

SMALL BUSINESS

EXCHANGE NORTHEAST

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



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After Sandy: It's Time to Fix and Fortify the Transportation Lifelines of New York's MTA

By Leslie McMillan

In the solemn days before landfall, we all heard about the gathering Caribbean and Arctic air currents, and the intensifying expert warnings that no storm like this had ever been recorded.

The gigantic hybrid superstorm would veer sharply west, as never before, likely striking New York, New Jersey, and other regions at the full moon high tide, with consequences that could not be predicted based on any previous experience.

Those of us living near the water recalled the previous year's Hurricane Irene, which had made landfall on Coney Island in Brooklyn but had caused almost no damage in the immediate area.

As massive Sandy approached, many people in Evacuation Zone A and elsewhere assumed the hype would pass them by again. Some prepared, many prayed, and as the pensive waiting was engulfed by the actual experience, we realized that a supernaturally unique combination of factors had generated a Superstorm Sandy impact far exceeding the expert predictions we had heard.

The incredibly heavy responsibility of correctly analyzing the data and making the right action decisions hours in advance fell upon the New York Metropolitan Transportation Authority (MTA)—the largest regional transportation provider in the Western Hemisphere.



Brooklyn one week after Sandy

They made the right calls at the right time. People lost some mobility just before the storm, but shutting down the subway system several hours prior to Sandy's arrival, and moving trains and buses to safe areas, allowed the MTA to restore eighty percent of its service within five days.

The sagacity of those decisions grew more clear in the following days and weeks, as a severe shortage of gasoline unexpectedly forced many vehicle owners in the metro area to park and ride for nearly a month.

Seven months after the superstorm, having cleaned up and repaired much of the devastation in its system, the MTA established a Sandy

Recovery and Resiliency Division to implement more substantial rebuilding—and to manage the billions of federal dollars dedicated to that purpose.

Now, sixteen months after Sandy, the MTA Fix and Fortify mission is entering an intensive new phase as it prepares specific project contracts for extensive renovation and reinforcement.

Little known to the general public is the essential—in fact required—participation of small businesses in the rebuilding. At least fifteen percent of the federal funds for contracted work or supplies must be paid to certified disadvantaged businesses (DBEs). New York state and the MTA hope to exceed that goal in contract participation by small, minority-owned, woman-owned, and disadvantaged businesses (MWDBEs).

"Our transit network is still recovering from Superstorm Sandy," said MTA Chairman Thomas Prendergast. "In fact, we have years of work just to get where we were the day before Sandy. It is a monumental job, but we're trying to look at this work as an opportunity to develop a larger pool of qualified contractors, who represent the

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How Every Small Business Can Now Put Today's Information Technology to Work

By Marie Sheahan Brown

Whether we small business owners like it or not, we're playing with the big boys. What we lack in size, we can make up for in smart.

One way to stay smart is to use available and affordable technology to make our business practices more efficient and effective. Another is to take advantage of easily accessible and, if possible, free training courses.

The United States Small Business Administration's online Learning Center offers a free three-module course, "Business Technology Simplified," adapted from a book published in 2010 by Microsoft Small Business and the Small Business Administration's Office of Entrepreneurship Education.

This course consists of three half-hour online audiovisual slide shows. Module 1 includes:

1. Benefiting from Current Desktop Technology
2. Using Technology to Save You Time
3. Upgrading Your Accounting Practices

Module 2 includes:

4. Using Web-Based Services for Advanced Capabilities without the Cost
5. Storing and Protecting Your Information
6. Reducing Server Hardware with Virtualization

Module 3 includes:

7. Reaching More Customers by Extending Your Business Online
8. Creating Your Own Marketing Materials
9. Managing Your Sales Pipeline with a Contact Management Application

Each module treats additional topics as well. Users may also download the free eBook on which the course is based. Those who complete all three courses, including a quiz at the end of each course, receive an SBA certificate of completion.

Here's a taste of Module 1:

Benefiting from Current Desktop Technology

Are you spending too much time on administrative tasks? Do you want to move on from paper-and-pen processes to a computer but you're not sure where to start? Are you afraid that you'll have to become a geek or hire expensive information technology (or IT) resources?

In this section, we will discuss some basic desktop tools and technology that will help you streamline everyday processes for your business.

Small business example: After earning a degree in cosmetology, Lisa Esposito opened Avenue You, a specialty boutique offering exclusive beauty products. Lisa had grown up watching her father establish a thriving chain of retail beauty stores. With Avenue You, Lisa was continuing the family's line of business, while redefining it for the modern marketplace. Avenue You became a successful retail boutique.

Although Lisa's business was current, her business practices were anything but. Lisa rang up sales on an old-fashioned cash register and used handwritten receipts. She tallied the daily sales in a paper notebook and manually entered the numbers into her paper-based accounting system.

The process was inefficient and error prone, making sales and inventory hard to track. Lisa also frequently lost notes about customer requests and supplier issues.

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Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

For ninety years, strong, capable women with robust opinions have surrounded me. I'm no milquetoast—most who know me will attest—and I don't always agree with those XX-chromosome opinions; however, I love to engage in intelligent discussions with feminine sparring partners.

These are often the kinds of women who are willing to take risks, to learn new things, to apply their creativity, to work hard, and to have fun along the way.

One such woman is my sister-in-law Sylvia, who kept the grocery store in New Orleans prospering after my brother died. Another is my sister Wilhelmina, who became a successful rental property owner and manager in San Francisco while raising five children. You can read about my niece Elizabeth, owner of Wells' Chicken and Waffles in Harlem, on page ten.

A friend who often joins Valerie and me at the dining room table describes herself and some of her friends: "Strong black coffee; rich dark porter; deep red wine—and Chanel No. 5."

And most of all, Valerie has added class, intelligence, beauty, and kindness to my life and to our business ventures for more than forty years.

March of each year is National Women's History Month. In 2014, the theme is women of character, courage, and commitment.

I hereby announce that there are countless women in this nation who could win an award for those qualities—and the vastness of the number of honorees would not neutralize the value of the award, but fulfill it.

Women in the MWDBE community are among those that I commend for their character, courage, and commitment.

The good faith door of opportunity to receive and complete public contracts opened three decades ago for minorities and women. Easy? Not at all! It has taken character, courage, and commitment to walk through that open door and keep on going through the many challenges of pioneer entrepreneurship.

Valerie and I want to encourage each of our readers to take one more step forward, and then another. You might move more slowly—or even more quickly—than you ever imagined. But you will be advancing, and the day will come when you realize that you've crossed a wide frontier.

