

SMALL BUSINESS

EXCHANGE NORTHEAST

Voice of Small, Emerging, Diversity-Owned Businesses Since 1984



Published Monthly by Small Business Exchange DBE/MBE/SBE \$2

Volume 31, Edition 2NE

February 24, 2015

Crumbling, Rusty, Unfunded Infrastructure: Are Public-Private Partnerships the Solution?

By Marie Sheahan Brown and Leslie McMillan

A November 23, 2014, *60 Minutes* report by Steve Kroft featured high-traffic roads, rails, bridges, and airports being used far beyond their load capacity and expiration dates.

In "Falling Apart: America's Neglected Infrastructure," Mr. Kroft interviewed former US Secretary of Transportation Ray LaHood:

Steve Kroft: According to the government, there are seventy thousand bridges that have been deemed structurally deficient.

Ray LaHood: Yep.

Kroft: What does that mean?

LaHood: It means that there are bridges that need to be really either replaced or repaired in a very dramatic way.

Kroft: They're dangerous?

LaHood: I don't want to say they're unsafe. But they're dangerous. I would agree with that.

The solution? One might conclude from the report that if only Congress and other politicians

would raise gas and other taxes, the substandard infrastructure could be fixed or replaced.

William G. Reinhard, editor of *Public Works Financing* newsletter, trenchantly observes: "As money and power are increasingly concentrated

in Washington, the line of applicants stretches all the way to the US Mint. That has created a 'barbarians at the gate' mentality among the congressional conservatives and budget experts who guard the Treasury. Infrastructure advocates

of all stripes claim great benefits from more federal grants, budget leveraging, and tax help. But so do many others for their programs."

The problem has seemed intractable for decades, affording ample time for paint to peel, metal to rust, concrete to crumble. While the government grinded on, trusses failed on the I-5 Skagit River Bridge in Washington in 2013 when struck by an oversized truck. Fortunately, the three people in two cars dumped into the river were soon rescued and not seriously injured.

But then there are those 69,999 other bridges to worry about.



Goethals Bridge Replacement

The Public-Private Partnership Solution

This week in Dallas, Texas, hundreds of experienced people seeking and offering a different solution convened for the second year in a row. The P3C Public-Private Partnership Conference drew "senior management from the largest firms in the construction, engineering, architecture, legal, and consulting industries," the website states. These made up sixty-five percent of attendees.

Continued on page 12

Removing Blight, One Block at a Time: Seven Cities Receive Revitalization Grants

By J. B. Wogan

Mayors in seven cities have won a competition to receive a full-time AmeriCorps VISTA member, a \$30 thousand grant, and on-going technical assistance for three years of neighborhood revitalization work.

Cities of Service, a national nonprofit organization, awarded the grants as part of its ongoing "Love Your Block" program, which focuses on urban neighborhoods and uses volunteers from the community to try to improve the local quality of life. Cities involved in the program organize volunteers to pick up litter, plant trees, clean vacant lots, create community gardens, and remove graffiti.

Cities of Service is supporting a specific method of government-organized community service for eliminating neighborhood blight, which it explains in an online how-to guide. Part of the initial \$30 thousand will go toward planning. Cities may raise additional money from local foundations and then offer small grants to volunteers with proposals to improve a single block. Cities also look for ways to supplement the volunteer efforts by training a host of municipal services in the area to fix signs, repair potholes, and replace damaged trash bins.

The winning cities announced February 11 were Birmingham, Alabama; Boston, Massachusetts; Lansing, Michigan; Las Vegas, Nevada; Phoenix, Arizona; Richmond, California; and Seattle, Washington. The awardees all plan to focus on improving low-income neighborhoods, though they outlined slightly different strategies. Volunteers in Las Vegas will work near low-performing schools; in Richmond, they'll target only areas surrounding public housing.

To receive the grant, cities had to demonstrate that their mayor would spend time and attention on the project, said Myung Lee, the executive director of Cities of Service. "We're not here to be just a funding source and then just walk away," she said. "We are looking for partners."

The grants are an extension of work that began in New York City under former Mayor Michael Bloomberg. His administration created an office in 2009 (NYC Service) that organized volunteers to address social problems. The office focused on data collection and measured the impact of volunteerism in several issue areas, such as health, education, and the environment. Bloomberg's initiative was itself inspired by a 2009 federal law aimed at expanding community service.

The year after NYC Service launched, the Rockefeller Foundation awarded \$100 thousand grants to ten cities for a paid staff position in the mayor's office to create and oversee their own version of NYC Service. Bloomberg Philanthropies has since offered additional grants to expand the program, and in January 2014, it helped fund the creation of an independent nonprofit, which is overseen by Lee, a former deputy commissioner of children's services in New York City.

By now, the service model has a record of tangible results in participating cities. In New York City, volunteers have coated at least six hundred eighteen rooftops with a reflective surface that reduces a building's heating costs. In Flint, Michigan, volunteers scrubbed at least seventeen thousand square feet of graffiti. Cumulatively, Cities of Service have recorded the removal of at least 1.9 million pounds of litter and the creation of at least five hundred twenty community gardens or other types of green space.

Continued on page 6



This is a complimentary copy. Paid subscribers receive first-class mail.

Published by Small Business Exchange, Inc.
220 Superior Street South, Salem, OR 97302-5139

PRSR STD
US POSTAGE
PAID
SALEM, OR
PERMIT No. 77

Inside This Issue:

Advancing the Dream
Sub-Bid Request Ads
Public Legal Notices
Contracting Opportunities
Business Toolbox
Lean In or Lean Together
News and Information
Marketing on a Shoestring Budget
Access to Capital
Policy Issues
Events Calendar
SBE Subscription Form

Page 2
Pages 3-4
Page 5
Page 5
Page 6
Page 7
Page 8
Page 9
Page 10
Page 11
Page 12
Page 12

Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

"We don't need leaders, we need a conscience," young Ahmed Hassan told Egyptian-American filmmaker Jehane Noujaim. "We need to create a society of consciousness, and out of that a good leader will emerge."

The Harvard-educated filmmaker grew up in Cairo near Tahrir Square—*The Square*. This award-winning 2013 documentary follows the young Egyptians whose peaceful "revolution" eventually made thirty-year dictator Hosni Mubarak resign in 2011. Mass gatherings in the square also influenced, in 2013, the military-pushed downfall of Mubarak's disappointingly dictatorial elected successor, Mohamed Morsi.

Writing of her motivation for this film, Ms. Noujaim cites a letter from prison by one of the protestors:

"We go to Al Midan (the square) to discover that we love life outside it, and to discover that our love for life is resistance. We race towards the bullets because we love life, and we go into prison because we love freedom."

She continues: "... [O]ur story is really about ... sacrifice for ideals that are bigger than the individual. Every moment in history begins with a few dedicated people—from the civil rights movement of the '60s to the fight to end Apartheid in South Africa. We usually see the culmination of their efforts—the Million Man March on Washington, or the removal of a dictator. But we never see the dramatic personal struggles of the few people who begin the fight before they are joined by millions. We never see the moments where Martin Luther King or Gandhi believes he has failed, and is alone, with no supporters. Understanding the journey of the struggle with its successes and failures is a crucial testimony ..."

"While our characters put their lives on the line to battle the largest standing army in the Middle East with nothing but stones, we as filmmakers were right behind them with our cameras. But living with our characters for nearly three years, we were also able to capture the personal sacrifices behind the headlines ... to see what it means to fight for what our characters call 'a new society of conscience' ..."

If you and your family need a booster shot of conscience and spirit, please watch *The Square*. You can find it on Netflix.

African American Inventors In Transportation and Trade

By Marie Sheahan Brown

Inventors by nature flout limits to imagination. They find ways to slip the shackles sometimes imposed by era and place. In this edition of Small Business Exchange Northeast newspaper, we observe Black History Month by profiling five African American inventors and entrepreneurs who didn't wait for permission to apply their craft and genius. They found honorable ways around obstacles. Their beneficial creations spoke for themselves as industries and individuals sought to put them to use.

Happily, the US Patent Office often seemed color blind. At times, fair employers also recognized and rewarded the gifts of these inventors.

We credit the United States Department of Transportation (USDOT), Office of Small and Disadvantaged Business Utilization (OSDBU) for researching and writing these brief bios, which we have edited slightly.

Many inventions of these remarkable people helped build and improve the reach, efficiency, and safety of transportation in this country. Other inventions depended on better transportation for marketing, distribution, and franchises for other black entrepreneurs.

As is often true of creative geniuses, the rich imaginations of these inventors ranged beyond roads and tracks. And hard work made the imagined come alive.



Elijah J. McCoy
Born May 2, 1844
Died October 10, 1929

Elijah J. McCoy, Canadian-American inventor and engineer, was noted for his fifty-seven US patents, most to do with lubrication of steam engines. Born free in Canada, at age five he, with his family, returned to the United States in 1847. There he lived for the rest of his life and became a US citizen.

Settling in Michigan, Mr. McCoy could find work only as a fireman and oiler at the Michigan Central Railroad. In a home-based machine shop in Ypsilanti, Michigan, he also pursued more highly skilled work, such as developing improvements and inventions. He invented an automatic lubricator for oiling the steam engines of locomotives and ships, "Improvement in Lubricators for Steam-Engines" (US Patent 129,843). Similar automatic oilers had been patented previously. One, the displacement lubricator, was already widely used; its technological descendants were commonly used

into the twentieth century. A boon for railroads, lubricators enabled trains to run faster and more profitably with less need to stop for lubrication and maintenance. Mr. McCoy kept refining his devices and designed new ones; fifty of his patents dealt with lubricating systems. After 1900, he attracted notice among black contemporaries. Booker T. Washington in *Story of the Negro* (1909) recognized him for producing more patents than any other black inventor up to that time. This creativity gave Elijah McCoy an honored status in the black community that persists to this day.

