

PATCA[®]

Excellence in Consulting

Fall 2002

Journal

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Be sure to read the open letter from the PATCA board of directors on page 5, discussing the current membership situation and what's being done about it.

In this issue:

What needs to be done about the increasingly bulky skills code list? If you have thoughts, here's where to go with them. — Pg. 1

What do PATCA members value — more and less — about their membership in the organization? Results of the recent poll. — Pg. 1

"Cruising on the Bay with Charlie Gray;" read Jeff Milde's account on — Pg. 4

Look, we're on TV! PATCA gets air time helping a pledge drive. — Pg. 4

Open letter from the board discusses membership concerns and proposals for action. — Pg. 5

Biotechnology: Some of the opportunities for consultants in this new field are discussed further by our April speaker. —Pg. 6

"Cruising on the Bay with Charlie Gray"



Sea Scout ship *Intrepid*, above, was the conveyance for a midsummer PATCA outing on the Bay, led by then-president Charlie Gray. Read Executive Director Jeff Milde's story on this enjoyable event, pg. 4.

A look at the results of the membership survey

By Carl Angotti

THIS ARTICLE summarizes the results of the Membership Committee's survey to determine what our members value the most about belonging to PATCA. This article also fulfills the promise to give members feedback on the results of the survey.

The survey was primarily intended to act as a guideline for promoting PATCA to potential members. As a side benefit, we thought it would also generate other useful information for our committee and the board.

All of the formal documentation and results of the actual survey are available for download on Doug Morrison's Web site at <http://www.qedesign.com/patca>. If you wish, you can read this information and form your own conclusions. Doug's site has his summary paper (in .pdf and Word format), which goes into much more depth than does this article, a .pdf analysis of the data (survrslt.pdf; Note: It has great summary graphs), and the raw data in an Excel spreadsheet format (survslt.xls).

The survey was worked on by committee chair Harsh Pande, Doug Morrison, who did the lion's share of the creation and analysis of the data (using the resources of his wife, who has statistics expertise), Charlie Gray, and myself.

A further summary of the raw data by Harsh Pande ap-

Continued on pg. 3

Consulting skills codes to be revised

By Martin Van Derpool
Directory Committee

OVER THE YEARS our members have asked for new consulting skills to be added to the PATCA skills codes list. As a result, today we find that this data base has grown to nearly 600 skills.

To accommodate this many skills in the printed PATCA Directory, the consulting skills index has to be large — more than 50 pages in the 2001-2002 edition. As a consequence, users are forced to spend significant time when manually searching through the index pages to look for a consultant with specific skills.

Recently requests have been made to reduce the number of skills by combining related skills under a single skills code. Also suggestions have been made about redesigning the index for easier use. For example, one suggestion calls for reorganizing the index by combining the present Category Listing section and PATCA Member Index section into a single Consulting Skills section.

If you have ideas about how the skills codes could be revised or how the organization of the directory could be improved, please contact Don Hoernschemeyer at 831/475-9357, or e-mail to donhmyer@cruzio.com. Also contact Don if you would be willing to volunteer some time. ■

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Message from the new president

What we owe to Uncle Charlie

AS CONSULTANTS WE ALL KNOW how time can pass quickly under the demands of daily tasks, especially when the economy stays in a prolonged slump like we have been experiencing now. As a consequence, often an intentional effort is needed to step back from it all, if even for a few moments, to reflect on what has gone by.

Charlie Gray, or Uncle Charlie as he has sometimes referred to himself in this *Journal*, took on the job of PATCA president in August 2001. Charlie ran the show for more than a year, and under his leadership our organization achieved several important milestones. Included among these are revitalization of the major PATCA committees, a successful dues assessment that insured publication and distribution of our printed 2001-2002 PATCA Directory of Consultants, and the redesign and re-engineering of the PATCA Web site.

Of course accomplishments like these happened because many people made them happen — PATCA members who volunteered their time and energies, and are continuing to do so now. But Charlie was the one who stepped forth to fill the top job. And he stayed with it longer than the normal one-year presidential term. So we all owe Uncle Charlie a great debt of gratitude. He captained our ship successfully through some dark waters, and we shouldn't forget that.

Going forward, our goals are to build PATCA membership and to increase the awareness of PATCA and the services we offer to both potential members and their clients. This is a critical point in the story of PATCA and we all need to help it to have a happy ending!