The Strength of Faithfulness in the Challenge of Adapting

By Marie Sheahan Brown

When the first hijacked jet hit the World Trade Center on 9-11-01 and reports of devastation hit the airwaves, Sandy Drysdale had to decide quickly. "Should I go as a first responder?" She calculated likely needs. "No," she realized, "our local first responders are going to need additional radio communications as they deploy to assist in the rescue and recovery efforts." Crews on the ground did need radios—lots of radios—in a hurry. "I stayed back at the office and arranged with Motorola to have a shipment of two-way radios delivered to the shop." "The shop" is Communications Service Integrators's family-owned, family-built store in Chester, New Jersey, population 1,649. Chester is about fifty miles from Ground Zero.

The Federal Aviation Administration (FAA) had closed down any air travel. Motorola, Inc., hired a special courier to transport fifty to seventy-five radios to Chester. "9-11 happened on Tuesday," Sandy notes. "From the time that I got approval from Motorola late in the afternoon, and they put the radios on the trucks, we didn't receive them till late Thursday. The special freight had many obstacles—road traps, extra security, and so on. It took them a couple of days to get from the warehouse in Florida or Chicago to New Jersey."

Starting that Tuesday, the Communications Service Integrators (CSI) staff contacted any first responders in the local area that were likely to go to Ground Zero to help. "We networked among our customers and other shops. We all pulled together as a community. We had radios for all the different frequencies depending on the needs of the workers." CSI provided these radios to first responders "at a huge discount," says Sandy, the company's president and ninety-percent owner since 1984. "We just wanted to get them out to those that needed them."

Sandy was born and raised in Brookside, very near Chester, "about five minutes away from the farmhouse" which has been in her husband Chip's family since the 1920s. The house was built in the 1780s. "We're the third generation of Chip's family to live in the house, starting with his grandfather and grandmother," who originally purchased the dairy farm. It passed to Chip's mother and father, and then to Chip and Sandy. Chip has always lived in this house. Unfortunately, because of onerous estate taxes ("death taxes"), the farmland diminished as it moved from one generation to another in the Drysdale family. Parcels of farmland had to be sold with each passing to pay these taxes, leaving to this date only the house.

"We started a major renovation six years ago. It has taken this long to complete, since we've done a lot of the work ourselves. Chip is an expert not only in electronics," Sandy says warmly, "but also in carpentry, plumbing,

electricity. We stripped two hundred years of paint off doors and woodwork to see what the original builders actually created, like wooden pegs to hold the doors together." Sandy chuckles, "This is our project in our spare time."

Growing up, Sandy always worked. "My father raised me with the idea, 'you can do whatever you want to do [as a career].'" Chip was accustomed to women working, because his mother was a teacher. "That carried on to how we raised our children. They could work to their fullest potential. That overall concept went across the board, into an equal-opportunity household" in which everyone pitched in as needed: "yard work, house cleaning, coaching the children's sports—we did these all together. It worked out well."

She describes their son and daughter as "tremendous entrepreneurs." Their son has his own business as well as being the local fire chief; their daughter, who lives three hours away, is an athletic trainer at Bucknell University. "We are very close as a family. We have two grandsons, ages thirteen and ten, who are the light of our lives—really great boys."

Sandy describes another "pass down" that came with the farmhouse and neighboring area. "Core values, integrity—we got these from our parents and passed them along to our children." These values seem deeply rooted in the local community as well. "We just attended a firemen's banquet, where it was acknowledged that families are all in it together because we love each other. That's what families are. I'm very fortunate. I get to work with my husband, I love him, I respect him, and we have a single goal—supporting our family, employees, clients, community. We're all on the same page, which is really a nice feeling."

■ Continued on page 7



Small Business Voices

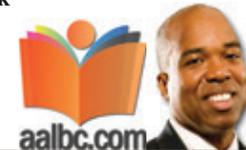
To the SBE-NE Editor:

Thank you for taking the time and effort to acknowledge the work that I do. While I know others appreciate it, it is so rarely acknowledged, that I occasionally question whether the effort is worth my time and energy. Your article was a pleasant reminder that it is.

Thank you.

I posted the article on my discussion forum and shared a link to your website. aalbc.com/tc/index.php?topic/2574-when-someone-knocks-you-down/

Troy Johnson
African American Literature Book Club (AALBC)
New York, New York



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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, 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

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NORTHEAST OFFICE

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www.sbenortheast.com



Sub-Bid Requests

Kiewit – Weeks – Massman

KWM

Goethals Bridge Replacement

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

CONSTRUCTION PARTNERING 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 dual bridges and the original bridge demolished. It is anticipated that the two new spans will carry approximately 14 million vehicles 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 to 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.

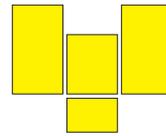
PARTNERING OPPORTUNITIES

- Concrete, Masonry, and Paving
- Design/Consulting
- Electrical Work/Utilities
- Fencing and Railings
- Maintenance of Traffic
- Marine Services
- Miscellaneous Building and Bridge Demolition
- Quality Control
- Services and Supplies
- Surveying
- Trucking
- . . . And many more!

Diversity Contract Manager

470 Chestnut Ridge Road • Woodcliff Lake, NJ 07677
201-571-2571 • KWMdivcontracting@kwmjv.com

Kiewit-Weeks-Massman, AJV is an Equal Opportunity Employer



INVITATION TO BID
Garden State Parkway Interchange Improvements
New Jersey Turnpike Authority, Contract No: P300.236
Bid Date: April 16, 2014

Yonkers Contracting Company is soliciting cost proposals from certified **SBE Subcontractors and Suppliers** for: **Garden State Parkway Interchange Improvements**. Project involves realignment of the Garden State Parkway mainline into the existing median, creating right side exit ramps, construction of six new structures, superstructure replacements for four existing structures, deck replacement for one existing structure, four retaining walls, seven new overhead sign structures, four storm water management basins, new interchange lighting, signing, paving, striping and related drainage improvements from Mile 162.2 to Mile 163.9 in Paramus, NJ.

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 Equal Opportunity Employer M/F/V/D

SMALL BUSINESS EXCHANGE NORTHEAST

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.

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 weekly 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



Date of monthly advertisement: March 2014

TAPPAN ZEE CONSTRUCTORS, LLC (TZC)

An equal opportunity employer / contractor

Is seeking DBE firms for subcontract opportunities on the

TAPPAN ZEE HUDSON RIVER CROSSING PROJECT OWNER: NEW YORK STATE THRUWAY AUTHORITY

Located in Westchester and 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

Business Orientation Meetings

Are held monthly at the TZC Main Project Office and all interested firms are encouraged to attend to learn how to gain access to TZC subcontract opportunities and to meet with TZC representatives

Main Project Office: 555 White Plains Road, Tarrytown, NY 10591

Registration is required by sending an email to procurement@TZC-LLC.com with name, title, and contact information of firm representatives

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



For bids nationwide, please visit our website 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. All are available in electronic format. (See Subscription Form on page 12.)