...

The story of Elijah McCoy and his railroad innovations continues its chapters to the present. We at Small Business Exchange Northeast watch with fascination and admiration the efforts of government agencies, prime contractors, subcontractors, suppliers, investors, and communities to build, repair, reinvigorate, and *ride* our long-distance and metro railroad systems.

Having enjoyed train travel ourselves in the United States, Canada, and several European countries, we recognize this as an economical and ecological mainstay for moving people from place to place with comfort and a bit of relaxation, not to mention often beautiful scenery.

Therefore, we pleasedly welcome Railroad Construction Company, Inc., of Paterson, New Jersey, to our advertising community. Founded in Paterson in 1926, RCC has done work in at least fifteen states, running from fifteen to fifty projects at a time, ranging in value from a few thousand dollars to almost a hundred million. RCC is inviting East Coast MWDBE subcontractors and suppliers to a special outreach event at its home office on April 30. Please see their advertisement on page 4—and plan to attend!

■ Continued on page 7

Small Business Voices

Editor's note: Vincent Boreland is the president and chief executive officer of All American Pressure Cleaning and Painting, a certified MBE/DBE/SBE business established in 1998. The All American team works in several states and serves major clients including Red Lobster, Roadhouse Grill, Walmart, Miami International Airport; and large transit systems, universities, and school districts. The editor of Small Business Exchange Northeast met Mr. Boreland in 2013 at a Manhattan conference linking agencies, prime contractors, and small certified businesses. He recently telephoned our national SBE headquarters regarding a contract opportunity. One high-level client testimonial sums it up: "Mr. Boreland, you have a very strong work ethic and a commitment to quality."

Vincent Boreland
President/CEO

T: 954-325-3175
F: 866-229-3031

vince@allamericanpcp.com



EDITORIAL STAFF

Publisher:

Gerald W. Johnson [gwj@sbeinc.com]

Outreach and Managing Editor:

Valerie Voorhies [vvh@sbeinc.com]

General Manager:

Kevin Grant [kgrant@sbeinc.com]

Northeast Region Manager:

Leslie McMillan [lmcmillan@sbeinc.com]

Northeast Bid and Outreach Editor:

Marie Sheahan Brown [mbrown@sbeinc.com]

PRODUCTION TEAM

Sales and Production Manager:

Nabil Vo [nvo@sbeinc.com]

Northeast Outreach and Sales:

Melissa King [mking@sbeinc.com]

Webmaster:

Umer Farooq [umer@octadyne.com]

Expediting:

Sovereign Publishing, Inc.
[admin@sovereignpublishing.co]

AWARDS

US Department of Commerce
Minority Business Development Agency
Minority Media Cornerstone Award

Northern California
Bay Area Contract Compliance Officers
Champions of Diversity, 25 Years

SF African American Historical Society
2014 Black History Month Award

Southern California
Black Business Association
Outstanding Entrepreneur
Los Angeles Mayor's Advisory Board
Outstanding Achievement as a
Vendor/Supplier
National Association of Minority Contractors
Minority Business Advocate of the Year

EDITORIAL POLICY—Small Business Exchange Northeast is published monthly.

Copyright © 2015 Small Business Exchange, Inc.

The parent publication, Small Business Exchange, is adjudicated as a newspaper of general circulation by the Superior Court of the City and County of San Francisco, State of California, under the date January 29, 1988. Organized 1984.

NOTICE: SBE is not liable to any subscriber or any other user for any damages or any other costs incurred in connection with the utilization of, or any other reliance upon, any information contained in its newspapers. The information contained herein may be subject to typographical error in the transcribing and/or printing of its contents. Information contained in this publication is intended only as notification to its subscribers of available bidding and contracting opportunities. The SBE reserves all rights in connection with this publication and prohibits the duplication of the contents herein without the expressed written consent of the SBE. Subscription fees are nonrefundable.

ISSN 0892-5992 • SBE is certified DBE CA UCP #5988 • DBE NY NYDOT/MTA/PANY&NJ • MBE NJ SAVI

MEMBERSHIPS AND CERTIFICATIONS



CORPORATE OFFICE

703 Market Street, Suite 1000
San Francisco, California 94103
sbe@sbeinc.com • www.sbeinc.com
Tel 800-800-8534 • Fax 415-778-6255

NORTHEAST OFFICE

Post Office Box 140-490
Brooklyn, New York 11214
www.sbenortheast.com



Kiewit – Weeks – Massman

KWM

Goethals Bridge Replacement

Goethals Bridge Replacement Project
Port Authority of New York and New Jersey

CONSTRUCTION DBE OPPORTUNITIES

The Goethals Bridge Replacement Project is a design-build project for the Port Authority of New York & New Jersey (the Authority). The project will replace the existing Goethals Bridge which spans the Arthur Kill River on I-278 connecting Elizabeth, New Jersey, and Staten Island, New York. The existing bridge, built in the 1920s, will be replaced with a dual span and the original bridge demolished. It is anticipated that the bridge will carry approximately 14 million vehicles eastbound annually.

Kiewit-Weeks-Massman, AJV (KWM) has been selected by the Authority to design and build the new Goethals Bridge. KWM is committed to providing a world class project for the people of New York and New Jersey. As part of their mission, KWM is also committed to providing meaningful employment opportunities for hundreds of construction individuals in the region, with particular outreach to the DBE community, and desires to meet or exceed federal requirements for diversity on this important construction project. If your DBE firm would like to apply to participate in this project, please use our website as a resource, www.goethals-kwm.com.

KWM VENDOR SOLICITATION LOG

All companies that fill out a Contractors Questionnaire will be added to our Vendor Solicitation Log which KWM uses for upcoming subcontract opportunities. If you would like to fill out a Contractors Questionnaire, please go to our website and visit the “Partnering” tab.

PARTNERING OPPORTUNITIES

- Travis Spur Rail Bridge Replacement
- Security and Anti-Climb Fence on New Bridge Shared Use Path
- Electrical Conduit, Wire, Enclosures, and Fittings
- Permanent Concrete Traffic Barriers
- PPC Bridge Deck Overlay
- Right of Way Security Fence
- Galv Steel Tube Rail on Concrete Barrier
- Galv Steel Pedestrian Railing on Shared Use Path of New Bridge
- Landscaping/Seeding
- Pipe Supports Fabrication and Delivery
- Miscellaneous Metals Supply

Check our website for periodic updates on partnering opportunities!

MWDBE BONDING, LINES OF CREDIT, AND INSURANCE ASSISTANCE

For assistance in obtaining bonds, lines of credit, and/or insurance for this project, please visit our website or contact Anne at KWMdivcontracting@kwmjv.com for more information.

Project Office: 137 Bayway Avenue • Elizabeth, NJ 07202 • KWMdivcontracting@kwmjv.com
Kiewit-Weeks-Massman, AJV is an Equal Opportunity Employer



SKANSKA TRAYLOR

SKANSKA-TRAYLOR BT-2 JOINT VENTURE

IS SOLICITING COST PROPOSALS
FROM LOCAL NEW YORK CITY CERTIFIED M/WBE
SUBCONTRACTORS/VENDORS FOR THE

BT-2 Rondout–West Branch Bypass Tunnel
Dutchess, Orange, Putnam, and Ulster Counties, New York
NYC DEP Contract No: WFF-BT-2

Description of project:

The major elements of work consist of completion of Shafts 5B and 6B, the construction of a new Bypass Tunnel from Shaft 5B to Shaft 6B, tunnel dewatering including exercising, operation, and maintenance of the Shaft 6 pumping systems and new tunnel dewatering system, connection of the Bypass Tunnel to the existing RWBT, an inspection of the existing RWBT, and grouting and structural repairs of the existing RWBT in the Wawarsing area, and work incidental thereto, along with construction of three (3) temporary siphons on the spillway at Rondout Reservoir Merriman Dam.

Subcontracting opportunities include, but are not limited to:

Soil Sampling and Testing, Disposal of Hazardous Materials, Concrete–Ready Mix, Concrete–Precast, Reinforcing Steel, Painting, Structural Steel, Miscellaneous Metals, Pipe Supports, Mechanical Piping, Electrical Work, Geotechnical Instrumentation and Monitoring, Dewatering, Disposal of Excavated Materials, Explosives, Fencing, Landscaping.

Please respond by: March 2, 2015

If you are interested in bidding on this project, please contact Skanska-Traylor BT-2 JV’s Outreach Coordinator: Julia.Maxwell@skanska.com

SMALL BUSINESS EXCHANGE NORTHEAST

SBE’s **targeted distribution** reaches
DBE, SBE, DVBE, MBE, WBE, LBE, and OBE
firms that match the trades and goods you need.
www.sbenortheast.com • 800-800-8534

SMALL BUSINESS EXCHANGE NORTHEAST

SBE OUTREACH SERVICES

With over 1.6 million businesses in our active database—the country’s largest non-public diversity database—SBE sets the professional standard for diversity outreach across the nation. For three decades, we have served small businesses, prime contractors, and agencies—with proven results.

Advertisements

Placed in the monthly Small Business Exchange Northeast newspaper, the extra SBE Northeast digital newsletter, and at www.sbenortheast.com

Fax, Email, and Postal Solicitations

Targeted mailings sent to businesses chosen according to your criteria

Live Call Center Follow-Up

Telephone follow-up calls using a script of five questions that you define

Computer Generated Reports

Complete documentation that will fit right into your proposal, along with a list of interested firms to contact

Special Services

Custom design and development of services that you need for particular situations such as small business marketing, diversity goal completion, and agency capacity building

Call for more information: 800-800-8534



TAPPAN ZEE CONSTRUCTORS, LLC

An Equal Opportunity Employer / Contractor

Is seeking DBE firms for Subcontract Opportunities

on the
NEW NY BRIDGE PROJECT

OWNER: NEW YORK STATE THRUWAY AUTHORITY

Located in Westchester & Rockland Counties, New York

Subcontract opportunities are primarily available for construction firms, however several support service opportunities also exist.