We also need to emphasize fellowship — consulting can be a lonely business and a consultant feels like the new kid in school upon starting with a new client, and even worse if he has trouble finding one.

Bill Mayfield



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Membership Survey . . .

Continued from pg. 1

appears as an appendix at the end of this article.

What we found

Of about 225 PATCA members and affiliates, 97 members responded to the survey. This is a high response for a survey in general, but still might skew the data because respondents might feel significantly differently about PATCA than non-respondents.

More than 80 percent of the respondents have been consulting more than 10 years, more than 70 percent of them have been members for more than five years, (and 45 percent for more than 10 years). Of the respondents, almost 90 percent were associate members or full members.

Data analysis

We analyzed the data in two categories, by answers to questions about benefits that we considered to be "intangible," and by those that we considered "tangible." Then we ranked the benefits by their scores in the responses. A low score indicates a high rank, and a higher score indicates a lower rank. We then assembled the ranks and scores as shown in the appendix at the end of this article. Note that there is much more detail in the data on Doug's Web site.

The highest-ranking benefits

The results showed that the top intangible benefits to the respondents were that PATCA lends credibility to their practices and gives them a competitive edge. The top tangible benefits were that clients can find members via the Web site and the directory. In addition, the referral service is very important to their membership. The top tangible benefits were no surprise, but the top intan-

gible benefits were not commonly viewed as important before this survey.

Other high-ranked benefits

Slightly lower-ranked intangible benefits include the belief that membership affirms

The top intangible benefits were that PATCA lends credibility to their practices and gives them a competitive edge. The top tangible benefits were that clients can find members via the Web site and the directory.

their identity as an independent consultant, has helped them to become more independent in their livelihood, and allowed some members to "break away" from links to brokers.

PATCA also helps validate their status as independent for the taxing authorities. Similarly ranked tangible benefits include the fact that members can locate other quality consultants via the Web page and the directory, and that the Web site contains information relevant to their practice. We didn't dig into what sort of information is relevant to the practice of the members as yet. In the past, we have not emphasized these areas as important to potential members. We now have evidence that they should be.

Other results

We also found that our respondents are very loyal to PATCA. A very high percent-

age think that their membership provides a good value for the money they spend for it. We affirmed that the vast majority believes that they will continue to be members next year.

I was personally surprised at how little the respondents consider personal contact with other members to be important. This likely represents the typical member's lack of making contact at meetings, other events and on committees (which is something that shows up in the survey). Most respondents (78 percent) attend five or fewer events per year; nearly 40 percent attend none. An assumption is that most members attend about one or fewer events. There could be some important clues here for planning our future membership drives and events.

The survey also shows that more than 80 percent of the respondents live within 50 miles of San Jose. This could be a pointer to a strategy for obtaining new members: focus on the group located within 50 miles of San Jose, or develop an expansion strategy to get more members outside that "ring."

Final words

We now think we have enough information to proceed with our membership program, and what areas to emphasize. Look forward to a program for creating a "member-get-a-member" membership drive that will incorporate what we have learned. We have to pass it on to our membership to help us with needed growth. We can do this without guessing what the benefits of PATCA membership truly are. Thanks to all of you who participated in the survey.



Appendix

Summary of the raw data

By Harsh Pande

Intangible Categories

1. Rank 1, Score: 7.5

a. Q2 – My membership in PATCA lends me credibility with prospective or existing clients

b. Q19 – My PATCA membership gives me a competitive edge

2. Rank 2, Score: 10.7

a. Q1 – My membership in PATCA affirms my identity as an independent consultant

b. Q13 – I belong to PATCA so that I can "break away from the brokers"

c. Q20 – As a result of belonging to PATCA, I have learned to become more independent in my livelihood

3. Rank 3, Score: 11

a. Q10 – My membership in PATCA validates my independent status in dealing with the tax authorities

4. Rank 4, Score: 13.5

a. Q25 – My PATCA dues reasonable for the value I get

b. Q26 – I plan to renew

5. Rank 5, Score: 14

a. Q3 – PATCA offers me the fellowship of other professionals and interesting people

b. Q7 – I find the personal contacts with other PATCA members valuable for job leads and referrals

c. Q9 – PATCA gives me access to a pool of qualified experts

Tangible Categories

1. Rank 1, Score: 8.5

a. Q5 – prospective clients find me through PATCA's Web page

b. Q6 – prospective clients find me through PATCA directory

Continued on pg. 7

Cruising on the Bay with Charlie Gray

By Jeff Milde

JUST SIT RIGHT BACK and you'll hear a tale. A tale of a fun-filled trip, that started from the Port of Redwood City aboard a Sea Scout ship. Unlike Gilligan and the castaways, this voyage had a very happy ending.