NORTHEAST LOCATIONS

CONNECTICUT

2014 CONNECTICUT CLEAN FUEL PROGRAM

Location: Statewide
Respond By: 04/30/14
Ref #: 170-3109/3110
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Transportation
Contact: Kevin Peak, 860-594-2807, fx860-594-3445, kevin.peak@ct.gov

ENHANCED MOBILITY FOR SENIORS AND INDIVIDUALS WITH DISABILITIES (Federal Section 5310 Program)

Location: Statewide
Respond By: 05/16/14
Ref #: 5310 Program_2014
Pre-Bid Conf:

NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Transportation
Contact: Ellen Lawrence, 860-594-2912, fx860-594-2848, ellen.lawrence@ct.gov

MAINE

CAMPUS BUILDING RE-KEY AND ACCESS CONTROL SYSTEMS

Location: University of Southern Maine, Portland
Respond By: 04/18/2014
Ref #: 29-14
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: University of Southern Maine, Facilities Management
Contact: Adam Thibodeau, LEED AP, 207-780-4751, athibodeau@usm.maine.edu

MASSACHUSETTS

TRANSPORTATION SERVICES FOR EMERGENCY ASSISTANCE TO CLIENTS

Location: Various, Massachusetts
Respond By: 05/02/14
Ref #: BD-14-1076-OCDD-OCDD01-00000000008
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Department of Housing and Community Development
Contact: James Lay, 617-573-1247, james.lay@state.ma.us

PROVIDER ANALYTICS SOFTWARE

Location: Boston, Massachusetts
Respond By: 04/11/14
Ref #: S170099-vCurrent
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Executive Office of Massachusetts Health and Human Services
Contact: Melissa Morrison, 617-573-1611, melissa.morrison@state.ma.us

NEW HAMPSHIRE

LEGISLATIVE OFFICE BUILDING ELEVATOR UPGRADE

Location: Concord, New Hampshire
Respond By: 04/09/14
Ref #: 80749-B
Pre-Bid Conf: Wednesday, 04/02/14, 9:00 am, non-mandatory
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Administrative Services
Contact: David W. Goulet, fx603-271-3515, dgoulet@dot.state.nh.us

NEW JERSEY

SELF-CONTAINED LOADER-MOUNTED SNOW BLOWER

Location: Woodbridge, New Jersey
Respond By: 04/15/2014
Ref #: R-107126
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: The New Jersey Turnpike Authority
Contact: Procurement and Materials Management Department, 732-750-5300, fx732-750-5399

TEMPORARY STAFFING SERVICES FOR RAMAPO COLLEGE

Location: Mahwah, New Jersey
Respond By: 04/17/14
Ref #: RCNJ 14-006A
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Ramapo College of New Jersey
Contact: Andrea Sapplet, asapplet@ramapo.edu

ITS IMPROVEMENTS

NEW YORK

Location: Gowanus Expressway, Brooklyn, New York

Respond By: 04/24/2014
Ref #: D262565
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York State Department of Transportation
Contact: Maria Tamarkin, 518-457-8403

FURNISH AND INSTALL INTERIOR SIGNAGE AND EXTERIOR BUILDING SIGNS

Location: Bronx Psychiatric Center, Bronx, New York
Respond By: 04/17/14
Ref #: 521
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

RHODE ISLAND

PORTABLE RESTROOM TRAILERS FOR URI COMMENCEMENT

Location: Kingston, Rhode Island
Respond By: 04/15/14
Ref #: 7548609
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Rhode Island Division of Purchases, Department of Administration
Contact: Charlotte A. Milillo, 401-574-8110

VERMONT

NEXT GENERATION 911 SYSTEM

Location: Montpelier, Vermont,
Respond By: 05/15/14
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: John McIntyre, 802-828-2210, fx802-828-2222, john.mcintyre@state.vt.us

Buffalo Receives \$500,000 EPA Great Lakes Grant for Green

Editor's note: In the near future, watch for agency notices, requests for proposal, or invitations to bid on these infrastructure projects, which will include diversity goals.

The United States Environmental Protection Agency on March 24 announced the award of a \$500,000 Great Lakes Restoration Initiative grant to the City of Buffalo to fund green infrastructure projects to improve water quality in Lake Erie. Cameron Davis, senior advisor to the EPA administrator for the Great Lakes, was joined by Congressman Brian Higgins and Buffalo Mayor Byron Brown at the offices of the Buffalo Niagara Riverkeeper to announce the projects.

"Lake Erie's health and Buffalo's resurgence are tied together. Neither can exist without the other," said Davis. "This project will result in cleaner water, reduced flooding, and a more resilient shoreline in the face of climate change."

"Through this EPA grant, the City of Buffalo will be able to use green infrastructure to prevent stormwater from carrying contamination into Lake Erie," said EPA Regional Administrator Judith A. Enck. "Green infrastructure projects make both fiscal and environmental sense, especially for communities that need to adapt to the growing effects of climate change."

"Western New York is refocusing on the invaluable asset we have, thanks to our proximity to fresh water, and all around us we are experiencing economic and environmental gains as a result," said New York Congressman Brian Higgins. "Through continued collaboration, this project will invest in Niagara Street, creating a more attractive gateway to our city and continuing our ongoing momentum to preserve and enhance our waterfront."

"We applaud the USEPA and Congressman Higgins for supporting the City of Buffalo as a Great Lakes shoreline city that values and protects its fresh water resources through green infrastructure projects," said Jill Jedlicka, Buffalo Niagara Riverkeeper executive director. "The Niagara Street corridor continues toward a major transformation that will showcase Buffalo as an innovative leader in Great Lakes protection and urban waterfront revitalization."

The City of Buffalo and the Buffalo Sewer

Authority will use the \$500,000 EPA grant, along with \$500,000 in funding from Empire State Development, to construct green infrastructure projects along a one-mile section of Niagara Street. The projects include the installation of porous asphalt, stormwater planters, rain gardens, and the reduction of impervious pavements.

This section of roadway, which is a part of the Great Lakes Seaway Trail/National Scenic Byway, currently generates untreated stormwater that drains directly to the Black Rock Navigation Channel and the Niagara River. The green infrastructure projects will capture stormwater from approximately fifteen acres along the Niagara Street right of way, resulting in the control of up to 4.9 million gallons of stormwater runoff per year and a significant reduction in the amount of road salt, nutrients, oil and grease, and sediment flowing into the Niagara River.