All interested firms, including DBEs, must register with TZC through the following website to be considered:

www.TappanZeeConstructors.com

TZC Vendor Database

All registered vendors will be added to the **TZC Vendor Database**, which TZC uses to seek DBE firms for every Subcontract Opportunity.

Technical Review Meetings

Will be held by TZC with DBE firms as needed on key scopes of work where TZC will be seeking pricing from the subcontractor community. Technical Review Meetings are designed to help DBEs prepare for upcoming contract opportunities by providing summary level information on scope requirements and to address any questions. All DBEs are encouraged to register with TZC at www.TappanZeeConstructors.com to receive information on how to participate in future Technical Review Meetings.

Bonding, Lines of Credit, Insurance Support Services

TZC is willing to assist all DBE subcontractors and suppliers in obtaining access to bonds, lines of credit, and insurance. Please email your request for assistance to DBETeam@TZC-LLC.com.

Main Project Office: **555 White Plains Road, Suite 400 • Tarrytown, NY 10591**



**Skanska-Kiewit-ECCO III JV
Invitation to All DBE Firms and Local Businesses**



KOSCIUSZKO BRIDGE PROJECT

Skanska-Kiewit-ECCO III JV invites all firms that are New York State certified Disadvantaged Business Enterprise and local Queens and Brooklyn businesses to submit proposals for the Kosciuszko Bridge Project.

If you are interested in bidding on this project, please contact SKE JV's Outreach Coordinator: Julia.Maxwell@skanska.com

SKANSKA

**SKANSKA-J. F. SHEA JOINT VENTURE
IS SOLICITING COST PROPOSALS
FROM NEW YORK STATE CERTIFIED DBE
SUBCONTRACTORS/VENDORS FOR THE
Grand Central Terminal Station Caverns and Track
East Side Access Project, Manhattan, New York
MTA Capital Construction Contract No: CM007
Response of Interest: April 1, 2015**



Description of project:

The work under Contract CM007 is the construction of concrete structures and fit out for the new LIRR Grand Central Terminal Station Caverns and track work throughout the East Side Access Tunnel system. The work includes, but is not limited to:

- Construction of concrete structures for the Grand Central Terminal (GCT) station caverns using cast-in-place and precast concrete;
- GCT Station fit-out, including mechanical, electrical, plumbing, fire protection, architectural finishes, and signage;
- Installation of elevators and escalators using the designated VM014 Vertical Circulation subcontractor;
- Rock excavation for the 45th Street Cross Passageway Elevators 15 and 16;
- Track work throughout the tunnel system, including special track work for turnouts, crossovers, and interlockings; and
- Construction of concrete structures and backfill concrete associated with the closure of the Queens Bellmouth temporary construction access.

There are many subcontracting opportunities. If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Julia.Maxwell@skanska.com

Please respond by: April 1, 2015



Railroad Construction Company, Inc.
RCC Contractors - Engineers
Est. 1926

**EAST COAST
MWDDBE
OUTREACH EVENT**

APRIL 30 2015 **PATERSON, NJ**
RCC MAIN OFFICE

Invitation to all MWDDBE Firms and Businesses:
You are cordially invited to attend **Railroad Construction Company, Inc. (RCC)** East Coast MWDDBE Outreach Event on **Thursday, April 30, 2015** from **8:00 am - 1:00 pm**. Please join the RCC team at **75-77 Grove Street, Paterson, NJ** to discuss upcoming projects and potential bid opportunities with the company. Registration is required.

Please visit www.railroadconstruction.com to sign up online. All interested and certified **MWDDBE** companies are welcome! Railroad Construction Company, Inc. is an Equal Opportunity Employer.

Railroad Construction Company, Inc. (RCC) is a major General Contractor with experience and expertise in all areas of civil, track and building construction. As a General Contractor, RCC is proficient in executing, administering and coordinating all aspects of the construction work necessary to complete projects on time and within budget. We often seek subcontracts in the following areas of business:

- Acoustical Insulation
- Aggregates
- Architectural Finishes
- CCTV Systems
- Construction Materials
- Construction Photos
- Contaminated Waste Disposal
- Demolition
- Designers
- Doors & Hardware
- Electrical
- Engineering & Survey
- Environmental Consulting
- Fencing
- Fire Extinguishers
- Fire Sprinkler/Alarm Systems
- Glass & Glazing
- Ground Water Treatment
- Hazardous Water Abatement
- Infrastructure
- Janitorial Services
- Lathing/Plastering
- Masonry
- Materials Testing & Inspection
- Mechanical/HVAC
- Metal Wall Panels
- Office Facilities & Supplies
- Ornamental Railings
- Painting & Coating
- Painting/Wall Covering
- Pest Control
- Plumbing
- Precast Concrete
- Ready-Mix Concrete Supply
- Reinforcing Steel
- Roofing
- Sanitation
- Shotcrete
- Site Security
- Street/Sidewalk Restoration
- Structural Concrete
- Structural Steel & Misc. Metals
- Telephone Specialities
- Testing
- Tile/Terrazzo
- Toilet Accessories
- Traffic Control
- Trucking
- Universal Suspension System
- Utility Works
- Waste Removal
- Waterproofing
- Welding

QUESTIONS?

Please contact **Rebecca Walka-Perry** at 973-413-1879 or MWDDBE@rccmail.net.

75-77 GROVE STREET PATERSON, NJ 07503 *Railroad Construction Company, Inc.* PHONE: 973-684-0362
RCC Contractors - Engineers FAX: 973-684-7685
Est. 1926



CALIFORNIA STATE UNIVERSITY STANISLAUS

**NOTICE TO CONTRACTORS
LIBRARY II RE-ROOF PROJECT NUMBER 9289
CSU STANISLAUS
One University Circle, Turlock, CA 95382**

The trustees of the California State University will receive sealed bid proposals in room MSR290, at the above address, for furnishing all labor and materials for construction of the Library II Re-Roof Project Number 9289, for the CSU Stanislaus campus.

Proposals will be received in the above-mentioned room until **2:00 pm on March 19, 2015**, in accordance with the contract documents, at which time the proposals will be publicly opened and read.

In general, the work consists of removing the existing 26,000 square foot roof, and providing and installing roof insulation and 60 mil fully adhered PVC membrane with proper accessories in accordance with the plans and specifications prepared by CRC Consulting Group, 1400 Easton Drive, Suite 138, Bakersfield, CA 93309, 661-321-9578; e-mail: crcbake1@crcconsult.com.

Plans and specifications may be seen at the office of the University and Plan Rooms. Engineer's

construction estimate is \$340,000. Plans and specifications will be available for review and purchase after **February 23, 2015**, by requesting them from ARC by going to www.e-ARC.com/ca/modesto then clicking on "Public Planroom" or by calling the ARC Modesto location at 209-524-2924 asking for the PlanWell Department. Plans and specifications cost approximately \$125 plus tax and shipping payable to ARC and are non-refundable.

Each bidder offering a proposal must comply with bidding provisions of Article 2.00 et seq. in the contract general conditions, and should be familiar with all the provisions of the contract general conditions and supplementary general conditions.

This project is a public works project and is subject to prevailing wage rate laws (see contract general conditions, article 4.02-c). All contractors and all tiers of subcontractors bidding on this project shall register to bid public works projects with the Department of Industrial Relations (DIR), and maintain current this registration pursuant to Labor Code Section 1725.5. Please go to <http://www.dir.ca.gov/PublicWorks/PublicWorks.html> for more information and to register.

A mandatory pre-bid walkthrough has been scheduled for **March 4, 2015, at 10:00 am**. Interested bidders should assemble at Mary Stuart Rogers Building room MSR130 on the campus.

The trustees require the successful bidder to achieve three percent (3%) DVBE participation in contracting construction projects as established in the bidding documents, and bidders shall identify

the DVBEs to be used to satisfy this requirement in their bids. The trustees are also granting a one percent DVBE bid incentive for DVBE participation of four percent. Bidders shall contact the University's DVBE program advocate at 209-667-3243 or Debbie DaRosa at 209-667-3987.

It will be the responsibility of each bidder to obtain a bid proposal package in sufficient time to fulfill requirements therein. Bid proposal packages are obtainable only by contractors, licensed in the State of California with a C-39 license, and registered with the DIR to bid public works projects. The bid packages must be requested from the trustees, located at CSU Stanislaus, One University Circle, Turlock, CA 95382, Attention: Debbie DaRosa, 209-667-3987.

**02-20-2015
SMALL BUSINESS EXCHANGE**



The public legal notice on this page is one of many recently running in Small Business Exchange publications in California. We include it as an example for Northeast governments, agencies, universities, institutions, and organizations to consider.



SMALL BUSINESS EXCHANGE NORTHEAST

PUBLIC LEGAL NOTICES

With a database of over 1.6 million businesses, SBE assists agencies with public legal notices

Advertisements
Placed in the monthly Small Business Exchange Northeast newspaper, the SBE Northeast digital newsletter, and at www.sbenortheast.com

Special Follow-Up Services
Custom design and development of services

Call for more information: 800-800-8534



Please explore our website page at this direct link: http://www.sbenortheast.com/database/bid_database/

These are **samples** of bid opportunities from federal, state, or local jurisdictions in four categories: construction, architectural/engineering, business services, or commodities. Bid site link updates are available in electronic format. (See Subscription Form on Page 12.)

