

SMALL BUSINESS

EXCHANGE NORTHEAST

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



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Big Opportunities for Smart Small Businesses Growing Transportation Market Hot for DBEs

By Renée Sacks, PhD
Robert Paaswell, PhD, PE, Dist M ASCE

The transportation industry is exploding with new opportunities for small construction contractors who are certified as Disadvantaged Business Enterprises (DBEs).

The DBE program (49 CFR 26) has legislated a road map for small businesses, especially construction contractors and consultants, vendors, suppliers, equipment dealers, and service companies, to participate more fully in the big business of transportation. The US Department of Transportation (USDOT) requires all state Departments of Transportation (DOT) to execute their construction programs by directing a portion of their federal funds to DBEs.

How do you navigate DBE market opportunities to yield new work?

Get DBE Certified

A DBE is defined as a small, for-profit business that is at least 51 percent owned and controlled by one or more socially and economically disadvantaged individuals and meets personal net worth requirements (capped at \$1.32 million) and US Small Business Administration (SBA) industry-specific size standards. (<http://www.sba.gov/content/summary-size-standards-industry>)

Under the DBE framework, African Americans, Hispanics, Native Americans, Asian-Pacific, Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. To participate in the DBE program, a small business must be certified in the relevant state—generally through its state's Uniform Certification Program (UCP). The USDOT Office of Small and Disadvantaged Business Utilization (OSDBU) is an excellent information resource for DBEs. (<http://www.dot.gov/osdbu/disadvantaged-business-enterprise/dbe-uniform-certification-application>)

Conduct a Deep Dive into Your Company

Meeting the DBE certification criteria is just the first point of entry. You need to assess your firm's core competencies and its measurable ability to perform its stated services or deliver specific products. Many small firms think they can do everything, but should really focus on what they do best. As you begin to determine what that is, at a minimum, you should consider the following:

- **Clients.** Who are your company's current clients and how profitable are they?
- **Scope of Work and Services.** What are your current work capacity, access to capital, bonding, and other performance requirements?
- **Commercially Useful Function.** Do you keep legally defensible records (i.e., signed contracts, leases, proof of ownership, financial records confirming proof of payment, etc.) that demonstrate your company's ability to perform services and/or provide products?

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Northeast Utility Companies Help to Advance Diversity Contractor and Supplier Partners

By Leslie McMillan

Heated competition at a moment in history can bring valuable results for generations—as demonstrated by the amazing War of Currents in the late 1800s, in which geniuses Edison and Tesla, financed by General Electric and Westinghouse, duelled over DC or AC as the American standard.

Edison lost that round, but as competition has made room for cooperation, his name remains a title of honor for some of the largest energy companies from coast to coast.

As natural gas became a favored alternative to electricity for many functions, power companies rushed to utilize the resource and provide both options for the convenience of their customers.

Maximally beneficial partnerships are exemplified in rural energy cooperatives, the national power grid, and smart grid upgrades.

And, in our ravaged neighborhoods, our eyes filled with tears of gratitude as we watched energy company convoys from distant states coming to rescue us after Hurricanes Irene and Sandy. We

in the Northeast—considered tough, assertive, and self-sufficient by many—needed help, again. We could rebuild, but not alone.

This principle also holds in the realm of diversity contractors and suppliers, who are willing and increasingly able to perform and provide with excellence if given the opportunity.

Utility companies are prominent advancers of supplier diversity policies and partnerships.



In eight Northeast states (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont), at least three dozen gas or electric utilities serve the region, in addition to telecommunications, water, and waste management utilities.

Several of these entities have extensive contractor and supplier diversity programs, which can include special events and preparatory training, as well as ongoing opportunities in various areas of service and procurement.

Consider the following four major gas or electric utilities. Among them, they operate in each of the eight Northeast states.

Con Edison (www.coned.com/supplierdiversity) introduces its program on the first of many web pages: "Con Edison's award-winning supplier diversity program invites entrepreneurs and executives to partner with us in mutually beneficial business

relationships. The program serves as a model for other corporations around the country. As we continue to serve the energy needs of the world's most dynamic marketplace, we look forward to expanding our commercial relationships with New York's vibrant community of women and minority entrepreneurs and business owners.

"To support this effort, the Purchasing department conducts seminars at both Con Edison and Orange & Rockland for prime contractors and minority- and women-owned businesses, to describe upcoming business opportunities, to thank prime contractors who have supported subcontracting efforts, and to encourage contractors to utilize program vendors in their business ventures. Also as part of the program, Con Edison helps fledgling firms to define themselves in the marketplace and to expand their services."

The website includes links for its qualification process and an online vendor application form. It also notes: "By doing business with Con Edison, vendors put their companies in a position to capitalize on numerous opportunities. If a

■ Continued on page 8

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Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

In February, our country observes Black History Month and a merged Presidents' Day. This is fitting. Presidents Washington and Lincoln bookend a "slavery" period of black history. One owned slaves; the other issued the Emancipation Proclamation on January 1, 1863.

Professor Clarence Lusane of American University writes provocatively, "[M]ore than one in four US presidents . . . bought, sold, and bred enslaved people for profit. Of the twelve presidents who were enslavers, more than half kept people in bondage at the White House." ("Missing from Presidents' Day: The People They Enslaved," *Huffington Post*, February 13, 2014.)

Other historians insist that President Washington grew genuinely antislavery, pressing for emancipation amidst a slavery-entrenched culture that retained laws enforced by the King of England, and freeing and caring for his slaves in his will. An incremental approach was needed, although it has been agonizingly slow.

Emancipation didn't prevent segregation and other discrimination. It took another century for the United States officially to end segregation with the Civil Rights Act of 1964. That didn't fix everything. Incrementalism must continue.

Small Business Exchange is not stuck in the past, but we know that effects of slavery and segregation can linger for generations. As one world leader often observed, "the future of humanity passes through the family."

When fathers and mothers, sons and daughters, treated as livestock, were separated on owners' commercial whims, blacks had to piece together family memories and handed-down values in other ways. Credit the human spirit that descendants of slaves have arisen from piles of chains—but our work is not finished.

Simple justice compensates, through MBE and other DBE preferences, descendants of slaves who built this country. Preferences also help breadwinners to support their families.

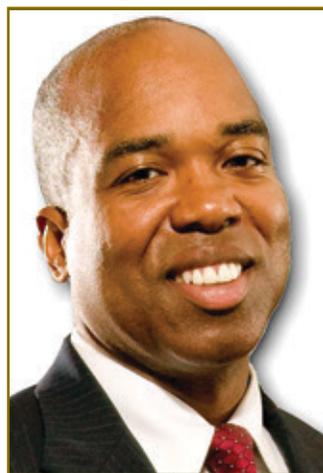
I have lived through dramatic episodes and changes since 1925. Valerie and I have close ties with many people of various ethnicities who are arising from generational hardships wrought by public policy; American Indians come to mind.

We want not for people to stay in "poor-me" mode, but to have ways and means to celebrate Black History Month and Presidents' Day.

African American Books and Bookstores Invigorate Culture

By Marie Sheahan Brown

Independently owned bookstores throughout the country are an endangered species. Internet options, mega-bookstores, electronic reading devices, and other trend-drivers in recent decades have beset the indies, many of which have closed. Even more threatened are small bookstores with more specific audiences, such as African American bookstores.



Indies attract book-lovers who like to browse, sample offerings in comfortable chairs, chat with proprietors and other browsers, attend small literary gatherings, and exit with one or two prizes to enjoy at home with a cup of good coffee or tea.

Indies stock worthwhile books perhaps not deemed to offer wildly commercial success by big publishing houses and mega-stores. Their value is inherent. They can transmit the life of a culture to a broader public by informing, inspiring, healing wounds, engendering justice.

Troy Johnson, an engineer who grew up in Harlem and still lives there with his family, founded The African American Literature Book Club (AALBC.com), an online resource and gathering place. "Black literature is for everyone," his sixteen-year-old website trumpets. While employing modern technology in his cultural quest, Troy laments the demise of African American bookstores throughout the country. AALBC.com maintains a list of still-operating black bookstores, and Troy urges our patronage.

Darryl J. Jenkins, host of *Winbrook Pride Arts and Entertainment* television program, interviewed Troy. The 2012 interview appears online at AALBC.com. A partial transcript follows here:

Darryl: Hello, and welcome to the *Winbrook Pride Arts and Entertainment* show. I'm your host, Darryl Jenkins. My guest today is Troy Johnson. Troy, welcome to *Winbrook Pride*. . . . Who is Troy Johnson?

Troy: As you know, Darryl, I grew up in East Harlem. I grew up in Johnson Houses. I went to the public school system, graduated, and went to business school and engineering school. Part of my success, though, is realizing that if you discover what you are interested in and you can figure out a way to make money doing that, that's really the answer to success.

One of the things that hampered me early on was not seeing a lot of positive role models in the community I grew up in. As I said, I grew up in the projects. Living in the projects, you actually grow up believing the stereotype that people who live in the projects aren't going to do anything, they're lazy, they don't want to work. I internalized a lot of that. It affected me unconsciously for a number of years.

But I did persevere. I went to college and got a degree in engineering and went on to work for corporate America. It wasn't exactly a fulfilling

job, but it was financially rewarding. I was able to purchase a home and do things like that, but it wasn't really what got me motivated; it wasn't what built my spirit up.