Buffalo is one of sixteen cities to receive funding in the initial round of EPA's new GLRI Shoreline Cities grant program, which is designed to improve water quality in the Great Lakes basin. These grants can be used to fund up to fifty percent of the cost of green infrastructure projects on public property.

Some thirty million Americans get their drinking water from the Great Lakes, and the lakes also support a multi-billion-dollar economy based on fishing, boating, and recreational activities. The lakes face significant challenges, including pollution and the risk of harmful species that threaten their health. The Great Lakes Restoration Initiative was launched at the start of President Obama's first term to coordinate the work of sixteen federal agencies to protect and restore the Great Lakes.

To discover more information about the Great Lakes Restoration Initiative or Shoreline Cities Green Infrastructure Grants, visit www.glri.us or www.epa.gov/greatlakes/glri/.

Source: US Environmental Protection Agency

See page 12 to subscribe to electronic bid updates in categories of your choice



Public Legal Notices

The public legal notices on this page are among the many currently running in Small Business Exchange publications in California. We include them here as examples for Northeast governments, agencies, institutions, and organizations to consider.



CITY AND COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

**Contract No. 3067V
(ID No. FCP14103)
GREAT HIGHWAY RESTROOMS
RENOVATION**

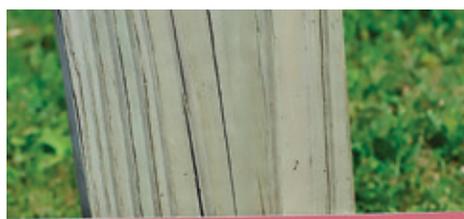
Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 pm on April 9, 2014**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at www.sfdpw.org/biddocs, or purchased on a CD format from 1155 Market Street, 4th Floor, SF, CA 94103, tel: 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to "Department of Public Works." Please visit the DPW's Contracts, Bid Opportunities, and Payments webpage at www.sfdpw.org for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The Work to be done under this contract is for the renovation of two convenience stations located at Judah 1401 Great Highway and Taraval 2407 Great Highway, San Francisco, and consist of hazardous material abatement; selective demolition; interior and exterior improvements; electrical and plumbing work; replacement of a new mechanical ventilation system; and landscape/site improvements. The time allowed for completion is 180 consecutive calendar days. The Architect's estimate is in excess of \$1,700,000. For more information, contact the Project Manager, Dan Mauer, at 415-581-2542.

This Project shall incorporate the required partnering elements for **Partnering Level 1**. Refer to Section 01 31 33 for more details.

Pursuant to San Francisco Administrative Code (SFAC) section 6.25, "Clean Construction" is required for the performance of all work.

The Specifications include liquidated damages. Contract will be on a Lump Sum Bid Items basis. Progressive payments will be made.



U.S. Fish and Wildlife Service
Great Lakes Restoration Initiative

This project is funded through the Great Lakes Restoration Initiative in joint effort with the U.S. Environmental Protection Agency and federal agencies to protect and restore the Great Lakes.

For more information on Great Lakes Restoration Initiative Projects, please visit www.fws.gov/GLRI

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is **23% LBE**. Call Finbarr Jewell at 415-252-2513 for details. In accordance with SFAC Chapter 14B requirements, all bidders, except those who meet the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to CMD Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-bid conference will be held on **March 25, 2014, at 11:00 am** in the Structural Conference Room, 30 Van Ness Ave., 5th Floor, SF.

For information on the City's Surety Bond Program, call Jennifer Elmore at 415-217-6578.

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. SFAC Sec. 6.22(A) requires all construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

Class "B" license required to bid.

In accordance with SFAC Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the General Manager of the Recreation and Park Department recommends the contract for award, and the Recreation and Park Commission then adopts a resolution awarding the Contract. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC Chapter 12P, Minimum Compensation ordinance.

Right reserved to reject any or all bids and waive any minor irregularities.

3/20/14
**CNS-2600601#
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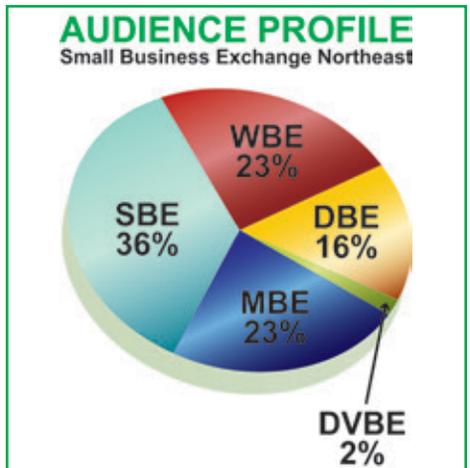
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ADVERTISEMENT FOR BIDS

The following is a summary of a full Advertisement for Bids posted on the UCLA Capital Programs Website (<http://www.capitalprograms.ucla.edu/Contracts/ProjectCurrentlyBidding>). **All interested parties must go to the website for complete information.**

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a lump-sum contract are invited from prequalified general contractor bidders for the following work:

Project Name: SAXON SUITES RENOVATION

Project Number: 948532.02

Description of Work: The Project shall renovate the 96-unit Saxon Suite residential complex and construct a new 6,300 gsf commons building. Refer to website for complete description.

Bidding Documents Available at:

ARC
2435 Military Avenue
Los Angeles, CA 90064
Telephone 310-477-6501
Website: <http://social.fordgraphics.com/>

Bid Submittal Location:

Contracts Administration
University of California, Los Angeles
1060 Veteran Avenue, Suite 125
Box 951365
Los Angeles, California 90095-1365
310-825-7015

Dates:
Bidding Document Availability:
March 13, 2014

Mandatory Pre-Bid Conference/Job Walk:
March 17, 2014
Beginning promptly at 10:00 am

Bid Submittal Deadline:
2:00 pm, April 10, 2014

License Requirement: B License (General Building)

Prequalification: University has prequalified general contractor bidders for this Project and posted a list of said firms on the website address listed at the beginning of this Advertisement.

**THE REGENTS OF THE UNIVERSITY
OF CALIFORNIA**

Request for Proposal Electrical and Control Systems Engineering Services



Who:
The Santa Clara Valley Water District (district) is the water resource management agency for Santa Clara County, California. The district provides watershed stewardship and wholesale water reliability to the county's 1.8 million residents.

What:
The district is seeking one or more qualified consultants to provide general and specialized services in the area of electrical and control systems engineering on an "as needed basis," including for the development of an Electrical Master Plan and SCADA System Standards for the district.