CONNECTICUT

DRUG AND ALCOHOL TESTING
Location: Agencies throughout Connecticut
Respond By: 3/20/15
Ref #: 14PSX0337
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Administrative Services
Contact: Arlene Watson-Paulin, 860-713-5237, fx860-622-2936, arlene.watson-paulin@ct.gov

MAINE

STUDENT LOAN ADMINISTRATIVE SERVICES
Location: Portland, Maine
Respond By: 3/9/15
Ref #: 201501021
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Maine Educational Loan Authority
Contact: Shirley Erickson, serickson@mela.net

MASSACHUSETTS

INTERNET ACCESS SERVICES FOR LIBRARY
Location: Boston, Massachusetts
Respond By: 3/17/15

Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: City of Boston Public Library
Contact: Carl Lehto, 617-859-2346, clehtoo@cbpl.org

NEW HAMPSHIRE

STANDING SEAM METAL ROOFING, STATE FOREST NURSERY
Location: Boscaawen, New Hampshire
Respond By: 3/19/15
Ref #: DRED FL 1409
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Resources and Economic Development
Contact: edward.mussey@dred.state.nh.us

NEW JERSEY

NON-TAX DEBT COLLECTION SERVICES (SMALL BUSINESS CONTRACTOR SET-ASIDE)
Location: Trenton, New Jersey
Respond By: 4/16/15
Ref #: 2015-X-23677
Pre-Bid Conf:
NAICS:
License Req:

Description: Available through electronic services
Owner: New Jersey Department of Treasury, Division of Revenue and Enterprise Services
Contact: <http://ebid.nj.gov/QA.aspx>.

NEW YORK

FLATBUSH/ATLANTIC YARDS STREETScape (INCLUDES DBE REQUIREMENTS)
Location: Brooklyn, New York City, New York
Respond By: 3/17/15
Ref #: HWK300-01
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York City Department of Design and Construction
Contact: Lorraine Holley, 718-391-2601, holleyl1@ddc.nyc.gov

RHODE ISLAND

DIPLOMAS/COVERS/MAILERS
Location: Kingston, Rhode Island
Respond By: 3/13/15
Ref #: 100070
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: University of Rhode Island
Contact: Karol Chadwick, 401-874-2171, karolchadwick@mail.uri.edu

VERMONT

WILLISTON STP SIDEWALK, KNIGHT LANE
Location: Williston, Vermont
Respond By: 3/13/15
Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Town of Williston, Vermont
Contact: Lisa Sheltra, 802-828-1239, lsheltra@willistonvt.org

See Page 12 to subscribe to bid site link updates in categories of your choice

For a \$60 annual price, subscribers will receive:

- A printed copy of our monthly Small Business Exchange Northeast newspaper sent by first-class mail
- A digital copy of each monthly newspaper
- Our extra Small Business Exchange Northeast digital edition that includes one informational article and all current sub-bid requests and other advertisements
- Access to our expanding clickable trapline of Northeast bid and procurement site links



Career Management: You Really Want to Be a Manager?

By Odette Pollar

In past decades, the words “I’m a manager, now” would be accompanied by grand music. Those words carried pride and honor. They indicated that a pinnacle of success had been reached. Traditionally, success was based on moving up in an organization.

The last decade has shown us with layoffs, mergers, and downsizing, that the time when a person stayed with one organization for his entire career seems to be long gone. Fewer management slots are available, and this change causes many to look back with longing for the good old days. However, becoming a manager is not all that it is cracked up to be.

A number of company-wide surveys across industries have identified a new two-fold trend. One, people are not interested in becoming managers in the first place and many are refusing promotions. Two, managers are voluntarily stepping back to non-supervisory roles.

Most commonly cited complaints from managers include: hating all the meetings, never being able to do enough for employees, being caught in the middle between bosses and subordinates, and lack of respect.

A significant number of employees do not wish to be managers, particularly now when workloads are so heavy.

In the era of entrepreneurship, the manager’s role can seem thankless and well hidden behind the company stars who just launched a new product line. Shortened time frames for product creation, response, or planning hit the manager as hard or harder than staff. Long hours are the norm.

“Dilbert’s unflattering portrayal says a lot about how management has evolved in our culture. Cynicism is rampant,” says T. Quinn Spitzer, chief executive officer of Kepner Tregoe, Inc., a Princeton, New Jersey, management consulting firm.

Historically, most benefits, challenges, and opportunities for growth were available in only one direction—and that was up.

Today’s work world offers greater flexibility through job sharing, new work locations, and telecommuting.

Now a wider range of opportunities exists for development, challenge, and job satisfaction in non-management roles. There are often fewer headaches, and if you have a field position, there is more freedom of operation.

With the rise in self-managing teams, people can get a taste of management without having the same corporate structure behind them.

Some companies have established career ladders for personnel in technical ranks allowing for promotions without requiring the supervisory function.

Remaining in the field, as a top producer in sales or as a star performer in another area, may not cause a decrease in salary. Moving up may not significantly increase income and benefits as much as it used to.

On the Up Side

This is not to say that companies are in trouble and cannot find managers, nor is it to say that being a manager is hell on Earth for everyone. It is not all bad news or there would not be any. Of course, one’s experience in management is greatly affected by the company’s culture.

Managers have an opportunity to view the business in a broader context, plan, and grow personally.

Managers can play more of a leadership role than ever before. This is an opportunity to counsel, motivate, advise, guide, empower, and influence large groups of people. These important skills can be used in business as well as in personal and volunteer activities.

If you truly like people and enjoy mentoring and helping others to grow and thrive, management is a great job (so is training).

Good managers, and there are a lot of them, can inspire incredible loyalty. When I worked at the University of California at Berkeley in the ‘80s, my boss, Jordan Safine, was great. He worked on our behalf, fought for us when upper management wanted to cut benefits, had fair

rules, and treated all equitably. I have never met anyone who was able to inspire more loyalty in his staff than Jordan Safine.

This new work world offers numerous opportunities for career satisfaction. Think hard about whether you are cut out for a supervisory position. Now that being an individual contributor is not synonymous with being a drudge, staying where you are can be very satisfying and offer different opportunities for success.

Odette Pollar is a nationally known speaker, author, and consultant. President of the management consulting firm Smart Ways to Work, based in Oakland, California, her most recent book is *Surviving Information Overload*. Email Odette to share your comments, questions, and suggestions: odette@SmartWaysToWork.com.



Welcome to Our Community

SMALLVILLE NORTHEAST

Decca Paving, Inc.
Rochester, New York
www.deccapaving.com

Diamond Security Services
Long Island City, New York
www.diamondsecurityservices.com

J. F. White Contracting Co.
Framingham, Massachusetts
www.jfwhite.com

NJ&C Associates
Carmel, New York
www.njcassociates.com

Scrub Clean Maintenance
Bronx, New York
www.scrubcleanmaintenance.com

Skanska Koch
Carteret, New Jersey
www.usa.skanska.com

Jess Security & Investigaton
Bronx, New York
www.jesssecurityservices.net

Lammy & Giorgio, PA
Haddon Township, New Jersey
www.lgarch.com

Silverite Construction Company
Hicksville, New York
www.silverite.com

GCCOM Construction Company
College Point, New York
www.gccom.us

Sessler Wrecking Inc.
Waterloo, New York
www.sesslerwrecking.com

Railroad Construction Company
Paterson, New Jersey
www.railroadconstruction.com

We greatly appreciate the growing community of subscribers to Small Business Exchange Northeast newspaper and services. Traveling through communities in the Northeast and all across America, you can see welcome signs of every variety, often featuring the names of active local businesses, agencies, clubs, and organizations. On your road trip, you might even visit one or two of these fine establishments. We encourage you to visit the websites of subscribers featured on our virtual Smallville Northeast welcome sign. And we invite you to subscribe to our Small Business Exchange Northeast newspaper and services. Please see the detailed Subscription Form on Page 12. Happy travels!

Revitalize . . .

Continued from page 1

The biggest benefit from the latest round of grants isn’t the money; it’s access to technical expertise. Both the AmeriCorps employee and the supervisor who runs the service programs have to participate in monthly phone check-ins and webinars with Cities of Service. Staff from Cities of Service also conduct site visits to all their grantees.

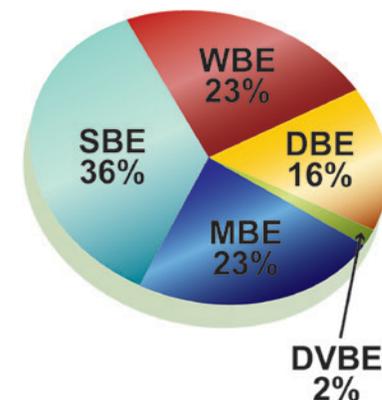
Each city will report back on the immediate accomplishments of service projects, such as the number of volunteers who participated or pounds of litter collected. But Lee said the long-term goal is that as residents invest their time and energy in these blocks, the city will see measurable impact on crime and people’s perception of safety. The newest round of grants will encourage cities to track those deeper indicators that might change as the aesthetics of the neighborhood improve.

“We’re trying to change how the world deals with volunteers,” she said. “Don’t think about how many volunteers are coming out. Think about what the volunteers are trying to address.”

Source: Governing

AUDIENCE PROFILE

Small Business Exchange Northeast





A Sage Solution to a Shrinking Workforce: Hire Seniors

By Mark Taylor

As the United States economy heats up and successful companies consider expansion and new hiring, competition for reliable, experienced, and skilled employees will grow more intense, labor market experts predict.

They caution small businesses not to ignore one valuable source of potential employees: older Americans.

Older Americans

Millions of seniors who have retired or are approaching retirement from lengthy careers still need to work to maintain their families and lifestyles. Others crave the social interaction and sense of purpose employment delivers.

Peter Cappelli, professor of management and director of the Center for Human Resources at the Wharton School, University of Pennsylvania, said increased life expectancy and the maturing of the largest generation in American history—the Baby Boomers—will account for increased numbers of older Americans in the workplace.