One of the things that HAS is a business I run called The African American Literature Book Club, AALBC.com. On that website, I'm able to promote authors, sell books, and expose the Internet community to the variety and wealth of African American literature. So that's what motivates me, something I've found very rewarding, something I would never have dreamed of doing growing up in the projects. In fact, the World Wide Web as we know it today didn't exist. What I was able to do is position myself in order to take advantage of the technologies. That is what helped motivate me and has made me successful today.

Darryl: Let's roll it back a bit. Let's talk about your family. I know you're married, you've got a lovely wife (let's give her a shout), and you've got some kids. Let's talk about your family.

Troy: Sure. I've got two daughters; they'll both be in high school next year. My wife is an educator. She works in the New York City public school system.

The interesting thing is that having that solid family background actually makes it possible for me to do the things that I enjoy doing.

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2014 Black History Month Award Presented to Gerald Johnson



On February 23, recognizing his lifetime of service to the community and his work to ensure equal rights for all, the San Francisco African American Historical and Cultural Society granted its 2014 Black History Month Award to Gerald Johnson, the co-founder and president of Small Business Exchange.

The Society, established in 1955, is the oldest continuously operating institution of its kind west of the Rockies. It is devoted to the collection, preservation, interpretation, and presentation of materials that document the history and culture of persons of African descent in the San Francisco Area.

Gerald's practical contributions to the San Francisco community in particular and to social justice in general have spanned nearly seventy years. They continue through many avenues, including his latest project, Planet Fillmore—aiming to help preserve the black heritage of San Francisco's Fillmore District. Bravo, Gerald!

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AWARDS

US Department of Commerce

Minority Business Development Agency
Minority Media Cornerstone Award

Northern California

Bay Area Contract Compliance Officers
Champions of Diversity, Recognizing
25 Years of Service

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

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HEAVY CIVIL CONSTRUCTION OPPORTUNITIES



2nd Avenue Subway 96th Street Station Finishes

- Columbia University
- Bronx–Whitestone Bridge
- Bronx River Parkway
- 7th/8th Avenue Vent Plant
- 2nd Avenue Subway
- 96th Street Station Finishes

E.E. Cruz welcomes the participation of disadvantaged, minority-owned, woman-owned, and local (DBE/MBE/WBE/LBE) businesses on all of its projects. E.E. Cruz also recruits female, local, and minority union workers.

For all projects, we are looking for highly qualified M/W/L union workers and D/M/W/LBE subcontractors and vendors certified for heavy civil construction.

If you are an M/W/L union worker or you are a federal, state, or city certified D/M/W/LBE company involved in heavy civil construction work, please contact us at 212-431-3993 or dmwlbce@eecruz.com.

E.E. Cruz is an equal opportunity employer and follows a policy of administering all employment decisions without regard to race, gender, religion, or preference.

...

E.E. Cruz is part of a Joint Venture with Tully Construction Co. Inc. on the 2nd Avenue Subway 96th Street Station Finishes Project and part of a Joint Venture with Nicholson Construction Company on the Columbia University project.



John P. Picone, Inc. is a heavy construction company seeking participation from certified subcontractors for the following job:

1. A-37595 South Ferry Terminal Advanced Removals in the Borough of Manhattan
2. Project Owner: NYCTA
3. Bid Estimate: \$15M
4. Bid Date: March 13, 2014
5. Certification: DBE

If you are interested in receiving specifications for this job, please fax or email your company address, contact, phone number, capabilities, and whether your company is union or not to:

Naomi Glean, M/W/DBE Compliance
 John P. Picone, Inc.
 Fax 516-239-1757
naomi@johnpicone.com

PLEASE VISIT OUR WEBSITE AT JOHNPICONE.COM



Route US 1 & 9 (Pulaski Skyway) Contract 4 Deck Replacement
 NJDOT Contract No: 051123260
 Town of Kearney, City of Jersey City, City of Newark
 Bid Date: 3/18/14 • Duration: 6/20/16

INVITATION TO BID

Project Goal: SBE 12%

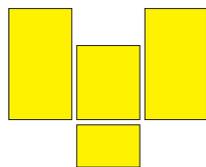
PROJECT DETAILS

Schiavone Construction Co. LLC is bidding this project and is soliciting your participation in preparation of its bid. We are interested in receiving quotes from Subcontractors and Vendors in work items in the following categories:

- | | |
|--|---|
| Field Office Trailer | Foundation |
| Inlets and Scuppers | Excavation |
| Concrete Washout System | Rebar—SS and Galvanized |
| Oil-Water Separator | Rebar Subcontractor |
| Erosion Control Sediment Removal | Precast Lightweight Concrete Deck Panels |
| Traffic Devices—Cones, Crash Cushions | Structural Steel |
| Traffic Signs, Traffic Control Equipment (Message Signs) | Repair of Structural Steel |
| Construction Signs | Concrete Bridge Deck, HPC |
| Overhead Sign Supports | Precast Exodermic Bridge Deck System, Lightweight |
| Traffic Striping | Beam Jacking |
| Temporary Pavement Markings | Fiberglass Pipe 8” and 12” |
| HMA Patch | Aluminum Railing, Bridge, 5’6” High |
| Emergency Towing Service | Steel Bridge Railing, Two and Three Rail |
| Real-Time Work Zone Traffic System | Chain Link Fence |
| Clearing Site | Concrete Barrier |
| Testing | Polyester Polymer Concrete Overlay |
| Asphalt, Milling and Paving | Lead Removal, Painting, Shielding |
| RCP | Miscellaneous Stone |
| Cleaning of Existing Pipe | Thrie Beam Guide Rail, Bridge |
| Landscape | Beam Guide Rail and Rub Rail |
| Beam Guide Rail and Rub Rail | Porta Johns |
| Electrical Subcontractor | Computers and Office Supplies |
| Hydro Demolition | Demo and Sawcutting |
| Trucking | |

All Subcontractors and Vendors must review the Contract Plans and Drawings to ascertain the scope of work. Please acknowledge on your proposal all Addenda, Union or Non-Union, Proposal is in accordance with: The 2007 Standard Specifications for Road and Bridge Construction, of the New Jersey Department of Transportation as amended herein will govern the construction of this Project and Special Provisions 1–257. Note Page 16 of 185 Use of Foreign Steel.

Schiavone Construction Co. LLC
 150 Meadowlands Parkway • Secaucus, NJ 07094
 Phone: 201-867-5070 • Fax: 201-866-6132



Pulaski Skyway Contract 4 Deck Replacement
 New Jersey DOT Contract 4, No: 051123260
 Bid Date: March 18, 2014

INVITATION TO BID

Yonkers Contracting Company is soliciting cost proposals from certified **SBE Subcontractors and Suppliers** for: **Contract 4 Pulaski Skyway Deck Replacement, Route 1 and 9, Jersey City and Newark.**

Project will replace existing bridge deck of northern half-mile of northbound lanes and all of southbound lanes. Project also includes milling and paving, lighting, balustrade replacement, drainage connections, and overhead sign structures.

Interested and qualified firms please contact **T. Maniscalco, Yonkers Procurement Department @ tmaniscalco@yonkerscontractingco.com or call 914-965-1500 X 302**

Yonkers Contracting Company is an EEO/AAP Employer



Advertise with Small Business Exchange Northeast, utilizing SBE’s **targeted distribution** to reach the DBEs, SBEs, DVBES, MBEs, WBEs, LBEs, and OBEs that match the trades and goods you need.

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For bids nationwide, please visit our corporate website direct link:

http://www.sbeinc.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. All are available in electronic format. (See Subscription Form on page 12.)

NORTHEAST LOCATIONS

CONNECTICUT

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

CONSTRUCTION ENGINEERING AND INSPECTION SERVICES

Location: I-95 from the Baldwin Bridge to the Rocky Neck Connector, Old Lyme, Connecticut
Respond By: 03/27/14
Ref #: 104-164, Solicitation No. 2210
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Transportation
Contact: David Mancini, 860-594-3498, david.mancini@ct.gov

MAINE

ROOF REPLACEMENT

Location: Craig Brook National Fish Hatchery, Hancock County, Maine
Respond By: 03/06/2014
Ref #: F14PS00140
Pre-Bid Conf:
NAICS: 238160
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Christal Cutler, Christal_Cutler@fws.gov

THE GUT BRIDGE REPLACEMENT

Location: Route 129, South Bristol, Maine
Respond By: 04/30/2014
Ref #: 016750.00
Pre-Bid Conf: Optional, 3/6/14 at 2:00 p.m., South Bristol Town Office
NAICS:
License Req:
Description: Available through electronic services
Owner: Maine Department of Transportation
Contact: Diane Barnes, 207-624-3503

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

MASSACHUSETTS

CLOTHING, UNIFORMS, FOOTWEAR, ACCESSORIES, AND PERSONAL CARE HYGIENE SUPPLIES

Location: Statewide contract, Massachusetts
Respond By: 03/31/14
Ref #: CLT07
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Operational Services Division Procurement (for the Commonwealth)
Contact: William Funk, William.Funk@state.ma.us

RESURFACING AND RELATED WORK

Location: Along a section of Routes 9 and 112 (Marine Corps League Highway), Cummington, Massachusetts
Respond By: 03/25/14
Ref #: 605582
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Massachusetts Department of Transportation
Contact: Not listed; see <http://www.massdot.state.ma.us/highway/Main.aspx> and links