For the as needed/general electrical and control systems work, the district intends to award a single source contract to the firm whose proposal best meets the needs of the district upon an analysis of proposals in response to this RFP or other factors deemed to be in the best interest of the district and shall not be confined to price. The initial term for the contract will be three years, with yearly options for renewal up to a total of five years.

For the electrical master plan and SCADA system standards work, there is no term per se as the work will be performed on a time-to-complete basis as per final agreed-upon schedules.

All interested firms are invited to submit a proposal based on your firm's qualifications in providing engineering services for electrical and control systems projects and programs for water pumping, conveyance, and treatment; and for office buildings including energy management. The full Request for Proposal (RFP) can be viewed at: <http://cas.valleywater.org>.

All proposals must be submitted electronically to the district's Contract Administration System (CAS) by the date and time specified in the RFP Schedule. Prior to submitting proposals, all firms must be registered in CAS. This can be achieved by going to the web address noted above and following the instructions to create an account. While creating an account, select the expertise code "EL10" and add contact information as necessary.

Contact:
If you need assistance with creating a CAS account, please call **408-630-2992**, or email questions to ContractAdministration@valleywater.org.



Management: Successful Strategies for Home Offices

By Odette Pollar

The total number of full- and part-time home-based businesses recently hit more than twenty-four million, according to Link Resources Corporation, a New York City-based research and consulting firm. There is a quiet revolution going on in the way people earn a living. Work from home is booming, particularly for women, sixteen million of whom have started home-based businesses, according to *The Wall Street Journal*. There are many things that are causing this boom: downsizing within corporations, the glass ceiling for women in corporate life, a desire for autonomy, conflict between work and family, a desire for more balance in life, or a reduction in commute time.

Here are some things to think about when you decide to hang your shingle outside your front door. (One is signage requirements in your zoning area.)

Getting Started

In choosing a location for your home office, consider convenience, location, comfort, and privacy. Your office should be in a place easy to get to, where you can start working simply and easily. Whether that is in a tiny room in your home or in a converted garage, make sure that the day-to-day activities of your work can be done comfortably. Next to the washing machine or having to cross a mine field of

distractions will make getting started each morning harder. So will having to unplug the toaster every time you wish to use the calculator.

Choose equipment with care. This is not the time you want to use that old chair that you had no use for in other parts of the house. According to the results of a Harris poll taken for furniture manufacturer Steelcase, if your work is office based, you will spend more than seventy-five percent of your time sitting at your desk. A good chair is one of your key investments. The back of the chair should support your spine, and the backrest should reach at least the lower part of your shoulder blades so that you can relax against it. A good chair should have a number of adjustments, including height and tension, and should be able to swivel.

Placement of furniture and equipment is very important to your health and wellbeing. Remember that the appropriate heights for a computer desk and a writing desk are different. Frequency of use is the key to location. The more often you use an item, the closer it should be to you. Avoid clutter; it is distracting. Keep work surfaces free of extraneous items that take up space, fall over, are distracting, or are bad habits; e.g., a candy dish to a dieter.

Privacy is important for concentration. Your office needs to be free of disturbances and intrusions. Trying to concentrate on the end of a dining room table in the late afternoon after the children arrive from school will send

your blood pressure soaring. If you work in a home office, setting up a clear division between where your home ends and your office begins is helpful to you as well as other family members. Being able to close the door will help you get started in the morning and reduce distractions. Additionally, a clearly delineated office space is essential if you plan to claim a home office deduction on your taxes. Talk to your accountant about the particular requirements in your state.

The Proper Equipment

It is easy to get talked into buying much more equipment than you will probably need. Before buying, be sure to ask yourself some questions about what you really need and will use regularly enough to justify ownership. Do you really require a color printer, or will a black-and-white one do? All-in-one machines that combine a fax, copier, scanner, and printer save you space and money. (The one challenge comes when the machine is down; you have lost all of these functions until it is repaired.) For every startup company, cash is tight initially. This is particularly true in home-based businesses. Be sure to investigate vendors and places to outsource things you need less often, including services like secretarial help.

When choosing a computer and the software applications, consider your level of knowledge, sophistication, and interest in learning. Technology does not run itself, and it takes a fair amount of time to learn. Questions to ask yourself include:

1. Where can I get help when I hit a problem?
2. Which programs do my friends and colleagues use?
3. Do I have time to take software classes?
4. Am I intimately acquainted with a skilled computer user?

Take the time carefully to consider these issues in the beginning, rather than leaping blindly into the complexities of a home office. With a little bit of forethought and planning, you, too, can join the millions of successful home-based businesses.

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.



How Every Small Business Can Now Put IT to Work . . .

Continued from page 1

Lisa solved these issues when she joined forces with her younger brother, Brian.

Though not a technology expert, Brian had enough experience with computers to appreciate the potential of technology to drastically improve business efficiency. But without the budget to hire an IT staff, Brian knew that he needed to find simple, straightforward systems that he could implement and manage himself.

If you don't have a background in IT, don't worry. You're not alone. Even without a robust staff of dedicated IT professionals, you can implement the right technology that will not only help you run your business more easily but also be remarkably easy to install and use.

At its simplest, IT means a personal computer (PC) with a basic desktop made up of a few pieces of core software . . .

The module goes on to describe, in easily understood language, desktop operating system,

office (or productivity) tools, browser, security software, and other terms. Then it unveils Brian and Lisa's technology solution:

Let's see how Brian and Lisa used technology to maximize their business's efficiency. They installed two computers, one in their retail shop and one in their main office, complete with:

Desktop operating system. Brian chose a current operating system for fast, reliable performance and a simpler experience. An updated operating system also protects their systems against viruses, malware, and hackers.

Security software. Brian supplemented the built-in protection of his operating system with security software that offers comprehensive malware protection with automatic updates to keep the software current, leaving him confident in the security of his data and systems.

Office productivity tools. Brian and Lisa's office productivity tools have become the core tools that they use to manage their business. With the email program, they can process orders efficiently and easily keep in touch with customers and suppliers. Spreadsheet software lets them track daily sales, monitor their inventory, and even sync with shipping vendors to eliminate the need to manually type addresses. They use the writing and presentation programs to build documents and presentations that look professional and help them share information—such as updates on new products or store processes—with customers, vendors, and manufacturers.

Since adding the new equipment, Lisa has seen her days run more smoothly and her staff's operation become "exponentially more efficient." They save upwards of seventy hours per week on day-to-day tasks. This has helped Lisa focus more of her time on giving customers the personal attention that keeps them coming into the store.