Cappelli, co-author of *Managing the Older Worker* (Harvard Business Review Press, 2010), said today's seniors are staying older longer.

"If we think of old age as a period when people are no longer able to work, that group is shrinking," he said. "Today's seniors don't want to just sit around. They want to work and they have a lot to offer. This trend is not going away."

He said that small businesses should consider hiring seniors for a variety of reasons validated by research. "They don't need much training. Business owners don't have to worry about their conscientiousness, and they're less likely to switch jobs," he explained.

He said studies confirm that seniors score higher on reliability and interpersonal skills and have lower rates of tardiness and absenteeism. And he said research dispels several myths: that seniors incur higher healthcare costs and are more prone to accidents.

"Because they are older, don't have babies anymore, and have fewer dependents, they have lower healthcare costs. Besides, most are on Medicare," Cappelli said.

He adds that seniors also suffer fewer safety incidents because they are more careful.

Greg O'Neill, director of the National Academy on an Aging Society in Washington, DC, said research lags behind on some trends surrounding the employment of seniors.

"We know anecdotally that turnover is lower among senior workers and that some jobs are performed better by people with experience," O'Neill said. He noted that changing ergonomics in the workplace to accommodate older workers has shown increases in production.

"Someone transitioning out working with new engineers and sharing knowledge can be very effective," he said. "Most companies don't think about all the knowledge walking out their doors. But they should."

Experience

O'Neill said that one benefit of older age is that people move into positions using crystallized versus fluid intelligence.

"That's code for experience," he said.

And small businesses can benefit from hiring seniors in customer contact positions. "People don't get as angry at older people," he said. "They're less likely to shoplift around them." And in sectors like financial services, he pointed out, high-wealth clients are more likely to trust someone with experience closer to their age.

Ken Rone, sixty-five, a retired vice president of manufacturing from Vancouver, Washington, said he's hired and worked with hundreds of older employees in his nearly forty years in industry.

Rone said that a 2014 US Bureau of Labor Statistics report found that the median tenure of all US employees is 4.6 years. He noted that employee tenure was generally higher among older workers than younger ones: the median tenure of workers ages fifty-five to sixty-four (10.4 years) is more than triple that of workers ages twenty-five to thirty-four years (3.0 years).

So senior workers are more likely to stay longer and not jump ship as quickly.

In addition, Rone noted that seniors have longer track records for prospective employers to review; it's easier to check references and the document trail for older employees is more robust. Small businesses can reference previous employers and contact more colleagues to gain a

■ Continued on page 11



African American Inventors in Transportation, Trade...

■ Continued from page 2



Lewis Howard Latimer
Born September 4, 1848
Died December 11, 1928

Lewis Howard Latimer, African American engineer and inventor, was a member of Thomas Edison's research team, "Edison's Pioneers." He improved the newly invented incandescent light bulb by inventing a carbon filament, patented in 1881. In 1882, he devised and patented a method of manufacturing these carbon filaments (US Patent 252,386). The stronger tungsten filament (W. D. Coolidge, inventor) later replaced the carbon filament.

Mr. Latimer invented a threaded wooden socket for light bulbs; the first toilet that could be used in trains (1874, Patent 147,363, "Water closet for railroad cars"); a forerunner of the air conditioner (1886, Patent 334,078, "Apparatus for cooling and disinfecting"); and more. In 1890, he published *Incandescent Electric Lighting*, a technical guide book for electrical engineers.



Madam C. J. Walker
Born December 23, 1867
Died May 25, 1919

Sarah Breedlove, known as Madam C. J. Walker (Mrs. Charles Joseph Walker), was an entrepreneur and philanthropist, regarded as the first female self-made millionaire in America. She made her fortune by inventing and marketing beauty and hair products specially designed for black women through the company she founded, Madam C. J. Walker Manufacturing Company.

In about 1904, she sold hair products for Annie Turnbo Malone, an African American entrepreneur. She moved to Denver to develop her own products. She married Mr. Walker, a newspaper advertising salesman, who taught her about marketing. Madam C. J. Walker trained women as "beauty culturists" to sell the products and share in the profits. Mr. and Mrs. Walker traveled throughout the southern and eastern United States to expand the business.



Garrett Augustus Morgan Sr.
Born March 4, 1877
Died August 27, 1963

Garrett Morgan Sr. was an inventor and community leader. Notable inventions included a protective respiratory hood (or gas mask), a traffic signal, and a hair-straightening chemical.

He is famous for a heroic rescue in 1916 in which he and three others used the safety hood he had invented to save workers trapped in a water intake tunnel fifty feet beneath Lake Erie. He is also credited as the first African American in Cleveland, Ohio, to own an automobile.

The first American automobiles arrived just before 1900. Pedestrians, bicycles, animal-drawn wagons, and motor vehicles all shared the roads. To deal with the growing problem of traffic accidents, various traffic signaling devices were developed, starting in about 1913.

After witnessing a serious accident at an intersection, Mr. Morgan invented a traffic control

device and applied for a patent in 1922. The hand-cranked mechanical system used signs that could be switched easily by a traffic control officer. It had safety features that many other systems lacked. Besides "stop" and "go," it had an "all stop" signal to clear the intersection to allow pedestrians to cross. "All stop" could also stop cross-traffic before signaling for other vehicles or pedestrians to proceed. The "half mast" position warned drivers and pedestrians to be generally cautious when the device operator was away. Mr. Morgan's invention also featured lights and warning bells powered by a battery or a connection to a main power source.

...

In his book, *The Postwar Struggle for Civil Rights: African Americans in San Francisco*, Paul T. Miller records a transportation-related incident involving our publisher.

In the 1950s, Gerald Johnson worked as an automobile bumper salesman in greater San Francisco. He often faced bigotry.

One Palo Alto auto repair shop owner, Mr. Miller writes, "was determined to avoid buying anything from an African American salesman. As Johnson tells it:

"I would stop in at least once a week and it would annoy the hell out of him. He would see me coming and he would run to the back of the shop. And then I saw him standing up arguing with what looked like one of his customers. Well it was. The customer needed a '54 front bumper and he was supposed to have that ready. And this guy was irate. And as I pulled up the guy looked on my truck and I had a 1954 bumper sitting there all alone. The guy said, 'There's a bumper right there. What da ya mean?' So the owner of the shop said, 'Hey, uh, could you sell me that bumper?' So I said, 'Wait a minute. I have to call my office and see if I can change.' Well that was an extra bumper. . . . I sold him the bumper and from then on I got most of his business."

■ Continued on page 8

News and Information

Passion, Freedom, Impact: Three Ingredients for Success

By Clate Mask

More than ten years ago, I founded a small business that today has more than six hundred employees and tens of thousands of customers around the globe. I talk to small business owners every day, from different industries and places. For all of them, *passion, freedom, and impact* have been the main drivers determining success or failure, progress or regression.

Let's take a closer look:

Passion is your drive, ambition, and love of what you do and whom you serve. It gives you a special view of the world that others often don't see. For example, Steve Jobs had a vision of a phone with one button on the front. Jeff Bezos of Amazon saw a store that sold everything.

These are examples of entrepreneurs who had a unique view of the world that others didn't see at the time. Every successful small business owner and entrepreneur must have a passion that drives them forward—a core belief that keeps them pressing on, even when others don't share the vision.

My passion is serving entrepreneurs and small business owners. In the beginning, many thought I was crazy to believe that a company focused just on small business success could thrive and last. Today, Infusionsoft serves more than twenty-five thousand small businesses.

Stop and ask yourself: What is your true passion? What makes you excited about what you are doing? The difference between those who push through difficult times and those who do not is passion.

Freedom is the ability to spend your time and money as you see fit. Financial freedom enables you to grow your business, pay your employees, and also give your family the quality of life you want for them. Freedom gives you time to invest in causes that matter to you, whether that is with your family, friends, or hobbies.

My father was a teacher. Growing up, our basic needs were always taken care of, but my father had to take side jobs to earn extra money to supplement his teacher's salary. As I grew older, I knew that I wanted a career that, beyond providing for my family's needs, would give us a lifestyle in which money was not an issue.

Impact should be the core of your business. You might think that when your business reaches a certain stage of growth or you have a bigger budget, you'll then decide to make an impact. Don't wait! Start from the beginning. Very early in our business, we made giving and helping others a key part of our purpose. If having an impact is a key part of your business from day one, you will make an impact on someone's life every day.

What's your vision for your company's impact on the world or your local community? Is that vision big enough?

Remember, it's OK and you should expect your vision to change and evolve over time. The key is to have a vision for what kind of impact your company can have and let that be another force to drive you forward.

Passion, freedom, impact are not isolated—they work together and are achieved together. Without passion for your business, you can't have the freedom you desire or the strength to make an impact. Without freedom, you'll never make an impact and your passion is wasted. If you are not making an impact, you're not experiencing

the freedom entrepreneurship allows, nor are you allowing your passion to be fulfilled.

Take a step back, identify your passion and what freedom means for you. Ask yourself what kind of impact you want your business to have, and then weave your answers into every aspect of your business.

As you consider these three ingredients of small business success, it's also important to consider the stage of success your business is in. At Infusionsoft, we believe in seven stages of small business success. Your vision, freedom metrics, and maybe even your passion will evolve depending on what stage your business is in. For instance, a solo entrepreneur might have different motivations than an entrepreneur with an established business that is a local success story.

As you grow professionally and as your business grows, take time periodically to evaluate these ingredients and ensure that at every stage they're all working in harmony towards a shared vision of the success of your business.

Source: Entrepreneur

African American Inventors in Transportation, Trade...

Continued from page 7



Archibald Alphonso Alexander

Born May 14, 1888

Died January 4, 1958

For this profile, we excerpt from the work of Jack Lufkin, writing for The University of Iowa's *The Biographical Dictionary of Iowa*.