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

NEW HAMPSHIRE

INPATIENT AND OUTPATIENT HOSPITAL/ MEDICAL SERVICES

Location: Statewide, New Hampshire
Respond By: 04/11/14
Ref #: NHDOC 14-10-GFMED
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Corrections
Contact: Jennifer Lind, 603-271-7602, jlind@nhdoc.state.nh.us

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

RC BUILDING RENOVATIONS

Location: National Guard Armory, Manchester, New Hampshire
Respond By: 03/19/14
Ref #: 80744-A
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Transportation
Contact: Jeffrey Shute, fx603-271-3515, jshute@dot.state.nh.us

NEW JERSEY

PEDESTRIAN BRIDGE CONSTRUCTION

Location: Walkkill National Wildlife Refuge, Sussex County, New Jersey
Respond By: 03/06/2014
Ref #: F14PS00139
Pre-Bid Conf:
NAICS: 237310
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Christal Cutler, Christal_Cutler@fws.gov

MOBILE RECRUITING OFFICE TRAILER

Location: Fort Dix, New Jersey
Respond By:
Ref #: W912KN-14-T-0002
Pre-Bid Conf:
NAICS: 336213
License Req:
Description: Available through electronic services
Owner: US Department of the Army, National Guard Bureau
Contact: Christopher A. Hower, 609-562-0225, christopher.a.hower.mil@mail.mil

TRAFFIC SIGNAL RELAMPING CENTRAL REGION

Location: Various locations including south of Route 57, Counties of Hunterdon, Camden, Mercer, Middlesex, Monmouth, Ocean, Somerset, and part of Warren, New Jersey
Respond By: 03/13/14
Ref #: PE No. 2621795, CE No. 2621795, DP No. 14412
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Jersey Department of Transportation Division of Procurement, Construction Services
Contact: 609-530-2103, fx609-530-2238, CSPD@dot.state.nj.us

NON-HAZARDOUS SOIL DISPOSAL

Location: River Line Soil Stockpile, Florence, New Jersey

Respond By: 03/27/14
Ref #: IFB 14-303
Pre-Bid Conf:

NAICS:
License Req:
Description: Available through electronic services
Owner: New Jersey Transit Authority
Contact: fx973-491-7854, biddesk@njtransit.com

REPAINTING STRUCTURAL STEEL AND MISCELLANEOUS BRIDGE IMPROVEMENTS

Location: Garden State Parkway from Milepost 104.5 to 160.2 in Monmouth, Middlesex, Union, Essex, Passaic, and Bergen Counties, New Jersey
Respond By: 03/17/14
Ref #: P100.276
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Jersey Turnpike Authority
Contact: Inquiries before 03/17/14 to Enrico Paternostro, epaternostro@turnpike.state.nj.us

PERFORMANCE OF FEDERALLY FUNDED ARCHITECTURAL/ENGINEERING DESIGN SERVICES ON CALL-IN BASIS

Location: New York and New Jersey
Respond By: 2011 through 2014
Ref #: Request for Qualifications
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: The Port Authority of New York and New Jersey
Contact: Mary Lou Rivera, fx201-395-3492, mlrivera@panynj.gov

HOSPITALITY SERVICES THREE-YEAR CONTRACT

Location: George Washington Bridge, Lincoln Tunnel, Holland Tunnel, Port Authority Technical Center Cafeterias, New Jersey
Respond By: 03/14/14
Ref #: 36827
Pre-Bid Conf: Facility inspection 03/05/14 at 10:00 a.m.; RSVP
NAICS:
License Req:
Description: Available through electronic services
Owner: The Port Authority of New York and New Jersey
Contact: 201-395-3405, askforbids@panynj.gov

NEW YORK

EMPLOYMENT ASSISTANCE PROGRAM SERVICES

Location: Various sites in the metropolitan New York area
Respond By: 03/28/2014
Ref #: W912DS-14-R-0004
Pre-Bid Conf:
NAICS: 621330
License Req:
Description: Available through electronic services
Owner: US Army Corps of Engineers
Contact: John Siamas, 917-790-8078, john.siamas@usace.army.mil

BRIDGE REPLACEMENT (COMPOSITE GIRDER)

Location: US Route 11 over I-87 in Champlain, New York



NORTHEAST LOCATIONS

NEW YORK

Respond By: 03/06/14
Ref #: D262533, PIN 7720.79,
 FA Proj L1G0-7720-793
Pre-Bid Conf:
NAICS: Varied
License Req:
Description: Available through electronic services
Owner: New York State Department of Transportation
Contact: Maria Tamarkin, 518-457-8403

WATER SYSTEMS REHABILITATION
Location: Iroquois Service Area at Milepost 2.09.9 Westbound in Herkimer County, New York
Respond By: 03/19/14
Ref #: TAS 14-3A/D214253
Pre-Bid Conf:
NAICS: Varied
License Req:
Description: Available through electronic services
Owner: New York State Thruway Authority
Contact: <http://www.thruway.ny.gov/business/contractors/plansales/index.shtml>

INDEPENDENT ENGINEERING SERVICES
Location: MTA Headquarters, New York City, New York
Respond By: 03/21/14
Ref #: 13053 (RFP)
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Headquarters
Contact: Tjuana Simpson, bscvprocsol@mtabsc.org

CONDENSATE LOSS DESIGN AND CONSTRUCTION DOCUMENTS
Location: Ric-Wel at the Canandaigua VA Medical Center, New York
Respond By: 04/14/14
Ref #: VA52814R0127
Pre-Bid Conf:
NAICS: 541310
License Req:
Description: Available through electronic services
Owner: US Department of Veterans Affairs
Contact: Sabrina Brinkman, 585-297-1483, sabrina.brinkman@va.gov

STRUCTURAL STEEL REPAIRS
Location: Lower Level 9th Avenue Station, West End Line, Borough of Brooklyn, New York
Respond By: 04/10/14
Ref #: A-37547
Pre-Bid Conf: Site tour 03/14/14 at 10:00 a.m.; conference 03/18/14 at 1:00 p.m.
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Procurement
Contact: Gregory Perillo, 646-252-6260

FURNISH AND DELIVER CARRIER ASSEMBLY, REAR AXLE 4.30, WELLER TRUCK #RS23-160
Location: MTA Bus Company Procurement, Flushing, New York
Respond By: 03/13/14
Ref #: PRB141794
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Bus Company
Contact: Patricia Corrigan, 718-888-6287, pcorrigan@mtabusco.com

CONSTRUCTION OF 400-MEMBER ARMY RESERVE CENTER FACILITY

Location: Bullville, New York
Respond By: 03/11/14
Ref #: W912QR-14-R-0025
Pre-Bid Conf:
NAICS: 236220
License Req:
Description: Available through electronic services
Owner: US Department of the Army, US Army Corps of Engineers
Contact: Tom Dickert, 502-315-6177, tom.e.dickert@usace.army.mil

REPAIR FOUR BRIDGES
Location: I-86 (eastbound and westbound) over the WNY & Penn Railroad and over Conewango Creek (eastbound and westbound), Portland, Chautauqua County, New York
Respond By: Spring 2014 date to be announced
Ref #: Pin # 500697
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York State Department of Transportation
Contact: Susan S. Surdej, 716-847-3239

FURNISH AND INSTALL COMPLETE AUDIO-VISUAL SYSTEMS
Location: CUNY/Medgar Evers College, Brooklyn, New York
Respond By: 03/20/14
Ref #: 09-514
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Dormitory Authority of the State of New York
Contact: Wendy Lossi, 518-257-3000, Purchasing@DASNY.org

PURCHASE OF TWO (2) VACUUM TRAINS
Location: NYCT Westchester Yard, Bronx, New York
Respond By: 03/07/14
Ref #: 0000072052
Pre-Bid Conf: 02/06/14 at 10:00 a.m.
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) New York City Transit
Contact: Parthiv Jani, 646-252-6576

GYM UPGRADE
Location: Junior High School 25, Queens, New York
Respond By: 03/17/14
Ref #: 14-15114D
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York City School Construction Authority
Contact: Persaud, 718-752-5852

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES
Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

RHODE ISLAND

VIDEOGRAPHERS
Location: Various, Rhode Island
Respond By: 03/13/14
Ref #: 7548493
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Rhode Island Department of Administration, Division of Purchases
Contact: John A. Cowell, Jr., 401-574-8114, bidinfo@purchasing.ri.gov

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES
Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

VERMONT

FISH AND WILDLIFE SURVEY SERVICES
Location: Various locations, Vermont
Respond By: 03/19/14; questions due by 03/03/14
Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Vermont Department of Buildings and General Services, Office of Purchasing and Contracting
Contact: Sean-Patrick Burke, 802-828-2215, fx802-828-2222, sean.burke@state.vt.us

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES
Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

VARIOUS STATES / NEARBY

PURCHASE PROGRAM FOR SALMON PRODUCTS
Location: Various in US
Respond By: 01/16/15
Ref #: AG-LFSH-PS-14-0002
Pre-Bid Conf:
NAICS: 311710
License Req:
Description: Available through electronic services
Owner: US Department of Agriculture
Contact: Chyra Lewis, 202-260-8256, Chyra.Lewis@ams.usda.gov; Greta Samuel, 202-720-6592, Greta.Samuel@ams.usda.gov