Brian and Lisa have built a much more efficient model for their business that not only gives them more time with their customers, but also helps them deliver better service.

After summarizing what we've learned about desktop technology and the importance of standardized technology (which one could construe as a gentle nudge to buy mainly Microsoft products), Module 1 moves on to:

Using Technology to Save You Time

Are you finding that basic common tasks are taking up too much of your day? Do you need to gain back time to focus on your business? In this section, we will discuss tips you can incorporate to save time and make your use of technology more efficient.

The need to find information easily. Searching for information is one of the biggest time wasters that businesses face today. Consider how much it will cost your business if an employee spends just one hour of her day having to search and gather the information that she needs to do her job. Now, think of the yearly cost. Now, imagine how quickly that cost can balloon for every other employee who may face the same issue.

Using shortcuts to find your files. A benefit to using an updated desktop operating system is the improved built-in features it will typically offer for finding, managing, and accessing files. Here are some shortcuts that a modern operating system could provide to help you find and access the files you need more quickly:

1. Built-in desktop search. This feature allows you to search for items on your computer, within your email, and even across your network (depending on the configuration), all from a single search box.
2. List of recently used files. By maintaining a list of recently used files, your operating system can give you quick access to files that you're currently working on, without needing to navigate through multiple folders and subfolders to find them each time.
3. File preview options. When you're sifting through multiple files with similar names, this feature helps by giving you a quick glance at what is in each file—without having to open it. This way, you can just scroll through the files until you find the right one.
4. Assigning files to multiple collections. This feature solves the problem of having one file that is related to more than one folder on your computer. For example, you could create a collection for each supplier you deal with and a collection for your financial records. You could then assign files that have billing information from your suppliers to both the appropriate supplier collection and the financial records collection. This lets you access the billing information through either collection, without having to make multiple copies.

Giving a booster shot to the gentle nudge, the instructor then advises "using an integrated office productivity suite with a consistent interface." This makes sense, especially for a non-geek who, for example, might need to create a pie chart after midnight to meet a morning deadline—never before having created such a pie chart.

The next part of Module 1 takes us beyond those math classes we never thought we'd need:

Upgrading Your Accounting Practices

Are you spending too much time preparing invoices and managing your bookkeeping? When business is going well, the downside is you will spend more and more of your time preparing invoices and managing your books. It won't be long before you outgrow manual accounting procedures. In this section, we will describe the benefits of using a business accounting program.

A basic small business accounting program enables you to track your sales, expenses, and customers and even generate invoices and pay bills with very little effort. Depending on the program, you may also get additional capabilities that let you set up automatic billing and track vendor and employee information.

Module 1 concludes with an encouraging summary of what we've just learned:

In this module, we discussed basic desktop tools, the benefits of time-saving technology, and business accounting programs, all of which help you run your business more smoothly, more efficiently, and more accurately. Furthermore, these technologies will free up valuable time, helping you focus on growing your business.

The online course includes Modules 2 and 3, going more in depth on taking your business online, using the cloud, and creating your own marketing materials. Small Business Exchange encourages its readers to take the three-part course online.

U.S. Small Business Administration



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The Anatomy of a Genuine Good Faith Effort

By Cheryl Hentz

Editor's note: This reprinted article from the December 9, 2009, edition of the Small Business Exchange newspaper in California shows the importance of genuine good faith efforts—and careful documentation—to engage certified DBEs in publicly funded construction projects. Further, a prime contractor that consistently demonstrates “good faith” as a corporate value establishes credibility that helps its case when challenged on a specific project. Some of the key players—the article's author and one of the people who testified for Skanska-Rados—are women in business.

We've all heard the expression, “You can't fight City Hall.” But for as many times as we may hear it, we hear almost as many examples of individuals or companies who not only challenge “City Hall”—which can really be any form of government—but even prevail. As we close out 2009, here is one such example where challenging “City Hall” resulted in a company being awarded a government contract worth more than \$172 million.

The project, awarded by the San Bernardino County Transportation Authority (San Bernardino Associated Governments, SANBAG), is to construct Highway 215, including a bridge along the highway. The length of the contract is approximately four years and the contract is worth approximately between \$172 million and \$174 million.

The contract was originally awarded to Skanska-Rados, a joint venture, but the contractor who had the next lowest bid protested the award on the basis that it not only met the Underutilized Disadvantaged Business Enterprise (UDBE) goal of 1.83 percent but also could demonstrate its good faith effort in doing so.

As a result, on August 7, 2009, SANBAG provided a preliminary determination, based on

a recommendation from SANBAG consultant Padilla & Associates, that Skanska-Rados did not meet the stated UDBE goal and that the documentation it provided was inadequate to support having made a good faith effort toward meeting the goal. The other contractor barely made the goal itself, according to Chad Mathes, a vice president with Skanska USA Civil West in Riverside, California.

“They were something like one-tenth of a percent over, and we missed the goal by four-tenths of a percent, so it's not like we just didn't do anything or that there was a huge difference between the two,” he says, adding that Skanska decided to fight the challenge or protest being mounted by the other contractor.

“Basically, we came in to say, ‘This is a goal, not a quota, and there is a good faith effort if you can show intent to meet this goal,’” explains George Hanible, community programs manager for Skanska, also in its USA Civil West division. “What Skanska had decided to do was only list the dollar amount and contracts that they knew would be worked. In order to meet a goal, some companies say, ‘We're going to use ABC Company and we'll give them ‘x’ amount of dollars to do such and such work,’ when, in essence, no one knows for sure how much work there's going to be over the course of a certain period of time. It may be \$50,000; it may be \$800,000. Skanska didn't want to give a fictitious amount just to meet the goal, even though some other companies do that.”

“We brought a good team on board and showed the due diligence and demonstrated that from the time we would start the contract we'd have that entire timeframe to meet or exceed the goal, and we would far exceed the goal as we moved deeper into the contract,” Hanible continues. “But we just couldn't, in good conscience, give those numbers up front when they don't exist. So we gave them what we had and could realistically provide.”