Archibald Alphonso Alexander—engineer, designer, builder, and community leader—built a number of structures still in use around the

nation. "Engineering is a tough field at best and it may be twice as tough for a Negro," a professor at the State University of Iowa told Alexander in 1909. Moreover, the dean had "never heard of a Negro engineer." Yet forty years later, Carter Woodson, founder of the Association for the Study of Negro Life and History, recognized that Alexander had overcome those discouraging words to become "the most successful Negro businessman in America." That same year, *EBONY* magazine profiled Alexander as an accomplished and wealthy African American businessman. His commercial success as a design engineer is noteworthy for an unusual business structure: an interracial partnership.

Only about five hundred African Americans lived in Ottumwa, Iowa (population 14,000), when Archie Alexander was born there. Among them were his parents, Price and Mary Alexander. Price earned a living as coachman and janitor. One of young Archie's play activities with his eight brothers and sisters involved building dams in a creek behind his home. In 1899, the family moved to a small farm outside Des Moines. His father became head custodian at the Des Moines National Bank, a prestigious job for an African American. In Iowa's capital, Archie attended Oak Park Grammar School and Oak Park High School, and for one year he attended Highland Park College, which no longer exists.

Alexander's engineering education began in earnest at the State University of Iowa (UI), where he also played football, earning the nickname "Alexander the Great" During the summers, he worked as a draftsman for Marsh Engineers, a Des Moines bridge-designing firm.

In 1912, Alexander received his BS—the university's first black engineering graduate. He continued his education at the University of London, where he took some coursework in bridge design in 1921, and obtained his civil engineering degree in 1925 at UI. Howard University granted him an honorary doctorate in engineering in 1947.

His first years in the business world seemed to bear out his professor's prediction. Every engineering firm in Des Moines turned down his employment application. Initially discouraged, he became a laborer in a steel shop at Marsh Engineering, earning twenty-five cents an hour. Within two years, he was earning \$70 per week supervising bridge construction

In 1914, Alexander embarked on a career as a self-employed engineer [T]o extend his construction projects beyond minority clients, he became partners with a white contractor, George F. Higbee, in 1917. Alexander and Higbee, Inc. specialized primarily in bridge construction, sewer systems, and road construction. Alexander lost his partner in 1925, when Higbee died from an injury suffered in a construction accident.

Shortly after Higbee's death, Alexander received his largest contract to date—the construction in 1927 of a \$1.2 million central heating and generating station for UI. Perched along the Iowa River, it is still in use. The following year, he finished two other projects for his alma mater . . . : a power plant and a tunnel system under the Iowa River . . . to pipe steam, water, and electricity from the power plant to the campus buildings on the west side of the river.

A year after completing these projects, Alexander teamed with his second white partner, Maurice A. Repass, a former football teammate. They completed a number of successful projects, but as the Great Depression worsened, the firm struggled to stay in business despite a good reputation. Alexander and Repass's fortunes improved considerably after they affiliated with Glen C. Herrick, a prominent white contractor and road builder in Des Moines. . . .

A positive reputation, proven ability, solid financial resources, and capitalization enabled the firm to bid successfully on projects in other parts of the country. The expansion of federal contracts brought on by World War II helped the firm make a successful bid to build at the Tuskegee Army Air Field, where the Tuskegee Airmen trained. During the war, Alexander and Repass established a second office in Washington, DC, and continued to receive federal and local government construction projects, such as the . . . Tidal Basin Bridge and Seawall.

Alexander had an aggressive style. His role in the partnership was to pursue the bids. "Some of them act as though they want to bar me but I walk in, throw my cards down, and I'm in. My money talks," Alexander once asserted, "just as loudly as theirs." Alexander, with his football player frame, was a capable taskmaster and known for his directness and honesty. Repass served as the inside man, checking contracts and handling mechanical details.

Alexander's financial success made him a prominent figure around Des Moines and the nation. He led a number of civic and racial improvement efforts, and was a trustee at both Tuskegee Institute and Howard University. In Iowa, Alexander served as state chairman of the Republican Party

Alexander's prominence did not allow him to escape the clutches of racism. One of the worst examples occurred in 1944, when he purchased a large Des Moines home in a fashionable white neighborhood and had to fight a restrictive covenant. The morning after he moved into his new home, he and his wife, Audra, woke up to a cross burning on their front lawn.

The culmination of his public service was his selection by President Dwight Eisenhower to serve as governor of the Virgin Islands in 1954. . . . After eighteen months, he resigned, partially because of declining health. He also retired from active construction work and moved back to Des Moines, where he died of a heart attack in 1958.

Source: US Department of Transportation
Source: *The Biographical Dictionary of Iowa*
Image credit: www.engineering.uiowa.edu

Advertise in our digital

EXTRA



weekly or whenever wherever to whomever you need to reach among agencies contractors diversity firms



SBE Online

Visit www.sbenortheast.com to download the latest edition of the SBE Northeast newspaper





Marketing on a Shoestring Budget: Small Business Administration Offers Marketing 101, 102, and More

By Marie Sheahan Brown

Co-editor Leslie McMillan and I often discuss the relative value of various government agencies. We concur that the United States Small Business Administration (SBA) and its regional and local affiliates seem to be among the most friendly and useful agencies supported by our hard-earned tax dollars. So even though I haven't exactly earned the byline for this article, I've helped pay for its content! So have you!

The SBA constantly offers low-cost or free classes, webinars, and other training throughout the country. Its website features myriad articles, videos, chat sessions, and the like to support ongoing education for small business owners.

In this and future issues of the newspaper, we will feature here some relevant articles (slightly edited) from the SBA's website. We encourage you to explore the website yourself.

Marketing 101

In order to successfully grow your business, you'll need to attract and then work to retain a large base of satisfied customers. Marketing emphasizes the value of the customer to the business and has two guiding principles:

1. All company policies and activities should be directed toward satisfying customer needs
2. Profitable sales volume is more important than maximum sales volume

Using these principles, a small business should:

- Determine the needs of their customers through market research
- Analyze their competitive advantages to develop a market strategy
- Select specific markets to serve by target marketing
- Determine how to satisfy customer needs by identifying a market mix

Marketing programs, though widely varied, are all aimed at convincing people to try out or keep using particular products or services. Business owners should carefully plan their marketing strategies and performance to keep their market presence strong.

Conducting Market Research

Successful marketing requires timely and relevant market information. An inexpensive research program, based on questionnaires given to current or prospective customers, can often uncover dissatisfaction or possible new products or services.

Market research will also identify trends that affect sales and profitability. Population shifts, legal developments, and the local economic situation should be monitored to quickly identify problems and opportunities. It is also important to keep up with competitors' market strategies.

To run a successful business, you need to learn about your customers, your competitors, and your industry. Market research is the process of analyzing data to help you understand which products and services are in demand, and how to be competitive. Market research can also provide valuable insight to help you:

1. Reduce business risks
2. Spot current and upcoming problems in your industry
3. Identify sales opportunities

Before you start your business, understand the basics of market research by following these steps:

- **Identify Official Government Sources of Market and Industry Data.** State and federal government agencies offer a wealth of data and information about businesses, industries, and economic conditions that can aid in conducting market research. These sources provide valuable information about your customers and competitors:
 1. Economic Indicators
 2. Employment Statistics
 3. Income and Earnings

- **Identify Additional Sources of Analysis.**

Trade groups, business magazines, academic institutions, and other third parties gather and analyze data about business trends. Use Internet and database searches to find information for your location and industry.

- **Understand the International Marketplace.**

In today's global economy, it's important to understand international factors that affect your business. These resources will help you to research potential international markets for your products or services:

1. *Market Research Guide for Exporters* identifies resources for business owners seeking to sell their products abroad
2. *Country Market Research* reports on trade issues in countries across the globe
3. BuyUSA.gov helps US companies find new international business partners

Creating a Marketing Strategy

A marketing strategy identifies customer groups that your business can serve better than your target competitors can. It tailors product offerings, prices, distribution, promotional efforts, and services toward those segments. Ideally, the strategy will address unmet customer needs that offer adequate potential profitability. A good strategy helps a business focus on the target markets it can serve best.

Target Marketing

Most small businesses don't have unlimited resources for marketing; however, you can stick to your budget and see excellent returns if you practice target marketing. By concentrating on one or a few key market segments, you'll reap the most from small investments. Two methods are used to segment a market:

1. **Geographical Segmentation:** Specializing in serving the needs of customers in a specific geographical area
2. **Customer Segmentation:** Identifying those people most likely to buy the product or service and targeting those groups

Managing the Market Mix

Every holistic marketing program contains four key components:

1. **Products and Services:** Strategies include concentrating on a narrow product line, developing a highly specialized product or service, or providing a product-service package with unusually high-quality service.
2. **Promotion:** Strategies focus on advertising and direct interaction with customers. Good salesmanship is essential for small businesses because of limited advertising budgets. Online marketing is a cheap, quick, and easy way to ensure that your business and product receive high visibility.
3. **Price:** To maximize total revenue, the right price is crucial. Generally, higher prices mean lower volume and vice-versa; however, small businesses can often command higher prices because of their personalized service.
4. **Distribution:** The manufacturer and the wholesaler must decide how to distribute their products. Working through established distributors or manufacturers' agents is generally easiest for small manufacturers. Small retailers should consider cost and traffic flow in site selection, especially since advertising and rent can be reciprocal: a low-cost, low-traffic location means spending more on advertising to build traffic.

The nature of the product or service is also important in siting decisions. If your sales depend largely on impulse buying, then a high-traffic location and visibility are critical. On the other hand, location is less crucial for products or services that customers are willing to go out of their way for.