SERVICE CONTRACT FOR WASHER AND DRYER MAINTENANCE
Location: Fort George G. Meade, Maryland
Respond By: 03/21/14
Ref #: W91QF6-14-X-XXXX
Pre-Bid Conf:
NAICS: 238290
License Req:
Description: Available through electronic services
Owner: US Department of the Army
Contact: Andrea Gilbert, 301-677-7925, andrea.gilbert@us.army.mil

WOOD WINDOW RESTORATION ON HISTORIC RESIDENCE
Location: Patuxent National Fish and Wildlife Refuge, Prince Georges County, Maryland
Respond By: 03/06/14
Ref #: F14PS00136
Pre-Bid Conf:
NAICS: 562910
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Christal Cutler, Christal_Cutler@fws.gov

FURNACE REPLACEMENT
Location: Patuxent National Fish and Wildlife Refuge, Prince Georges County, Maryland
Respond By: 03/06/2014
Ref #: F14PS00137
Pre-Bid Conf:
NAICS: 238220
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Christal Cutler, Christal_Cutler@fws.gov

ROOF REPLACEMENT
Location: Allegheny National Fish Hatchery, Warren County, Pennsylvania
Respond By: 03/06/2014
Ref #: F14PS00138
Pre-Bid Conf:
NAICS: 238160
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Christal Cutler, Christal_Cutler@fws.gov

REQUEST FOR INFORMATION RE RESIDENTIAL REENTRY CENTER AND HOME CONFINEMENT SERVICES
Location: Toledo, Ohio, and surrounding counties, Ohio
Respond By: 03/21/14
Ref #: RFI-200-1246-CS
Pre-Bid Conf:
NAICS: 623990
License Req:
Description: Available through electronic services
Owner: US Department of Justice, Bureau of Prisons
Contact: Kevin J. Hoff, 215-521-7355, khoff@bop.gov

DRY DOCK AND REPAIR NEW YORK DISTRICT DRIFT COLLECTION VESSEL, DRIFTMASTER
Location: Any facility within 125 nautical miles of Caven Point Terminal, Jersey City, New Jersey
Respond By: 03/11/14
Ref #: W912BU-14-B-0005
Pre-Bid Conf:
NAICS: 336611
License Req:
Description: Available through electronic services
Owner: US Department of the Army, US Army Corps of Engineers
Contact: Megan M. McMullen, 215-656-6765, megan.m.mcmullen@usace.army.mil



Tech and Info: Getting the Most from Voice Mail

By Odette Pollar

How time flies. Do you remember when voice mail was the new thing? Even though many people rely more on email than the phone, voice mail is still a well-used feature with its own challenges.

Voice mail is sometimes considered impersonal and infuriating, particularly to those who have a deadline or who need immediate help. Don't you just love it when you place a

"Sixty percent of its internal telephone calls did not require a two-way conversation."

call and the robotic voice says, "Thank you for calling xyz company. If you know your party's extension, please press it now."

Of course, you don't know your party's extension, and sometimes, even when you do and press the appropriate number, you get back to the original robotic voice in time to hear ringing, the electronic voice telling you to leave a message, a long silence, more ringing, and another instruction to leave a message at

the tone. Even more special are those occasions when the operator does not come on if you hold, so you get automatically disconnected.

On the plus side, the benefits of voice mail are numerous. Users love it because they can return calls to customers and clients and leave messages any time day or night, freeing them from being tied to normal business hours. You no longer have to worry that a receptionist will mess up your message, spell your name wrong, forget to write down your phone number, transpose digits, or the worst, lose the message entirely.

According to a study by Traveler's Corporation, a Hartford, Connecticut-based insurance company, its survey found that sixty percent of its internal telephone calls did not require a two-way conversation. Leaving key information or a confirmation no longer requires interrupting another person.

Here are some user tips:

1. When recording your voice mail message, always let the caller know within the first few seconds how to bypass the message and go straight either to an operator or to the beep. Remember to speak naturally and smile.
2. Change your message regularly, and remember to keep it short and simple. Leave your name, the company name,

and ask for a detailed message from the caller. Do not forget to request that the caller leave the best time to be reached in the message.

3. Leave a friendly personal message; however, be cautious of leaving one that is too long or contains excessive background noise, including long musical passages.
4. Do not make a commitment you cannot reasonably keep. If your message says you will call back at the end of the day, and that is unlikely to occur, change it to let people know that it will be within twenty-four hours instead.
5. When you are leaving a message, speak clearly and slowly, especially when leaving your telephone number. Leave the number, even if you think the recipient has it. He or she may be traveling without the relevant telephone book when retrieving messages.
6. To reduce the number of incoming and outgoing calls, try to leave messages that do not require a response. For example, "I will send this to the printer by three o'clock Friday (date) unless I hear from you." Rather than asking people to call back to confirm information, leave your understanding of the date, time, or situation, followed by, "Call me

back only if any of the above information is incorrect."

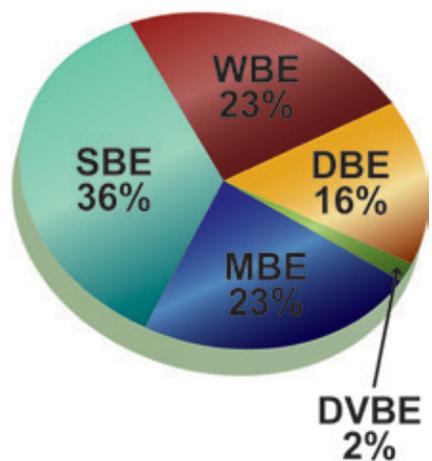
7. When leaving a message, be concise about what it is concerning and the next action you are requesting. Let the person you called know when you will be available for their return call. And leave your number at the beginning and at the end of your message.

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.



AUDIENCE PROFILE

Small Business Exchange Northeast



African American Bookstores in the Northeast

The African American Literary Book Club lists on its website all black bookstores in the United States, including twenty-four in the Northeast.

Connecticut

Black Books Galore, Inc.
65 High Ridge Road #407
Stamford, CT 06905
203-359-6925

Maine

None listed. Tell us if you know of one.

Massachusetts

Black Orchid Books
105 Columbia Street
Malden, MA 02148
617-324-0404

Cultural Collections
730 Belmont Street
Brockton, MA 02301
T 508-580-1055 F 508-580-5197

Frugal Bookstore
306 Martin Luther King Boulevard
Roxbury, MA 02119
617-541-1722

Olive Tree Books-n-Voices
97 Hancock Street
Springfield, MA 01109
T 413-737-6400 F 413-737-6400

New Hampshire

None listed. Tell us if you know of one.

New Jersey

African American Book Store
216 1st Street
Hackensack, NJ 07601
201-343-0277

Creative Impressions
894-900 18th Avenue
Newark, NJ 07106
973-371-7788

Imoya Treasures, Inc.
1465 Irving Street
Rahway, NJ 07065
T 732-388-4955 F 208-246-7796

Kujichagulia Book Store
150-154 Ellison Street
Paterson, NJ 07505
973-278-0919

Netu Khisa Books and Gifts
131-133 South Orange Avenue
South Orange, NJ 07079
973-761-5669

Tunde Dada House of Africa, Woodbridge Mall
337 Woodbridge Center Drive
Woodbridge, NJ 07095
732-636-0878

Urban Books On Wheels
28 Old Turnpike
Pleasantville, NJ 08232
609-383-9100

New York

Becoming God's Answer Bookstore
1832 Madison Avenue (between 119th and 120th)
New York, NY 10035
T 646-215-6119 F 212-860-1566

Black Mind Book Boutique
610 New York Avenue
Brooklyn, NY 11203
718-774-5800

Jumel Terrace Books
426 West 160th Street
New York, NY 10032
212-928-9525

La Casa Azul Bookstore
143 East 103rd Street
New York, NY 10029
646-413-5251

Mood Makers Books and Art Gallery
Village Gate Square
274 North Goodman Street
Rochester, NY 14607
T 585-271-7010 F 585-271-2313

Revolution Books
146 West 26th Street
New York, NY 10001
212-691-3345

Sister's Uptown Bookstore
1942 Amsterdam Avenue (at 156th Street)
New York, NY 10032
T 212-862-3680 F 212-862-7593

Schomburg Center for Research Into Black Culture
515 Malcolm X Boulevard
New York, NY 10037
212-491-2206

The Studio Museum of Harlem
144 West 125th Street
New York, NY 10027
T 212-864-4500 F 212-864-4800

Word Up: Community Bookshop
2113 Amsterdam Avenue
New York, NY 10032
347-688-4456

Yoruba Book Center
610 New York Avenue
Brooklyn, NY 11203
718-774-5800

Zoe Christian Bookstore
130 West 124th Street (between Lenox and 7th)
New York, NY 10027
212-828-2776

Rhode Island

None listed. Tell us if you know of one.

Vermont

None listed. Tell us if you know of one.



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Pros and Cons of Project Labor Agreements

By John Moran, Principal Analyst

You asked for the arguments for and against Project Labor Agreements (PLAs) in construction projects that receive government funding. You also asked about Community Workforce Agreements (CWA), which are provisions in PLAs that include targeted building trade hiring provisions to create employment and career paths for low-income or under-represented people. This report includes opponents of CWAs in the debate over PLAs.

