

more effectively adapt to the technological changes that surround them?

Excitement (and concern) is building around the potential of rapid advancements in artificial intelligence, cognitive systems and machine-to-machine learning. But for society to benefit from the true power of these and other technologies, our institutions will also need to become more adaptive. We can achieve more than innovation around the edges of our public agencies.

Source: <http://www.governing.com>