In August, nine PATCA members and guests took a cruise on the San Francisco Bay. What started out as an overcast and chilly day turned out bright and very warm. Perfect for cruising the San Francisco Bay.

Starting from the Port of Redwood City we slowly maneuvered upstream toward San Francisco. As the fog cleared we could make out several recognizable landmarks. Which is not exactly easy, when you are looking at them from a new perspective. We saw such great landmarks as Candlestick Park, Pac-Bell Park, Fisherman's Wharf, and Ghirardelli Square. We even circled around and went right into McCovey Cove, famous for the Giants Splash Downs. If you have never experienced that particular vantage point before, you are truly missing an experience.

Our crew was made up of men and women from 14-30 years old. They all belonged to the local Sea Scout unit in Palo Alto. Sea Scouts is a division of the Boy Scouting program. Turns out that our past president, Charlie Gray, was very involved in the Sea Scout program when he was younger.

The ship we sailed on was the *SSS Intrepid*, that was once

a US Coast Guard cutter and now serves as the home base for Sea Scout Unit 51. To see these young men and women in action was amazing. The way they handled their ship and responded to every situation was impressive. Even with all of the nautical duties they had to attend to, our crew still found time to prepare a great lunch for us in the ship's galley.

Thank you to our volunteers and Charlie Gray who organized this outstanding event. Thank you to Sea Scout unit 51 for taking us out and bringing us home safely. We all had a "mari-time"!

Jeff Milde is executive director of PATCA.

Boat pix on line

PICTURES from the August outing on the Bay may be found on-line at <http://www.patca.org/main/images/Boat/>; but be forewarned that they may take a while to download. Individual photos and their file size are:

16_02.jpg	469k
16_03.jpg	430k
16_08.jpg	395k
16_15.jpg	376k
16_18.jpg	504k
16_19.jpg	569k
95_05.jpg	661k
95_24.jpg	740k



We get TV publicity PATCA team completes auction project

EARLY THIS YEAR PATCA received its first TV publicity when a group of our members helped with the telephone pledging drive at public TV station KTEH in San Jose. To add to that initial publicity, last spring PATCA also contributed two team projects to the KTEH general auction.

While the TV auction was going on, shots of the PATCA logo appeared and the list of auction items was periodically put on the screen. Because one of our auction items was sufficiently high in price, the KTEH studio made a short video about PATCA using material we supplied, then showed the video when this item was being auctioned.

PATCA offered a team consulting effort for one day, and also a team consulting effort for two days. It turned out that both were bought by the same person — a high-level manager for a division of Avnet, a multi-billion dollar distributor of electronic components. His winning bids totaled \$1,600, which went to KTEH.

The Avnet Project

This manager wanted the team to explore the possibility of using a project management software system, namely MS Project 2002, Professional Edition, to help control and gather information about the various projects within his division. One of his major goals was that data gathering for a report to headquarters at the end of each quarter should be made much less difficult, compared to the way it was currently being done.

A team of six PATCA members was assembled, with Carl Angotti serving as the project

manager/lead. The other team members, with varying backgrounds applicable to the project, were Chris Schwafel, Al Alaverdi, Richard Larson, Susan Felix and Bandit Gangwere.

Three meetings were held with the client, and as a deliverable the team generated a final report. The manager subsequently used this report to sell his upper manager on the idea of adopting this MS Project approach.

Results for PATCA and the team

This project helped get the PATCA name out to all of the KTEH viewers, and put several PATCA members in front of a hiring manager to demonstrate their skills. Also PATCA members were able to impress the management of a major distributor of electronic components.

Although there has not yet been any follow-up work so far, team members are confident that they have a good chance for some as time goes on.

Thanks to volunteers

We would like to especially recognize the efforts of Carl Angotti for his leadership on this project. His time and effort putting the team together made the project possible. In addition, Susan Felix spent many hours preparing the final report, using valuable inputs from all of the other team members. This combined effort made the report very effective and professional.