Summary

A PLA is a collective bargaining agreement that applies to a specific construction project and lasts only for the duration of the project. Essentially, it guarantees the project will use union labor.

Governments can require that recipients of government funding for a construction project use PLAs. Also, private sector companies may choose to enter into PLAs for a specific project or series of projects (Toyota and Wal-Mart are examples of corporations that have chosen to use them). The entity seeking to complete the construction project enters into an agreement

with a union or a group of unions, such as an area trade union council, before seeking bids from contractors to do the work. That way any contractor interested in submitting a bid knows the job will require union labor.

A PLA generally specifies the wages and fringe benefits to be paid on a project, and it usually includes binding procedures to resolve labor disputes. PLAs typically include a provision barring unions from striking and contractors from locking out workers. A PLA generally requires (1) contractors to hire workers through a union hiring hall, or (2) employees to become union members after being hired. A PLA applies to all contractors and subcontractors on a project.

There is considerable debate between the opponents and proponents of PLAs. Opponents say PLAs are anti-competitive and increase costs. Proponents say they ensure decent wages, a quality workforce, and timely completion of projects within budget.

The non-partisan Congressional Research Service issued a report on PLAs on July 1, 2010, indicating the evidence is inconclusive regarding the cost of PLAs on construction projects (Project Labor Agreements, CRS R41310).

Pros of Project Labor Agreements

Proponents of PLAs argue that the agreements have several advantages, including that they:

1. Provide uniform wages, benefits, overtime pay, hours, working conditions, and work rules for work on major construction projects
2. Provide contractors with a reliable and uninterrupted supply of qualified workers at predictable costs
3. Ensure that a project will be completed on time and on budget due to the supply of qualified labor and relative ease of project management
4. Ensure no labor strife by prohibiting strikes and lockouts and including binding procedures to resolve labor disputes
5. Make large projects easier to manage by placing unions under one contract, the PLA, rather than dealing with several unions that may have different wage and benefit structures
6. May include provisions to recruit and train workers by requiring contractors to participate in recruitment, apprenticeship, and training programs for women, minorities, veterans, and other under-represented groups (this is a common CWA provision)

■ Continued on page 11

African American Books and Bookstores Invigorate . . .

■ Continued from page 2

Without that family support, without the understanding, it would be really tough. In fact, they actually motivate me to achieve, because I want to be a role model for my daughters. I want to be somebody that my wife would be proud to say that she's married to. That's an important aspect of my life.

We still live in Harlem. I live about six blocks away from where I grew up, about two blocks away from the church I was baptized in, so we're still firmly entrenched in the Harlem community and looking forward to being there for a long, long time.

Darryl: That means so much, because I, also, am still living in my own community. I go to the same church that I was baptized in, married in, and went to Sunday school in. Even though my wife went to the same church, we didn't know each other then. Your family: Let's talk about our family history before we get too far in depth in this show. You're my cousin, and you met my brother. I met you through my brother, Kevin, at a family reunion. Let's talk a little about that.

Troy: That's an interesting piece because we grew up very close to each other but I didn't realize that we were family until I met your brother. Family is important, obviously, to both of us.

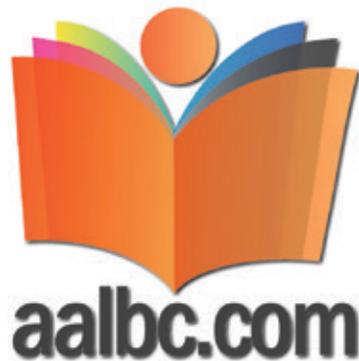
One of the things that I've done for our family is to build a family tree. I've researched our family's history, and now, with the new genetic tests, I'm going to delve more deeply into that.

One of the things that I've discovered is that [you and I] share the same great-grandfather. He was a slave, an enslaved person, living in North Carolina. He subsequently got his freedom and gave birth to my grandfather and your grandmother. They were siblings. It's interesting to think that my grandfather and your grandmother were children of someone who was a slave. It's that close. My grandfather was born in 1888, if I recall correctly. That's our connection.

We have a huge family. My grandfather gave birth to nineteen children that I can count, and they've all had grandchildren and now great-grandchildren and, in some cases, great-great-grandchildren. So it's a huge family, and making sure that we understand that past and try to dig deeper into it is tremendously important. We have a wealth of successful people in our

families. We have several PhDs, we have educators; it's really amazing once you look at that. I think it's important for all of the family members to realize that we come from good stock of people, people who have dealt with adversity. My grandfather, for example—his name is Thinner Freeman Foster—and I don't think that "Freeman" name was accidental. He was one of the largest black landowners in North Carolina. In fact, the family farm is more than 900 acres in North Carolina.

Darryl: As I was saying off-air, if you come from the projects and you move out, nobody knows that you're originally from the projects or housing complex or whatever you call it. Therefore, kids who grow up there now don't have the motivation—just like you said, there weren't really good role models. You have



to look and search and research to find out there are some, just like in our family history. There are some people who had college degrees, who were great people; what happens is, we're not in the history books.

Troy: Even more interesting is Harlem today versus Harlem when I grew up in the '60s and '70s. Today there are people who are wildly successful; people who are investment bankers; people who are physicians, black lawyers; people who are now moving back into the neighborhood. So there is a wide variety of people living in Harlem, where a short thirty years ago you didn't see that. Someone who was a professional or someone who was an entrepreneur or who ran a business would typically move out to the suburbs or somewhere outside of the inner city, as we used to call it.

Now I live in a neighborhood where there's a wide variety of people. The kids who are living in the projects might be in the supermarket next to a millionaire. They actually will see people who are doing things. They now have a model that they can aspire to, emulate. That's something that makes Harlem different today, makes Harlem a much nicer place to live—that, and the support of my family. I see kids walking down the street, and they see me with my wife and kids. We're going off to do something together as a family. I think that's important even though it's not something conscious. When I was a kid, most people did not live with both a mother and father. I almost remember when it wasn't like that, but when I left for college, most people didn't live in a two-parent household. That was an exception. We're in a time when we can see both things happening, and I think that's a good thing.

Darryl: Let's talk about you and what you're doing nine-to-five.

Troy: I'm a technology project manager. I work for one of the world's largest financial services firms. It's a global firm. One of my favorite projects was a global project to deploy an application that was used in Tokyo, Hong Kong, London, and various locations in New York. Deploying that application, I had the opportunity to go to those locations, to work in those locations, to get to know the culture not just as a tourist but as someone working there and getting to know the people. That is one of the most exciting things that I've done in my current job.

But my passion is AALBC.com, which stands for The African American Literature Book Club. The main purpose is to celebrate our literary legacy. There is a wealth of authors, some of whom you will be talking to in the future, who are doing tremendous things; authors who are writing books that are compelling, that are interesting. My job, what I get a great amount of pleasure doing, is sharing those stories, sharing information about the authors, about their work with avid readers and readers who might not be avid readers because they weren't aware of what's available. We have a tremendous variety of books out there. I've taken it upon myself to help spread the good news.

Darryl: Let's give an email address and phone number for people to contact you.

Troy: Anyone who's interested in promoting their own book or learning about a book can visit the website: AALBC.com. My email address is troy@aalbc.com. The direct phone line to my office is 347-692-2522. The toll-free number is 866-603-8394.

Darryl: Troy, let's talk about some of your authors and how you've helped to get the readership out there. . . .

See the rest of the half-hour interview here: <http://aalbc.com/bio.htm>

Troy's website includes author interviews, a discussion board, book reviews, opinion columns, an events calendar promoting live literary events, a related site for manuscript editing services, and a database of African American Book Stores in the United States.

Regrettably, Troy notes, "When I looked over the results of our bookstore research, my heart fell as I discovered more than two out of three stores that were in business just a few years ago are now closed. I've shared the list of the closed bookstores below. I have nothing more meaningful to add. The list speaks for itself. . . ."

"Actually, I do have something to add. If you happen to reside in a community fortunate enough to have an independent bookstore, please support it. These establishments are true community and cultural treasures. Sure, eBooks and websites are great, but not everything can be replaced with machines and technology."

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News and Information

Utilities Supplier Diversity . . .

■ Continued from page 1

vendor's company is reliable, efficient, and customer-focused, Con Edison wants to invite such a vendor to join its family of suppliers.

"Some of the types of businesses with whom the company has contracted include automotive services and supplies; computer services; construction services; electrical supplies; general supplies; mechanical supplies; and services and repairs."

National Grid (http://www2.nationalgridus.com/corpinfo/purchasing/index_ny_kedli.jsp) includes a section about its commitment to supplier diversity on its general procurement page, stating: "It is National Grid's policy to provide minority, women-owned and diverse business enterprises, as well as small businesses, with an equal opportunity to participate in National Grid's procurement and sourcing processes."

"We recognize that the markets in which we conduct business are becoming increasingly multicultural and multifaceted. Incorporating a rich cultural environment into our supplier database gives National Grid a competitive advantage and strengthens its reputation in the communities we serve."

"As one of the world's largest utilities, National Grid is committed to being an innovative leader in supporting the businesses in the communities in which we live and work, in an effort to sustain our global footprint for future generations. Through our Supplier Diversity Program, we are committed to making every effort to use all of the resources within the markets and communities in which we operate in order to develop, utilize, and grow our contracting opportunities with diverse companies. The benefits to our diverse suppliers will be increased market share, sustainability, and shareholder value."