The Internet makes it easy for people to obtain goods from anywhere in the world, so if you want to reach a certain market, selling your product online may do wonders for your business.

For more information, visit <https://www.sba.gov/content/marketing-101-basics>

Source: Small Business Administration

SMALL BUSINESS EXCHANGE NORTHEAST
Serving CT, ME, MA, NH, NJ, NY, RI, VT, or any other states that you need to reach



SBE's Basic 4-Step Marketing Process

<p>1. Eblasts, faxes, or direct mail to potential clients selected from SBE's database by your specific criteria</p>	<p>2. Your company advertisements in SBE Northeast monthly newspaper, extra digital newsletter, and www.sbenortheast.com</p>
<p>3. Telephone follow-up from SBE's live call center</p>	<p>4. Computer-generated reports about prospects' interest</p>

Contact SBE for details on how Affordable Marketing will turn leads into sales for your business.

SBE Northeast Office
Post Office Box 140-490
Brooklyn, New York 11214
800-800-8534

sbe@sbeinc.com • www.sbenortheast.com

YOUR **SMALL BUSINESS** COMPANY HIGHLIGHTED

Advertise with SBE

- In our print and digital publications
- Display ads, sub-bid requests, banners
- Public / legal ads and notices
- Highlight your diversity qualifications
- Reach businesses that need to find you

Call Small Business Exchange at 800-800-8534 or visit www.sbenortheast.com



Venture Capital a Possible Funding Source for Entrepreneurs

Venture capital is a type of equity financing that addresses the funding needs of entrepreneurial companies that for reasons of size, assets, and stage of development cannot seek capital from more traditional sources, such as public markets and banks. Venture capital investments are generally made as cash in exchange for shares and an active role in the invested company.

Venture Capital Differs from Traditional Financing Sources

Venture capital typically:

- Focuses on young, high-growth companies
- Invests equity capital, rather than debt
- Takes higher risks in exchange for potential higher returns
- Has a longer investment horizon than traditional financing
- Actively monitors portfolio companies via board participation, strategic marketing, governance, and capital structure

Successful long-term growth for most businesses depends upon availability of equity capital. Lenders generally require some equity cushion or security (collateral) before they will lend to a small business. A lack of equity limits the debt financing available to businesses. Additionally, debt financing requires the ability to service the debt through current interest payments. These funds are then not available to grow the business.

Venture capital gives businesses a financial cushion. However, equity providers have the last call against the company's assets. In view of this lower priority and the usual lack of a current pay requirement, equity providers require a higher rate of return/return on investment (ROI) than lenders receive.

Understanding Venture Capital

Venture capital for new and emerging businesses typically comes from high-net-worth individuals ("angel investors") and venture capital firms. These investors usually provide capital unsecured by assets to young, private companies with potential for rapid growth. This type of investing inherently carries a high degree of risk. But venture capital is long-term or "patient capital" that allows companies time to mature into profitable organizations.

Venture capital is also an active rather than passive form of financing. These investors seek to add value, in addition to capital, to the companies in which they invest in an effort to help them grow and achieve a greater return on the investment. This requires active involvement; almost all venture capitalists will, at a minimum, want a seat on the board of directors.

Although investors are committed to a company for the long haul, that does not mean indefinitely. The primary objective of equity investors is to achieve a superior rate of return through the

eventual and timely disposal of investments. A good investor will be considering potential exit strategies from the time the investment is first presented and investigated.

Understanding Equity Capital

Equity capital or financing is money raised by a business in exchange for a share of ownership in the company. Ownership is represented by owning shares of stock outright or having the right



to convert other financial instruments into stock of that private company. Two key sources of equity capital for new and emerging businesses are angel investors and venture capital firms.

Angel Investors

Business "angels" seek high returns via private investments in startup companies. Private investors generally are a diverse and dispersed population who made their wealth through a variety of sources. But typical angels are often former entrepreneurs or executives who cashed out and retired early from ventures that they started and grew into successful businesses.

These self-made investors share many characteristics:

- They seek companies with high growth potentials, strong management teams, and solid business plans to aid the angels in assessing the company's value. (Many seed or startups may not have a fully developed management team, but have identified key positions.)
- They typically invest in ventures involved in industries or technologies with which they are personally familiar.
- They often co-invest with trusted friends and business associates. In these situations, there is usually one influential

lead investor ("archangel") whose judgment is trusted by the rest of the group of angels.

- Because of their business experience, many angels invest more than their money. They also seek active involvement in the business, such as consulting and mentoring the entrepreneur. They often take bigger risks or accept lower rewards when they are attracted to the non-financial characteristics of an entrepreneur's proposal.

The Venture Capital Process

A startup or high-growth technology company looking for venture capital typically can expect the following process:

- **Business Plan.** The venture fund ("the fund") reviews an entrepreneur's business plan and talks to the business if it meets the fund's investment criteria. Most funds concentrate on an industry, geographic area, and/or stage of development (e.g., Startup/Seed, Early, Expansion, and Later).
- **Due Diligence.** If interested in the prospective investment, the fund performs due diligence on the small business. It looks in great detail at the company's management team, market, products and services, operating history, corporate governance documents, and financial statements. This step can include developing a term sheet describing terms and conditions in which the fund would make an investment.
- **Investment.** If at the completion of due diligence the fund remains interested, an investment is made in the company in exchange for some of its equity and/or debt. The terms of an investment are usually based on company performance, which helps provide benefits to the small business while minimizing risks for the venture fund.
- **Execution with Venture Capital Support.** Once a fund invests, it becomes actively involved in the company. Venture funds normally do not make their entire investment in a company at once but in "rounds." As the company meets previously agreed milestones, more rounds of financing become available, with adjustments in price as the company executes its plan.
- **Exit.** While venture funds have longer investment horizons than traditional financing sources, they expect to "exit" the company, typically four to six years after initial investment. This is how they make money. Exits are normally performed via mergers, acquisitions, and IPOs (Initial Public Offerings). In many cases, venture funds will help the company exit through their business networks and experience.

Source: Small Business Administration

Seaway Bank Provides National Short Term Lending Coverage

The United States Department of Transportation (DOT), Office of Small and Disadvantaged Business Utilization (OSDBU), is proud to recognize Seaway Bank and Trust Company for providing national coverage of the Short Term Lending Program (STLP). The program provides small businesses access to financing they need to participate in transportation-related contracts.

Seaway Bank joined OSDBU's Short Term Lending Program as a participating lender in 1999 and is now one of the agency's strongest lenders. In 2014, the bank agreed to provide nationwide coverage for the STLP. Based in Chicago, Seaway Bank holds the Disadvantaged Business Enterprise (DBE) certification in the state of Illinois. It has completed about \$4.4 million in loans since 2003.

Veranda L. Dickens, chair of the board at Seaway Bank, and newly appointed President and CEO Darrell Jackson, are pleased with the growing progress of the DOT program and are making exciting plans to celebrate the bank's fiftieth anniversary in 2015.

For more information about the STLP, visit <http://www.dot.gov/osdbu/financial-assistance/short-term-lending-program>

Source: US Department of Transportation

History and Highlights of Seaway Bank and Trust Company

One of the nation's largest black-owned banks, Seaway Bank and Trust Company is a full-service commercial bank that emphasizes quality service and community commitment.

Founded in 1965 as Seaway National Bank of Chicago, it was created to counter discriminatory lending practices on Chicago's South Side. The founders, a group of local businessmen, sold shares door to door throughout the community to raise \$1 million in capital needed to secure the federal charter. By the end of its first year, Seaway's assets had climbed to more than \$5 million, and the bank has grown steadily over the years.

By December 31, 2014, Seaway had more than \$422 million in assets and approximately two hundred fifty employees.

Seaway Bank and Trust Company supports many churches, schools, and community groups through charitable donations. Thanks to partnerships with leading corporations, the bank is able to "reinvest in our family of customers and local businesses."

The bank's mission remains to help minority professionals and entrepreneurs obtain the financial assistance they need and to be responsive to the credit needs of its community.

According to its website, Seaway Bank and Trust Company "believes in providing quality banking products and services and building relationships that enhance lives and financial futures in the communities we serve."

Some historical highlights in honor of Black History Month:

- **1965** Seaway opens for business on January 2 in a rented storefront on South Cottage Grove Avenue in Chicago. The permanent headquarters on 87th Street opens on November 18.
- **1969** The second floor is added.
- **1977** Seaway opens the first seven-day branch in Chicago at Jewel Grand Bazaar, 87th Street and Dan Ryan Expressway (I-94).
- **1982** Seaway founder Ernest Collins retires as board chair. The following year, Jacoby Dickens succeeds him.
- **1983** Seaway acquires Union National Bank (now Roseland Branch), becoming the largest black-owned bank in the country.
- **1992** Seaway establishes a Corporate Trust Department to serve public and corporate debt markets.
- **1994** Seaway establishes the Seaway Community Development Corporation to rebuild neighborhoods.
- **1998** Seaway becomes the first black-owned bank to offer online banking.
- **2000** Seaway begins Foreign Currency Exchange services in Terminal 5 at O'Hare International Airport, expanding into all terminals the following year.

- **2001** Seaway becomes a certified Community Development Financial Institution (CDFI) under the US Department of the Treasury.
- **2002** Seaway receives an "outstanding" CRA rating from bank regulators and introduces a foreign currency facility at Chicago Midway Airport to accommodate the airport's addition of international flights.
- **2004** Seaway opens a loan production office in Waukegan (expanded to full service in 2009, closed in September 2012).
- **2007** Seaway opens a branch on South Michigan Avenue in the Roseland neighborhood in the far south side of Chicago. On December 30, Seaway National Bank receives a state charter and is renamed Seaway Bank and Trust Company.
- **2009** Seaway opens a branch in Chicago's historic Bronzeville neighborhood.
- **2010** Seaway acquires First Suburban National Bank, with branches in Maywood, Broadview, and Crestwood.
- **2011** Seaway acquires Legacy Bank, with one branch in Milwaukee, Wisconsin.
- **2013** Veranda L. Dickens becomes the first female chair of the board. Seaway Bank becomes the largest black-owned and woman-owned bank in the nation.
- **2014** Darrell B. Jackson is appointed president and CEO of Seaway Bank in August.
- **2015** Seaway Bank begins celebrating its fiftieth anniversary, starting on January 2, by hosting a special reception at the Main Bank to honor customers who have been banking with Seaway since the 1960s.