There are eight basic criteria for showing a good faith effort:

1. Provide the names and dates of publications in which a request for UDBE participation for the project was placed by the bidder
2. Provide the names and dates of written notices sent to UDBEs soliciting bids for the project, as well as the dates and methods used for following up on that initial solicitation to determine with certainty whether the UDBEs were interested
3. List the items of work that the bidder made available to UDBE firms including, where appropriate, any breakdown of the contract work items into economically feasible units to facilitate UDBE participation
4. Provide the names, addresses, and phone numbers of rejected UDBE firms; the reasons for the bidder's rejection of those firms; the firms selected for the work; and the price difference for each UDBE if the selected firm is not a UDBE
5. Document efforts made to assist interested UDBEs in obtaining bonding, lines of credit, or insurance; and any technical assistance or information related to the plans, specifications, and requirements for the work which was provided to UDBEs
6. Document efforts made to assist interested UDBEs in obtaining necessary equipment, supplies, materials, or related assistance or services, excluding supplies and equipment the UDBE subcontractor purchases or leases from the prime contractor or its affiliate
7. Provide the names of agencies, organizations, or groups contacted to provide assistance in contacting, recruiting, and using UDBE firms
8. Provide any additional data to support a demonstration of good faith efforts

■ Continued on page 11

The Strength of Faithfulness in the Challenge to Adapt . . .

■ Continued from page 2

Sandy's first career was in nursing. She is an RN, though she did not continue practicing nursing after she started working with Chip in 1977. “I worked in a delivery room first—delivering seven babies—then in a nursing home, geriatrics. I was a visiting nurse and a school nurse. This was a great profession because I could help people.”

Then, in 1977, Chip's business partner left the company, DM Radio Service Corp., which they had co-founded in 1968. Chip asked Sandy to help out “a little bit.” “Our son was five years old and our daughter, six months. I was an RN but was about to start learning a new profession.”

Sandy acknowledges that she first noticed walkie-talkie radios while watching the television program *Sky King* as a youth. “Before that, I listened to *The Lone Ranger* on the radio.” She surely did not expect at the time that she would later devote decades to these technologies.

When Sandy changed careers in 1977, she says, “Chip put up with me a lot. He's the engineer, a great teacher, very patient; he taught me the industry. I came into it because he asked me to help. That was my main focus: to help him.”

Sandy learned accounting and other useful business practices, how to install two-way radios in vehicles, and how to negotiate. “Chip and his partner began as a Motorola Service Shop (MSS). When I started working in this environment, with Motorola, it required a whole new skill set.”

Over the years, she took many training courses from the manufacturers CSI represented. “Motorola offered a lot of training. Over time, we also started working with General Electric and EF Johnson as authorized providers; both GE and EFJ also offered great training. These firms want you to succeed.” Today, CSI carries

Motorola, Kenwood, Harris, and several other brands. “With variety, we can provide what our customers want, cost-wise and need-wise.”

Chip and Sandy built the shop in downtown Chester, seven minutes from the farmhouse, “so I could be close to the children when they were growing up.” The shop is mostly “technically oriented.” It has a technical area, installation bay, reception area, inventory area, office space, and a little show room. “We have sufficient parking and can deal with larger county vehicles. The garage bay can accommodate big trucks.”

Although the shop was built close to home so that Sandy could tend to both family and work, she acknowledges, “I felt guilty where I wasn't.” She explains, “I'm the one who felt tremendous guilt about not doing enough at home or at work, but the family never felt that I wasn't doing enough. We're superpeople, you know—NOT.”

A business that specializes in rapidly changing technology needs to think ahead and adapt in order to survive and prosper. Communications Service Integrators has done that.

“We started in the public safety sector, as these were the people using two-way radio—and now almost every sector needs or uses radio communications. When cellular communication came on the scene, we became one of the first cellular agents in New Jersey, performing sales and service and teaching our clients how this new technology operated. There were hardly any cell sites out by us. There were no portables, only cell phones that were installed into cars. After installing them, we had to drive to the top of the hill to make sure it all worked. One of our first customers was Cousin Brucie!”

This ability to match changing needs with available technology led the Drysdals to change

their dba. “We've adapted over time, seeing the need for the next items, and integrating them; hence the word, ‘Integrators’ in our name.”

Adapting to current client system needs means being able to integrate from the varied communications equipment and technology available. Constant training in new technologies is a requirement Chip and Sandy take seriously. “It is our responsibility to remain trained and knowledgeable on the newest equipment and technologies available to our clients.”

For example, new construction, as in the new World Trade Center, has incorporated communications systems infrastructure in the design/build process so as to provide in-building communications coverage. “The technologies are constantly evolving, enabling those of us who rely on communications, whether it be our two-way radio or cell phone, to maintain the continuity of communications with our families or business associates or team members.”

It has been a learning process for Sandy to find where the niche can be for the right fit. CSI clients have included Amtrak, heavy civil contractors, high-rise constructors, large retailers, health and safety entities, schools, and field offices.

Sandy notes, “Construction companies are building both up and down, with parking areas and so forth, and they need the technology throughout. Of late, we've been trying to get with the architect-designers to mutually assess need for in-building coverage. The most cost-effective way is to run the conduit for the cabling before construction is completed.” She converses easily about various technological aspects of integrated communication networks.

Sandy sees a huge need for the new communications technology “in cities, with the

high-rises and old buildings. Many buildings lack total in-building communication coverage, either two-way or cellular. We need communication not only within the buildings but, at times, between facilities, so that security, operations, and facilities departments can communicate within their department and, if needed, to the other departments—interoperability.”

These types of communication needs were known long before 9-11, but, according to Sandy, “the technology hadn't caught up.”

Adapting to changing technology has meant adopting new marketing approaches.

“At one point we sent mailers, did telemarketing, and so on, when we had a full complement of staff. Now, to get my presence out there, I can't just go knocking on doors. I must be aware and alert for bids. Our company is certified DBE/WBE/SBE/WBENC, but to get the job I need to meet and talk with contractors.”

Sandy explained this by phone to the SBE Northeast reporter while at the Denver airport, en route to the annual International Wireless Communications Expo (IWCE) in Las Vegas. At each yearly IWCE, she takes in the workshops of at least three companies. “CSI is unique in that we work with each of them so as to provide the best new products from the top manufacturers.”

Sandy has “learned to travel and maneuver” to be able to talk with prime contractors. “I'll be back Friday for the MTA Fix and Fortify event in New York City that will give access to some large contractors. When they are doing these big jobs, they don't always know they need radios.”

Chip Drysdale began this tech savvy company in 1968, and Sandy has been an integral, even leading member of the team for thirty-nine years. You may visit them at www.csiradio.com.

News and Information

Highlights of February High-Speed Rail Summit in DC



United States Secretary of Transportation Anthony Foxx addresses United States High-Speed Rail Summit.



California Congressman Jeff Denham supports high-speed rail and financial responsibility in its development.

By Leslie McMillan

With the voter-approved California high-speed rail project stalled by financial obstacles, unwelcome revisions, and public resistance to the emerging realities of the nation's first high-speed rollout, the mood was subdued yet resolute among speakers and attendees at the February 2014 High-Speed Rail Summit in Washington, DC.