National Grid also publishes a quarterly *Supplier Diversity News*. The Summer 2013 issue notes that in the first quarter, in addition to co-hosting its own events, the staff "attended over one dozen external supplier diversity events and met over 250 diverse suppliers interested in learning how to do business with National Grid."

The newsletter also lists procurement opportunities, the names of diversity supplier companies in various categories, corporate diversity plans and goals, and future events. One of National Grid's initiatives for next year will be to establish a supplier development program.

Northeast Utilities (<http://www.nu.com/business/diversity/Supplier%20Diversity.asp>) operates in seven of the Northeast states. Its website dedicates several pages to supplier diversity, saying, "It's not only the smart thing to do, it's the right thing to do."

In explaining the program, the site says this: "The energy business is undergoing rapid change and growth opportunities abound. As Northeast Utilities (NU) becomes the leading regional provider of energy products and services, we know that one key to our success is to surround ourselves with a supplier base that is diverse and willing to share in our vision. If your business is 51 percent owned by one or more

ethnic minorities, women, veterans, disabled veterans, or an Indian Tribe, an Alaskan Native Corporation, or is certified as a HUB Zone business enterprise, we want to hear from you!

"We partner with diverse businesses for several important reasons. They furnish NU with outstanding products and services at competitive prices—enhancing corporate cost-reduction initiatives. Working with diverse firms also reflects the company's diverse customer base. Diversity is the key to providing equal procurement opportunity for everyone."

"Diversity is part of Northeast Utilities' core values: demonstrating respect and care for every individual, being environmental and socially responsible, and committing to a diverse work force. When we all understand the value of diversity, we can truly work as a team to achieve our goals."

The Northeast Utilities site also promotes the company's co-sponsorship of the Diverse Supplier Development Academy, in partnership with SCORE, the University of Connecticut, and the Greater New England Minority Supplier Development Council. The academy provides "diverse business development to local ethnic minority, women and disabled veteran owned businesses."

Public Service Enterprise Group (PSEG) (http://pseg.com/family/supplier_diversity/index.jsp), operating in New Jersey and Long Island, offers on its website a message from the top corporate executive to indicate its commitment to supplier diversity. Ralph Izzo—Chairman of the Board, President, and Chief Executive Officer—writes: "PSEG maintains strong and active relationships with a diverse and highly qualified group of suppliers. Supplier diversity not only helps our company meet important business needs, it promotes job creation and stimulates the local economy."

"Supplier diversity has created many wins for our company and the communities we serve. During the past decade, PSEG has done more than \$1 billion dollars of business with diverse suppliers. We are determined to build on this record and do even more."

The site's designated supplier diversity page indicates that PSEG's policy is to "encourage the development and use of minority and women-owned businesses consistent with established corporate goals."

It continues, "PSEG's Office of Supplier Diversity will measure, market, manage, and track all supplier diversity goals and initiatives. Tier II efforts enlist PSEG's prime suppliers to participate and create supplier diversity strategies and goals for the products and services they supply. By providing opportunities to diverse businesses at both the first and Tier II levels, PSEG expects to maintain a supplier base reflective of the communities we serve to achieve a competitive advantage."

The PSEG site provides for online supplier registration, and also posts links to nearly three dozen external supplier diversity advocacy organizations, agencies, and publications.

Big Opportunities for DBEs . . .

■ Continued from page 1

- **Risk.** What is your level of risk for work in specific areas? What size projects can you perform? In what areas would your performance be challenged by lack of capital, insufficient bonding, limited personnel, among other factors?
- **Competitive Differentiators.** Are you clearly differentiated from your competitors? What's your value as compared to others?

Be Strategic

In the DBE market, NAICS codes and your documented and legally defensible commercially useful functions (CUF) are vitally important to the primes and government agencies who may hire you. To count toward a DBE goal, a DBE firm's work must serve a commercially useful function (CUF) that has a necessary and useful role in a project.

According to the USDOT, if a DBE provides only the appearance of DBE participation, the work is not a commercially useful function and cannot count toward the DBE goals. Local Public Agencies (LPA) and State DOTs determine if the work qualifies as a CUF, and then they calculate the amount of the DBE's work that can count toward its DBE goal. In general, only the value of the work actually performed by the DBE counts toward the goal. CUF violations can lead to possible loss of federal funding. In addition, these violations may indicate fraud and abuse of public funds or may inaccurately inflate DBE participation.

Next Best Steps

As a small business owner, you should consider taking several key actions to create a viable marketing plan:

Step 1: Identify the right NAICS codes. As you certify as a DBE, you need to assess which NAICS codes (North American Industry Classification System) apply to your business. NAICS codes are used by federal agencies to classify business establishments for the collection, analysis, and publication of data related to the US economy. Learn more about NAICS codes at <https://www.census.gov/eos/www/naics/>

Your NAICS codes are the key to how businesses and government agencies find your firm. If they are not correct, you may miss out on receiving bid requests. You may even be disqualified because of inaccurate NAICS codes. The US Census Bureau assigns one NAICS code to each establishment (a business or industrial unit in one location). If the company has multiple locations, it is considered an enterprise, and each establishment within that enterprise will receive a code based on its primary activity. Primary activity is defined as the service or products that produce the highest revenue for that establishment.

Depending on the project, prime contractors and government agencies seek subcontractors with specific NAICS codes. The codes you choose when you certify your company are the ones that will be listed in your profile. Only you can update them, and you will be required to provide signed contract documentation that you provide the services related to your NAICS codes, or they may be rejected. There are different guidelines for the following categories: contractor or consultant, trucking firms, and acting as a regular dealer or manufacturer. You should become familiar with these requirements as you select the NAICS codes that will apply to your DBE status.

Step 2. Identify your target customers. NAICS codes are a powerful tool for other companies and public agencies to find you. They are an equally important tool for you to identify the right customers. If you know your market, you know which companies are bidding

and winning contracts, and you may already be working for some of them. Identify their NAICS codes, and then do a targeted search for other companies in that market for which you would consider working. This will provide you with a potential list of prospects with which you can do business.

Step 3. Qualify your customers and prospects. All customers are not created equal. Smart business owners identify the right customers for their company. One way to do this is to rank your current customers on the following criteria: (1) payment practices, (2) bidding practices, (3) repeat business, and (4) risk-reward factors. In addition, if you are seeking work with new customers, it's best to ask other contractors who have worked with these companies for feedback. You can also use the criteria that you applied to your own customer ranking. The results will provide important information to help you build a better list of prospects for your firm.

Navigating the DBE market, like any market, requires assessment, market knowledge, and strategy. To become a successful small business, you need to be smart about how you pursue business and wise about the business you accept.

About the Authors



Renée Sacks, PhD, is President of Sacks, a New York-based communications, consulting, and events firm founded in 1986. An applied linguist by training and former university professor and administrator, she is a recognized expert in diversity consulting and provides strategic consulting services to private and public clients. Her firm publishes a periodic publication, Diversity Agenda. www.diversity-agenda.com. Email your comments, questions, or suggestions to her at rsacks@sacks.com.



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Marketing on a Shoestring Budget, Part 2: Setting Goals for Growth and Moving Forward with Your Dream

By Marie Sheahan Brown

Old Blue, a frayed 1970-edition *Webster's*, states: "inertia . . . **1** a: a property of matter by which it remains at rest or in uniform motion in the same straight line unless acted upon by some external force . . . **2**: indisposition to motion, exertion, or change . . ." A business usually does not grow or even hold a stable market share through inertia.

The "external force" upon business matter can mean market circumstances, internal conditions, owner and employee efforts, and often all of these things. Influencing the "external force" positively takes active planning and effort.

Small businesses can market on a shoestring, set goals smartly, and move forward with focus to yield liveliness and growth instead of stagnation and decline.

Alyssa Gregory lists five steps in an article posted in the About.com small business section.

Get Started with Goal Setting in Five Steps

Goal setting is an important part of starting and growing a small business. In fact, goal setting can play an important role in many different parts of your business, from starting

a business, to marketing, to sales, to succession planning. Goals provide direction, motivation, and a clear way to measure your forward-moving progress.

Without goals, and a process for tracking your goals, you may have difficulty seeing the big picture and staying focused. Goal setting helps you build a bridge that can guide you from where you are right now to where you want to be.

The tips below will help you to get started with goal setting for your business, focus on the specifics of what you hope to accomplish, and start to put your plan into action.

1 Start with a Dream

The first stage of goal setting is about considering everything you dream of accomplishing. It doesn't need to be realistic at this point, so avoid limiting your thought process to what you think may actually be possible. Now is the time to consider every possibility, as if there are no boundaries.

To get started, grab a piece of paper and think about where you want to be in one year, five years, and ten years. Don't worry about how you will get there, just write down every possibility—big and small.

2 Brainstorm the Possibilities

Once you've written down your clearest dreams, it's time for a brainstorming session to access the ideas lurking in your subconscious.