Next year's auction

PATCA is considering doing something similar next year. If you have any comments or suggestions about other projects that we could auction on KTEH, they would be most welcome. Send them to the PATCA office, and they will be forwarded to the appropriate persons.

Open letter from board

Changes dictated by declining membership

DEAR PATCA MEMBERS:

AFTER REACHING a peak of more than 400 members in 1997, PATCA has been experiencing a significant decline in membership and is now down to 238 members. Because the majority of our revenue comes from member dues, to remain financially solvent the annual operating expenses of PATCA cannot be allowed to exceed this revenue.

For many years, and continuing up to the present time,

In response to the drop off in dues the board has taken steps to reduce costs. In some cases this has led to reductions in services. . .

Other reductions have been achieved by inviting volunteers to take over tasks previously done by paid staff

most services to PATCA members have been provided by a paid office staff under annual contract to PATCA.

In response to the drop off in member dues revenue during the past two to three years, the PATCA board has taken several steps to reduce costs. In some cases this has led to

reductions in services as well. PATCA publications are one example. In 2000 the monthly printed newsletter was replaced by a quarterly printed *Journal*, and most recently we discontinued printing of the *Journal* and instead are posting an electronic (PDF) version on the PATCA Web site.

Other cost reductions have been achieved by inviting PATCA volunteers to take over some tasks previously performed by the PATCA paid office staff, by reducing or even eliminating some tasks entirely, and by automation. For example, PATCA volunteers (instead of staff personnel) now take care of member sign-in at dinner meetings, and dinner reservations are automated through the ACTEVA Web site.

Further automation could be a promising avenue for achieving some additional cost reduction, and is being investigated. However, that approach could lead to more changes in the levels and kinds of services provided by PATCA to its members.

Looking ahead, asking just for even more volunteer time from PATCA members is not considered a realistic approach in our present situation.

The view of the board is that the best course of action is to take active steps to reverse our decline in membership. However, we must recognize that the board by itself cannot reverse this trend; it will require additional assistance from the membership. The respondents to our member survey last June validated the importance of PATCA membership to their



consulting practices. The survey results, which are summarized in this issue of the *Journal*, give valuable guidance about how to proceed.

The PATCA board asks for your patience and open-mindedness as we proceed to implement the steps that appear necessary to insure the survival of our organization. And as we move forward, the board also invites your constructive comments and suggestions.

With your help, the board believes that we can come out of this decline as a more efficient, technically improved, and streamlined service organization.



Switching off your "hot button"

By Ian Jacobsen

[Former PATCA member Ian Jacobsen produces a quarterly promotional letter which with his kind permission we occasionally reprint. His letters are aimed at employers but most, like this one, have good advice for consultants, too. Contact Ian at 408/244-6672 or ian@jacobsenconsulting.com.]

WORKING with some people can try the patience of a saint. Mistakes, excuses, complaints, snide remarks, etc. can "push your hot button."

Occasionally someone will push it to get a reaction. Us-

Continued on next page

Your manufacturing headaches are over!

You need machines

We build them. Turnkey automation systems that run like clockwork, year after year, cranking out the goods that build your company's bottom line.

You need components

We build them. Our precision CNC machine shop does beautiful work, prototype and production, with quick turnarounds and competitive prices.

You need to ship products

We build them. Contract manufacturing of your electromechanical products that's on time, on budget, and fully QC'd so that you can ship to your customers with confidence.

From general industrial applications to precision tools for biotech and medicine, Production Robotics builds the technologies that build your business. Put our engineering expertise, manufacturing capacity and outstanding service to work for you. Call Production Robotics today or visit our Web site at www.productionrobotics.com.

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Switching off your hot button. . .

Continued from previous page
ally people push it unwittingly. If you respond automatically you have surrendered control of yourself.

It is natural to have "hot buttons." So long as there are things about which you care, there will be situations with the potential to prompt anger or avoidance. Sometimes anger is the response you want. Usually it worsens the situation. What you need is a time delay between when your hot button is pushed and when you respond, to give you time to choose your response.

Decide who you are: Before you encounter annoying situations, determine how you want to deal with them. Do you want to be seen as a hot-head or as someone who is unflappable? Do you want to take the "high road," or to be "down and dirty"? Or do you just want to close down? The image you choose for yourself will be your guiding star for those moments when your hot button is pushed and when you respond.