Seaway Bank and Trust Company is an FDIC Member, an Equal Housing Lender, and an Equal Opportunity Employer. The bank's holding company is Seaway Bancshares, Inc.

Source: Seaway Bank



Policy Issues

Unity, Maine, Selected as “Local Foods, Local Places” Site

UNITY, MAINE—The small town of Unity, Maine, is one of twenty-six rural communities nationwide that will share \$800 thousand in technical assistance in a new federal program to improve access to healthy local food, boost economic opportunities for local farmers and businesses, and help communities revitalize their downtowns.

The technical assistance provided to Unity by the federal Local Foods, Local Places program will help create a more walkable downtown and connect various organizations that are working for a healthier, more vibrant local food program.

In addition, Unity, population 2,100, will use the assistance to help “brand” the community so that it can better market its agricultural assets.

“The Local Foods, Local Places initiative shows that communities are thinking about ways to combine local food with economic development,” said Curt Spalding, regional administrator of the Environmental Protection Agency’s New England office. “The project being supported in Unity does just this: It aims to revitalize Main Street while creating new market opportunities for food producers and entrepreneurs.”

“Unity is in a strong position to benefit from technical assistance through Local Foods, Local Places by building on new initiatives and strengthening connections between agricultural activities and the downtown economy,” said Rosie Vanadestine, executive director of the Kennebec Valley Council of Governments, which represents Unity and other communities in the region.

Vanadestine noted that Unity in the past year has revised its comprehensive plan, held a visioning session, reinvigorated the land use and planning committees, created a business exchange forum, and repurposed an historic school building as a food hub.

She said that the Kennebec Valley Council of Governments was proud to partner with the EPA, and with the US departments of Agriculture and Transportation, on behalf of Unity.

Unity’s proposal was chosen from among three hundred sixteen applications to Local Foods, Local Places, which is providing assistance for the first time this year.

The winners, from nineteen states, were named in December 2014 by federal officials in Wheeling, West Virginia, which received support to transition historic Vineyard Hill, an underused vineyard, into a productive regional hub for diversified local food production. The officials also visited Youngstown, Ohio, given Local Foods,



Local Places support to reclaim vacant property for local food production.

Canton, New York, the only other Northeast awardee in this round of funding, will receive technical assistance to build a robust, equitable, and environmentally sound local food system that can help downtown revitalization efforts.

The announcement was made on behalf of the White House Rural Council, which works to address challenges in rural America.

“Our agencies are working together to make a visible difference in communities,” said Stan Meiburg, EPA deputy administrator. “By promoting farmers markets, community kitchens, and other efforts to increase access to healthy food, we are supporting local businesses in struggling downtown neighborhoods, preserving farms and undeveloped land. It’s good for people’s health, good for the economy, and good for the environment.”

Addressing challenges in rural America, President Obama signed an executive order

to establish the White House Rural Council. It seeks to streamline and improve the effectiveness of federal programs serving rural America and to encourage private-public partnerships.

The funding became available through a joint initiative of six federal agencies cosponsoring the grant: United States Department of Agriculture, United States Environmental Protection Agency, United States Department of Transportation, Centers for Disease Control, Appalachian Regional Commission, and Delta Regional Authority. The EPA is contributing \$150 thousand of this funding.

Funds will support development of farmers markets, community gardens, and other food-related enterprises to help communities revitalize downtowns and preserve farm and undeveloped lands.

Under this effort, a team of agricultural, transportation, environmental, health, and regional economic experts will work directly with the communities to develop local food projects.

Project proposals include using vacant land for local food production, developing year-round retail markets for local food, and establishing food hubs to increase local food supply chains.

Unity is widely known in New England for the annual Common Ground Fair, which draws sixty thousand people each year. The town, in southern Maine, is also home to Unity College, with six hundred students, that offers a sustainable agriculture degree.

Source: The White House

Sage Solution: Hire Seniors . . . Fix Eight Job Search Mistakes

Continued from page 7

better view of senior employees in the interview process than their younger counterparts. And older employees know what is required to be a viable, stable employee.

He continued, “They’ve seen the slackers and unreliable employees and understand what to avoid and how to succeed: Be neat, respectful, don’t gossip, keep your nose to the ground, and do the job.”

Michael Sarka, seventy, agreed. A retired small businessman, he is now a counselor in Santa Cruz, California, for the national nonprofit SCORE, which helps small business. Sarka works for a small business tourism attraction, the Roaring Camp Railroad, in nearby Felton. The railroad is a steam engine that takes tourists into the mountains and to the beach.

“We find we have very good and reliable older employees who show up early, get the task done, and exceed our employer’s expectations.”

Sarka, who grew up on a farm, said most seniors were raised with a strong work ethic. “I think that’s something that benefits our company and, most of all, the consumer, because we’ve lived in this community, are knowledgeable about what’s going on, and are able to communicate that to the tourists who visit us.”

He owned a small tourism consulting company with his wife and previously launched an outdoors adventure firm, hiring many seniors. He said older employees bring patience to their jobs. “They take the time to listen and act on what they’ve heard,” he explained. “That makes a strong connection to customers.”

Ann Fishman, president of Generational Targeted Marketing, consults with companies on issues of aging. Fishman advised small business owners not to call older Americans “seniors.”

“Call them experienced people. They like to think of themselves as being in the prime of life,” Fishman said.

“Baby Boomers in particular need the money,” she added. “Many have not saved appropriately for retirement and some may have to work till the

day they die. Though they may need the work, they appreciate flexibility. That gives them the freedom they want and some extra money.”

A Mix

Fishman said that many younger people have lost the ability to read facial and word cues. “They’ve been looking at screens and not people’s faces,” she said. “But Baby Boomers are really good at reading facial expressions and vocal cues. They’re really good at listening.”

“The best thing is when you can achieve a generational mix. Young people usually have stronger technology skills and Baby Boomers have strong people skills, crave social interaction, and are very work oriented.”

Laura Bos, manager of education and outreach and financial security for the advocacy organization AARP, said many AARP members are still working, want to work, and may even need to work.

“So they want to remain in the work force and we think they are a great asset for employers large and small,” Bos said. “Older workers have a certain level of maturity, and especially with companies needing strong customer service, they tend to be ranked and valued highly. They bring professionalism and a great work ethic and are often lauded for critical thinking and problem solving skills.”

Bos said that older workers tend to have higher levels of engagement—emotional and intellectual involvement with their company—and are motivated to do their best work.

“You could say they’re more loyal and involved with their company and invested in wanting their company to do well, which can lead to less turnover,” she said. “And turnover costs employers money.”

Mark Taylor researched and wrote this article through a John J. Curley Journalism in Aging and Health Fellowship of the John A. Hartford Foundation, a project of New America Media and the Gerontological Society of America.

Source: New America Media

By Kerry Hannon

Writing for *AARP The Magazine*, Kerry Hannon offers fixes for eight common mistakes older job seekers make.

Kicking Back and Taking a Break

Fix: Keep busy. Employers look for self-starters. Remain active by consulting or blogging in your field, so you can raise your profile. When Randy Rieland, sixty-three, got his new job, he was hired by a colleague he had known years before: “I had kept in touch with her, and she knew the work I was now doing. She didn’t care about age.”

Using Dated Email Accounts

Fix: AOL and Yahoo email addresses mark you as outdated. Consider using Google or Outlook, and create a professional email address for your job hunt. If your name has already been claimed, add something that identifies your profession, such as *jsmitheditor* or *jsmithmarketing*.



Missing a Digital Presence

Fix: Tweet, friend, and connect. Consider this: Ninety-four percent of 1,855 recruiters and HR professionals surveyed in one study credited LinkedIn as the essential source for recruiting. Use social media. “The biggest mistake I see is older job seekers confusing privacy with invisibility,” says Susan P. Joyce, an online job-search expert.

Lacking Salary Flexibility

Fix: Temper salary demands. This is a deal breaker for lots of older workers, who find it insulting to be offered less than they were making in their last job. One way to soften the blow is to negotiate for more flextime, vacation days, and other perks that can bump up your package so you don’t lose face.

Overlooking Contacts

Fix: Network, network, network. This is business. You never know who might be in a position to help or introduce you to someone who can. Dig deep into your network to connect with folks you may have worked with years ago, or college and high school classmates (think Facebook). Even parents of your kids’ friends can help.

Overdoing Your Résumé

Fix: Limit yours to two pages. Recruiters will scan it in twenty or thirty seconds. Choose a traditional font such as Times New Roman. Tell a story with short snippets: that you cut costs by a certain amount, or improved sales by twenty-five percent. Restrict your work history to the past ten years. And proofread your résumé!

Ruling Out Jobs

Fix: Don’t overthink the job description. Treat a job posting as an ideal. Often it’s a wish list of what a company would love a new employee to have, but only a number of the requirements are really essential. A good attitude and a solid work history will carry you the rest of the way.

Waiting for the Perfect Job

Fix: Stop living in the past. Don’t pass on a job because you don’t think it’s an ideal fit. It might be; it’s just not what you had been doing. When it comes to landing a job, don’t be stuck in the idea that you need to replace the job you had before. Look at your skill set and experience as transferable.

Source: AARP