You can follow any brainstorming method that is most effective for you. If you get stuck, here are a few brainstorming processes to try:

- Brain Dump: Let your mind take off and write down everything you think of, whether or not it makes complete sense at this stage
- List Making: Focus on one significant idea at a time and create an outline of all possible goals that may be part of each larger idea
- Mind Mapping: Start with one idea, then use words or drawings to map related ideas

3 Sort the Options

The next step involves taking all of the dreams and ideas you have down on paper from Steps 1 and 2 and making sense of them. It's useful to sort your ideas into a few categories, based on measures that are important to you.

For example, you might create categories based on your priorities, ranking your ideas by how important they are in your life. You could also categorize your ideas based on:

- Attainability
- Time commitment required
- Financial impact
- Desirability

The categories you create for your ideas aren't as important as the process of creating a way to sort them.

Once you create meaningful categories and start to put your ideas into groups, you may be surprised at how much overlap there is. In some cases, once this step is complete, you may find that you have a few consistent themes that continue to reappear in the process. This is a sign that you are on the right track in identifying your most important goals.

4 Create a Plan

After Step 3, you should be able to identify one or two loose business goals that you want to focus on (if not, go back and start brainstorming again). SMART goal setting—setting goals that are specific, measurable, attainable, relevant, and time-based—is a powerful way to move your rough goals from abstract ideas into specific action steps.

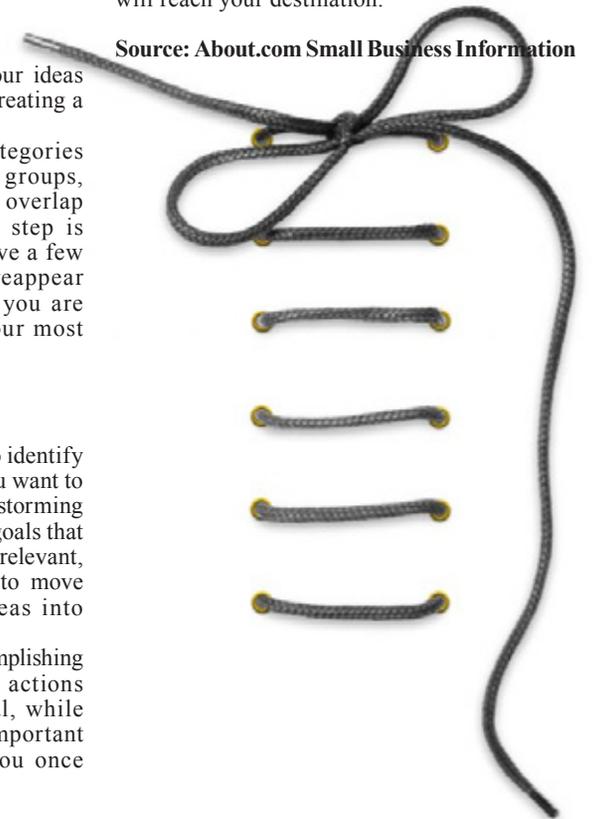
The action plan you create for accomplishing your goals should define specific actions you need to take to reach your goal, while placing a focus on why the goal is important to you and what it will mean to you once you achieve it.

5 Focus on Today

Striving toward a specific business goal can be overwhelming, but if you have broken the goal down into bite-sized chunks as suggested in Step 4, then you should be able to take a series of small, digestible steps each day to get closer to your goal.

While you don't want to lose sight of the big picture, if you take an ambitious goal one step at a time, one day at a time, you will start to build momentum and confidence in yourself, and with steady and purposeful progress, you will reach your destination.

Source: About.com Small Business Information



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Frequently Asked Questions about Small Business Finance

What are the current conditions for small businesses seeking capital?

Borrowing conditions for small businesses have been gradually improving. Commercial banks have eased their lending conditions and terms, though it's still relatively tight compared to pre-recession conditions. Surveys from mid-2013 indicate that the portion of small businesses having difficulty obtaining credit has declined on net (Figure 1).¹ Approval rates for small business

loans increased at credit unions, as well as at large banks (those with \$10 billion or more in assets). All told, small business borrowing amounted to about \$1 trillion in 2013—\$585 in business loans outstanding, \$422 billion in credit from finance companies, and the rest from a mix of sources (Figure 2).² The answer to a related question, what share of small businesses default on their loans, is unknown.³

What are the main reasons small businesses seek financing?

Small businesses borrow for four principal reasons: (1) starting a business, (2) purchasing inventory, (3) expanding the business, and (4) strengthening the firm. Firms choose different means of financing depending on the intended purpose.

What share of small businesses use financing?

There are various answers to this question. The Kauffman Firm Survey shows that half to two-thirds of young firms use capital injections, which come mostly from owner investment or non-bank sources of funds. However, Census Bureau data indicate that less than half of existing firms use expansion financing.¹¹ Regardless of the total number, it is worth pointing out that financing is a critical need for a select group of firms, including many high-growth job creators. Not being able to obtain capital has profound implications for their ability to expand.¹²

What is the outlook for crowdfunding?

Provisions within the Jumpstart Our Business Startups (JOBS) Act of 2012 authorize the sale of stock by small businesses and startups over the Internet (crowdfunding). A small business will be able to collectively raise up to \$1 million a year. However, crowdfunding will not be an available option for small businesses until the Securities and Exchange Commission issues final regulations. The rulemaking process is underway; draft rules were issued in Fall 2013.

What are SBA loans?

SBA loans are government-backed loans available through commercial lenders who follow SBA guidelines. SBA works with lenders to provide a partial guarantee for loans, reducing lenders' risk, increasing small business lending, and helping expand small business economic activity. For information, see www.sba.gov/category/navigation-structure/loans-grants. The SBA does not make direct loans to small businesses, except for the disaster loan program, to repair physical and economic damage caused by a declared disaster. For details see www.sba.gov/taxonomy/term/99.

What is the condition of the angel and venture capital market?

Angels are accredited investors who are qualified based on federal securities law. The angel capital market continued on a gradual upward trend in 2012 after being down in 2008 and 2009. More importantly, the angel market has shifted its preference to later stage investments (Figure 4).¹³ The venture capital market has remained relatively flat in both number of deals and investment dollars since the bubble burst in 1999–2001. However, 2012 had the highest percentage of seed and early-stage deals counts since the mid-1980s.¹⁴ Venture capitalists have moved their focus to firms in the expansion phase.

What is the lending picture for ventures owned by women, veterans, minorities, and immigrants?

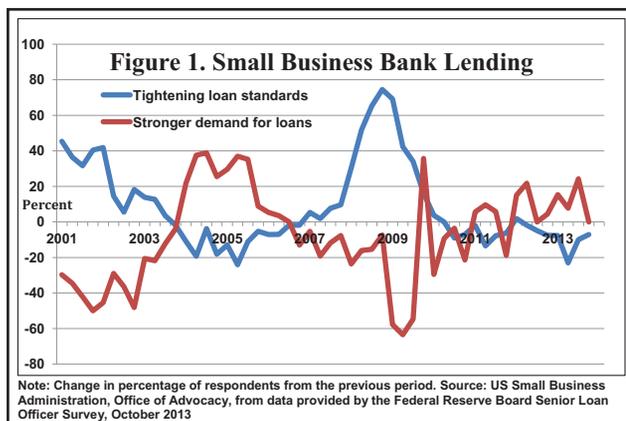
Women-owned businesses (just like their male counterparts) largely depend on personal finances; but women-, veteran-, and minority-owned firms are more likely to use credit cards for startups and expansion. Women are 30 percent more likely than males to start businesses without seeking financing, and only half as likely to obtain business loans from banks. Hispanic- and African American-owned firms are more likely than other business owners to rely on owner equity at startup. Veteran-owned businesses' use of credit for startup and expansion was

similar to other businesses. For example, 11 percent of veterans used credit cards and 8 percent used bank loans for expansions, while the figures were 13 percent and 9 percent, respectively, for all firms.¹⁵

The sources of startup capital used by immigrant businesses do not differ substantially from those used by non-immigrant firms.¹⁶ However, their heavier-than-average reliance on credit cards negatively affects a business by displacing a personal relationship with a bank, which is often the source of less costly financing that is tailored to a business's needs.

Where can I obtain small business data on financing?

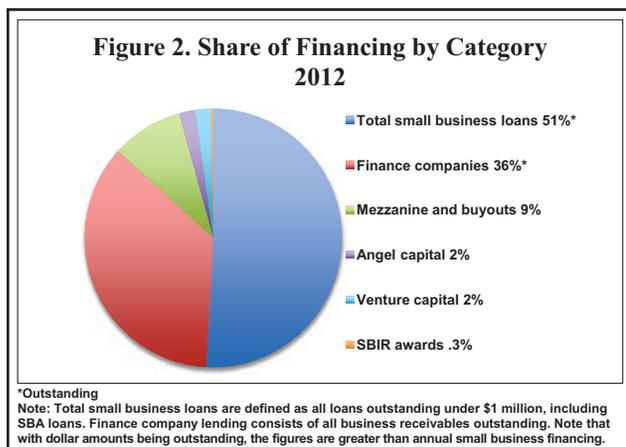
The Federal Reserve Bank of St. Louis's FRED (<http://research.stlouisfed.org/fred2>) and the federal government's Data.Gov (www.data.gov) track hundreds of finance indicators. However, much of the data is not related to small business. The Office of Advocacy maintains a list of major US government data sources on small business (www.sba.gov/sites/default/files/Small_Business_Data_Resources_8-13.pdf), although only a few of these pertain to finance topics.



loans increased at credit unions, as well as at large banks (those with \$10 billion or more in assets). All told, small business borrowing amounted to about \$1 trillion in 2013—\$585 in business loans outstanding, \$422 billion in credit from finance companies, and the rest from a mix of sources (Figure 2).² The answer to a related question, what share of small businesses default on their loans, is unknown.³

How are small businesses financed?