Choose your response: You *can't* control what others do; you *can* control how you choose to respond. When your hot button is pushed, activate your 10-second delay switch. Then ask yourself:

- What do I want to accomplish when I respond to this?
- What is the best way to communicate my message? What will get through? You will need a different strategy to communicate with prison inmates than with a team of research scientists.
- What do I need to do so that, when I look back on this a month from now, I will be proud of how I handled this?

Displaying anger seldom brings out the best in you or others. It diverts attention from the message to the anger. It puts people on the defensive. Defensive people close down and are less open to solving problems, just when they need to be more open.

Should you avoid expressing your feelings? No. But try to delay until you can express the message you want. When you have regained your composure and decided your objectives, describe what happened, explain how you felt, and engage in problem-solving:

"Yesterday you came into my office four times while I was meeting with Joe, even though I had asked you not to disturb us. I was so upset that I was ready to fire you. I have calmed down now. How can we prevent this from happening again?"

Closing down has its problems. If you bottle up what annoys you it eats away at you, and the person who pushed your button is unaware of your misery.

You can't change people's behavior; change comes from within. The best you can hope for is to let them understand its impact on you. Then *they* may decide to change.

As long as you have sensitivities and work with others, there will be times when they push your hot buttons. By installing a delay switch between your hot button and your response you can gain a little extra time to decide how you want to respond. When you decide, you are in control. That is preferable to letting yourself be a victim.



Speaker amplifies his remarks

Biotechnology — issues and opportunities for us

The April membership meeting was a clinic on "the rebounding economy." During the discussion period after the formal presentations, several promising consulting fields including biotechnology were addressed. For the benefit of members who were not able to attend that evening, and to provide additional information for those who did, Howard Cohen has accepted our invitation to elaborate on his April remarks in this article. —Ed.

IN THESE DIFFICULT economic times, post the dot-com bubble, one often hears that Biotechnology is a growing

though my last formal coursework in the Life Sciences was high school biology.

What are Biotechnology and Bioinformatics?

Biotechnology is the broader area and is the application of biological tools and techniques, or the use of technical means to address matters of biology, health, medical diagnostics, drug discovery, agriculture, etc. This is too big a collection of items for me to address. Much of the work here does require advanced training in medicine or some bio-

For most of us it is not at all clear just what Biotechnology is, nor how to recast ourselves to follow the money and keep our consulting careers active and fulfilling . . . I will describe some of the issues and opportunities for PATCA members and provide a few resources . . .

field, rife with opportunities. But most of us were trained in other disciplines and it is not at all clear just what Biotechnology is, nor how to recast ourselves to follow the money and keep our consulting careers active and fulfilling.

In this brief article, I would like to describe some of the issues and opportunities for PATCA members and provide a few resources for further investigation. This is based on the five and a half years that I have spent in the field, al-

logical or related specialty.

Bioinformatics, on the other hand, is the application of computer techniques and technology to help address these same problems. This is also a very large area and the one I will speak to in more depth.

Non-Informatics roles

For the chip and board designers among us, medical and related scientific instrumentation seems to me an appropriate field where opportunities may lie. The constraints may well be different than in devices you have

worked on previously, but there is activity here.

For the management types, I would point out that all projects need planning and tracking, all teams need building, all companies are both functional and dysfunctional in their own unique ways. Biotechnology companies are no different from any others in that regard.

For marketing types, I would caution that the market here is harder to break into. The major constraint to my eyes is the need to understand the science, the technology being offered, the players and the politics, which is different here than in other industries. This is the usual barrier to entry in entering a new field for marketers.

Selected Bioinformatics issues

These are some of the things that I have come across in my experience in the genomics area:

- Interface to specialized hardware (e.g., gene sequencers, mass spectrometers, digital microscopes, microarray readers, etc.)
- Processing large amounts of data (many files)
- Processing large amounts of data (test sets/base sets can be huge)
- Often coarse grained parallelism — parallelizing and controlling enormous computational sets
- Cultural gap between computer science and biology folks — different languages & cultures
- Computational complexity — e.g., molecular modeling,

finding binding sites, drug discovery, gene expression analysis

- Statistics — data-mining weak signals from large sets of interdependent data
- Statistics and experimental design, e.g., the drug discovery, clinical trial & approval pipeline
- Interrelational complexity, such as biochemical cell pathways (who does what to whom, and in what sequence; where to intervene)
- User interface for navigating/visualizing/utilizing the

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And genomics is
just the beginning**

enormous amount of data

The kinds of software skills I have come across include familiarity with Unix and its variants, C/C++, perl, java, python, SQL, Oracle and Web-based programming. In any given environment, just a subset of these skills is required of an individual, but that varies from company to company and project to project.

In the beginning was the genome. Although the "first draft" of the human genome was published last year, it is far from complete and even further from being understood. Genetic variation —

among cells of your body, between healthy and malignant cells, between people, between species — is not well understood.

And genomics is just the beginning. Genes are expressed into proteins, which then interact with one another and with the genes, whose expression they control. The study of the complex of proteins in the cell and their interaction is known as proteomics. More complex is the study of metabolism, its control and byproducts — metabolomics.

And one can go up the organismic hierarchy here — cells interact, organs function and malfunction, hormones promote action at a distance, the environment impinges, all of which may be of significance in unraveling a particular disease, drug, or other issue of interest.

Much of this feeds into looking for molecules or genes that can be targets for drugs, and then developing drugs with the specificity and safety and efficacy needed to begin the long journey towards approval (about 10 years and \$800 million, nowadays, for a successful drug).

A couple of Web sites

These sites are good for news and for lists of companies, from which one can go to their Web sites. The Bay Area Bioinformatics Organization holds monthly meetings, usually at Stanford University.

- www.biospace.com
- www.bayareabioinformatics.org/

Some final words

"Bioinformatics" is a rich field with many interesting problems. Crossover is not yet

that difficult, since there are still few folks formally trained in the area.

A challenge is in learning the new vocabulary and understanding how the application areas affect the algorithms, DB schemas, and other constraints on the systems to architect and implement.

It is driven by money from the pharmaceutical companies, who are driven, to some extent, by an aging population and by advances in science and technology that allow things heretofore unattainable to be done in the search for knowledge, drugs and diagnostics.

Long-time PATCA member Howard Cohen operates Cohen Software Consulting, Inc., in Palo Alto. Reach him at (650) 856-8123 and visit his Web site at www.cohensu.com.

Appendix **Raw data summary**

Continued from pg. 3

c. Q8 — PATCA's job referral service is an important reason for my belonging to the organization

2. Rank 2, Score: 9.5

a. Q15 — I can find other members through PATCA Web site

b. Q17 — I can easily find the information I need on PATCA's website

c. Q18 — PATCA's Web site is informative and contains information relevant to my practice

3. Rank 3, Score: 11.5

a. Q16 — I can find other members through PATCA directory

4. Rank 4, Score: 11.6

a. Q12 — My PATCA membership gives me access to unique and restricted information such as the Consulting Rate Survey



Calendar of Events

October

- 10 - Dinner Meeting - 7 p.m., Wyndham Hotel, Sunnyvale
- 18 - Kick Start Club - 7:30 p.m., Country Gourmet, Sunnyvale (See story opposite)

November

- 5 - Board Meeting - 7 p.m., Mountain View Chamber of Commerce
- 14 - Dinner Meeting - 7 p.m., Wyndham Hotel, Sunnyvale
- 20 - Kick Start Club - 7:30 p.m., Country Gourmet, Sunnyvale (story opp.)

December

- 3 - Board Meeting - 7 p.m., Mountain View Chamber of Commerce

Kick Start Club

Very casual — and very helpful

SURELY THE MOST INFORMAL of all PATCA activities, the Kick Start Club can also be one of the most useful for those who need its services. It's for those who want to kick their businesses up to a higher level, including – but far from being limited to – those who are new to consulting.

What it is, is a monthly meeting for members who want to sharpen their consulting skills by sharing problems and solutions in an informal atmosphere. Charlie Gray hosts the meetings at The Country Gourmet (1314 S. Mary Ave., Sunnyvale) on the Wednesday following the monthly dinner meeting—which makes it the Wednesday after the second Thursday of each month. Contact Charlie Gray (email@cegcs.com) for further information.

Charlie explains, "Country Gourmet Restaurant is at the corner of Fremont and Mary in Sunnyvale. The time is 1930 (three bells in the second dog watch for those who are confused by 24 hour time). I look forward to seeing you there. Ask the host(ess) for 'Kickstart'." [In case you don't find *either* of Charlie's two explanations of the meeting time helpful, let's just say that it's 7:30 p.m. –Ed.]