Small businesses are a very diverse group (ranging from zero to 499 employees), and as a result, their financing needs vary greatly. Startups depend about equally on the owners' cash injections and bank credit,⁴ and the most common sources of

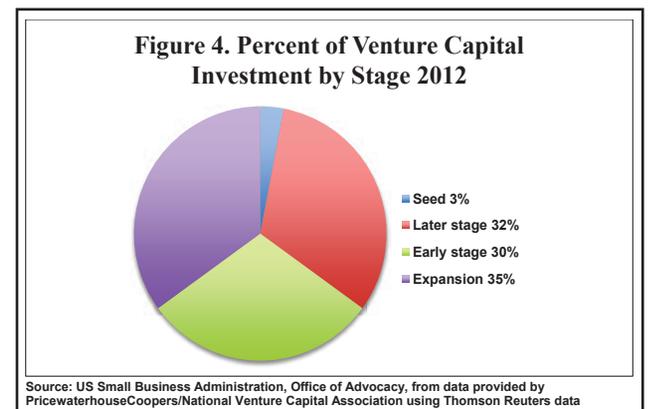
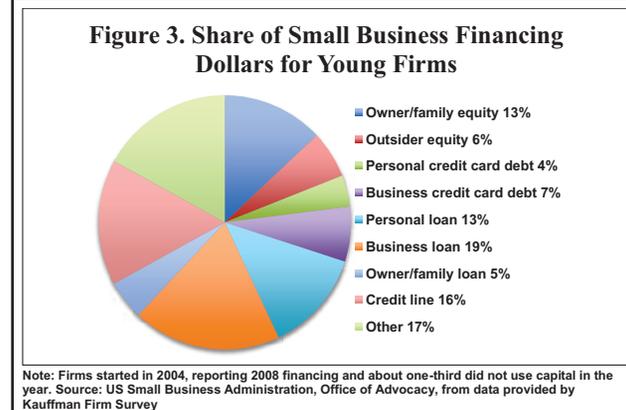


startup dollars are owners' and relatives' savings. Two studies give quite different answers to the question of how much startup capital a business needs. The Wells Fargo Small Business Index study found that the average small business owner uses about \$10,000 as startup capital.⁵ The Kauffman Firm Survey, which consists mostly of high-tech firms, found that startup capital averages \$80,000 a year, and it consists of debt and equity. However, about one-third of new non-employer firms and 12 percent of employer firms use no startup capital at all.⁶

For established businesses, owner investment and bank credit are the two most widely used kinds of financing. Young firms rely heavily on external debt, receiving about three-quarters of their funds from banks via loans, credit cards, and lines of credit (Figure 3). Most small business financing comes from business and personal loans; outside equity, such as angel investment and venture capital, amounts to only 6 percent of young firms' financing.⁷ Capital requirements vary widely, and a significant number of established businesses use no outside financing.⁸

How much do small businesses rely upon credit cards?

Small businesses use credit cards extensively, but they only account for a small portion of total small business capital. Roughly 7 percent of all startup capital is derived from credit cards (personal and business credit cards).⁹ A recent report by



Notes

1. National Small Business Association, 2013 Mid-Year Economic Report, www.nsba.biz/wp-content/uploads/2013/08/2013-MY-Report.pdf; National Federation of Independent Business.
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3. Biz2Credit Small Business Lending Index report, www.biz2credit.com.
4. Alicia Robb et al., An Overview of the Kauffman Firm Survey: Results from the 2004–2008 Data, Kauffman Foundation, May 2010, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1606933. Note that results based on the Kauffman Firm Survey are based on a sample pool of businesses that are larger than the national average.
5. Wells Fargo, press release dated August 15, 2006, www.wellsfargo.com/press/20060815_Money.
6. US Census Bureau, Survey of Business Owners, 2007, www.census.gov/econ/sbo.
7. Alicia Robb, et al., An Overview of the Kauffman Firm Survey.
8. Census, Survey of Business Owners.
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12. See National Federation of Independent Business, Small Business Economic Trends, www.nfib.com/research-foundation/small-business-economic-trends-sbet-archiv.
13. University of New Hampshire, Whittemore School of Business and Economics, Center for Venture Research.
14. National Venture Capital Association Yearbook 2013, www.nvca.org/index.php?option=com_content&view=article&id=257&Itemid=103.
15. Data on veteran-, woman-, and minority-owned firms are from Census, Survey of Business Owners.
16. Robert Fairlie, Immigrant Entrepreneurs and Small Business Owners, and their Access to Financial Capital. US Small Business Administration, Office of Advocacy, May 2012, www.sba.gov/advocacy/7540/141841.





Policy Issues

Raising the Bar: DASNY Achieves 29.7 Percent MWBE Utilization Rate for Third Quarter

Editor's note: Dormitory Authority State of New York—DASNY—provides financing and construction services to public and private universities, not-for-profit healthcare facilities, and other institutions which serve the public good. Small Business Exchange Northeast asked DASNY to provide an article focusing on some aspect of its work. We appreciate the cheerful responsiveness to our request, and especially this exemplary report.

In the current fiscal year, DASNY's third quarter MWBE utilization rate reached 29.71 percent—the highest in our history.



On the right, Paul T. Williams, Jr., President of DASNY, with Michael M. Clay, Director of Opportunity Programs

This accomplishment would not have been possible absent the leadership of our president, Paul T. Williams, Jr., and the director of Opportunity Programs, Michael M. Clay, who heads a dedicated team of professionals in DASNY's Opportunity Programs Group. We are proud of their accomplishments and applaud a job well done!

Much of our success is a direct result of Governor Andrew M. Cuomo's commitment to this issue. From the moment he took office in 2011, he made MWBE participation a mandate and priority in New York State. In his very first State of the State message, the governor made the pledge to increase the utilization of MWBE businesses with New York State from its then-current level of 9 percent to 20 percent during his term. Since then, there has been a cultural shift in how executive agencies, public authorities, and the prime bidding community understand and support MWBEs, ultimately providing them with greater opportunities to participate and grow their businesses in our communities.

DASNY continues to be a leader in MWBE programs and initiatives while working rigorously to find new ways to educate MWBEs and to bring together prime contractors and subcontractors. This synergy is the heart of what makes our MWBE programs work. Mr. Clay meets regularly with state agencies, engaging in productive

dialogue about the needs of the MWBE community, the lessons we've learned at DASNY, and the issues we've yet to overcome. Through these meetings, we exchange best practices and discuss how we can be more efficient and successful in utilizing MWBEs with each new contract opportunity.

With the implementation of the New York State Contract System, pioneered by Governor Cuomo's MWBE Team, the MWBE certification process in New York State has become faster and more user-friendly. This online system allows for a centralized MWBE Directory, contract compliance, verification and monitoring, and we expect that it will continue to drive MWBE utilization rates even higher. The system creates a uniform platform for MWBE compliance reporting statewide. Now, more than ever, MWBE firms can see the importance of obtaining certification which provides them with numerous opportunities to grow their businesses.

DASNY looks forward to continuing to create innovative ways to support MWBEs, and assisting our clients and colleagues to meet and exceed their MWBE goals. To learn more about DASNY, our MWBE programs, including our surety bonding program, and our prime and sub-contractor bid opportunities, visit our website at www.dasny.org.

Pros and Cons . . .

Continued from page 7

7. Reduces misclassification of workers and the related underpayment of payroll taxes, workers' compensation, and other requirements
8. May mean a larger percentage of construction wages stay in state
9. May improve worker safety by requiring contractors and workers to comply with project safety rules.

PLA proponents note that the positive impact of creating career paths for women, minorities, veterans, and other under-represented populations (a common CWA component) may not be easily measured in the short term. But they say that developing qualified workers in the construction trades, and including people who historically were underrepresented in the trades, has a positive long-term economic benefit for the individuals who receive the jobs and for the construction industry as a whole.

Cons of Project Labor Agreements

Opponents argue that PLAs have several disadvantages, including that they:

1. Increase costs by mandating union wages and work rules and inhibiting competition
2. Are anti-competitive because contractors that are nonunion may choose not to bid because either their members would be required to join a union if the contractor wins the bid or the contractor would not be able to use its own workers if the PLA required hiring through the union hiring hall
3. Are inherently unfair to nonunion contractors and nonunion employees
4. Are an unnecessary mandate (if imposed by law)
5. Hinder the use of nonunion contractor training programs that may operate more efficiently and are job specific, instead of union apprenticeship programs of a fixed duration
6. Are unnecessary because of already existing prequalification procedures that screen contractors that bid on public projects.

PLA critics also note that the issue is not always that PLAs are detrimental. Sometimes, they argue, having a PLA is not proof of an improved situation. For example, the available evidence does not show that PLA construction projects are safer than non-PLA projects.

For more information, see the following sites:

1. www.plaswork.org (pro PLA)
2. www.thetruthaboutplas.com (anti PLA)

Source: Office of Legislative Research, State of Connecticut General Assembly, 2011

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