The conference, organized by the United States High-Speed Rail Association (USHSR), featured remarks by Secretary of Transportation Anthony Foxx, members of congress, state and local officials, rail and planning experts, business leaders, and public advocates for a four-phase national high-speed rail system by 2030.

Transportation Secretary Foxx expressed ongoing support for high-speed rail in America. His department oversees the vision that was initially funded in 2009 by a now-reluctant congress.

California Congressman Jeff Denham also reaffirmed his support for high-speed rail, but cautioned that without the right plan and proper financing it would not proceed. At this time, courts in California are blocking the release of state bond funds for the project, and Congressman Denham and others are seeking to suspend federal dollars until California provides its promised share.

The California challenge is igniting a can-do approach elsewhere, as in Texas and Florida, where private-sector participation is a more

active element as their projects develop. Even previously opposed officials are now on board.

USHSR President Andy Kunz said, "We're excited to see projects brewing across the country."

The potential for high-speed rail along the Northeast Corridor (NEC) from Washington to Boston was on the agenda, officially and unofficially, throughout the three-day conference. By far, it is already the busiest rail travel route in the country, especially in the New York metro area, and Amtrak ridership here is setting new records every year.

Amtrak's Drew Galloway, chief of NEC Infrastructure Planning and Performance, called attention to Amtrak's next moves toward high-speed rail, including new requests for bids to build faster trainsets for use on the NEC. He pointed to the fact that Amtrak already owns most of the NEC, which enhances its capacity to expand. In 2010, Amtrak unveiled a plan to build new lines dedicated to high-speed rail along the NEC.

The technology for high-speed rail is well developed and working in other parts of the planet, and businesses located in America have been designing and manufacturing advanced rail cars and systems for many years. Leaders of several made-in-USA companies and consulting firms provided compelling videos along with their remarks. The concern is not so much *could it really work here* but *do we really want it here*. We operate in a free marketplace, with many choices.

Where would high-speed rail go without public and passenger support? Advocates from

various parts of the country were well represented in conference presentations and panel discussions. In general, the movement seems to be driven not primarily by the broad citizenry eagerly seeking high-speed rail as a transportation option, but by those already interested or involved in rail systems taking the next bold step of progress and persuading the public to follow. Current growth in rail ridership, as a marketplace indicator, provides some momentum—particularly in the Northeast.

With financing the ever-present concern, and government resources inconsistent at the moment, some form of the public-private partnership (P3) model is gaining ground in high-speed rail efforts. Texas and Florida plans are moving ahead mainly on the basis of private-sector investment.

For the contractor, supplier, and MWDBE communities in the Northeast, the intermediate rail-related projects and procurements that might eventually lead to high-speed rail objectives are business possibilities to consider now. Preparedness meeting opportunity is not merely luck, as the ancient Seneca might have said, but foresight.

See USHSR, www.ushsr.com, for information and updates. To watch the French TGV150 high-speed train breaking the world land speed record for conventional trains (574.8 kph/357.2 mph), visit www.youtube.com/watch?v=jJfDWTbioEM.

SMALL BUSINESS EXCHANGE NORTHEAST

Time to Fix and Fortify MTA Transportation Lifelines . . .

Continued from page 1

diversity of the business community and the region we serve. Our goal for Sandy-related work has always been to maximize contract opportunities from our pool of certified MWDBEs."

A March 21, 2014, MTA statement notes that in past years, small businesses were prevented from taking part in large transportation projects. But in more recent years, the MTA has enacted an authority-wide initiative supporting the participation of small businesses, especially MWDBEs, in MTA procurement opportunities.

Mentoring and direct contract possibilities are attractive features of the MTA's Small Business Development Programs for prequalified, certified MWDBE companies. MTA Chief Diversity Officer Michael Garner oversees the programs and notes that during the last four years, the MTA has awarded contracts totalling over \$100 million to one hundred thirteen firms.

The Small Business Development Programs have two primary tracks: the Small Business Mentoring Program (with Tier 1 and Tier 2) and the Small Business Federal Program. Due to differing requirements, a company can only participate in Mentoring or Federal—not both. Here are the specs: web.mta.info/sbdp/index.html

Small Business Mentoring Program (Tier 1)

The MTA Small Business Mentoring Program partners emerging firms with one of the industry's largest construction management and mentoring firms—TDX Construction. The program provides:

- Prequalification
- Training
- General business, organizational, and professional skills development
- Construction expertise
- Access to working capital
- Experience working with MTA construction projects (\$25,000 to \$1,000,000)
- Fast-track payments

In order to participate in the MTA's Small Business Mentoring Program, a firm must meet all of the following criteria:

- Be prequalified to do business with the MTA (application and instructions online)
- Provide at least two references for commercial work—valued at no less than \$25,000 each—in every trade for which it wishes to be qualified
- Have been in business for at least two years

Because the program is targeted to the small business community, a firm cannot have:

- Average annual gross sales of more than \$3 million in the last three calendar years
- Bonding capacity greater than \$2 million

Once a company receives its prequalification approval letters, it is eligible to participate in the program. The company will be invited to attend an assessment session at which its strengths and weaknesses will be identified to customize an improvement plan. Opportunities for bidding on MTA work will depend upon the availability of work in the trades for which a company qualifies.

The MTA website for the Small Business Mentoring Program includes specific projects that have recently been awarded, projects with bid dates this month, a list of over one hundred prequalified firms, and MTA contact information. web.mta.info/sbdp/tier1.htm

Small Business Federal Program

The MTA Small Business Federal Program offers a framework for eligible small businesses, including Disadvantaged Business Enterprises (DBEs), to develop and grow within the construction industry and to establish stable, long-term business relationships with the MTA. For federally funded projects, the Small Business Federal Program includes:

- Prequalification
- Training
- Business plan development

- Access to working capital and insurance
- Bond assistance program
- Experience working on MTA contracts up to \$3 million
- Fast-track payments

In order to participate in the MTA's Small Business Federal Program, a firm must meet all of the following criteria:

- Be prequalified to do business with the MTA (application and instructions online)
- Provide at least two references for commercial work—valued at no less than \$500,000 in every trade for which it wishes to be qualified
- Have been in business for at least one year
- Owner must not have a net worth (excluding primary residence) exceeding \$1.32 million
- Have an annual earnings cap of \$5 million

- per year averaged over the last three years
- Be capable (with MTA assistance) of being bonded for up to \$3 million

Once a company receives its prequalification approval letters, it is eligible to participate in the three-year program. The company will be invited to attend an assessment session at which its strengths and weaknesses will be identified to customize an improvement plan. Opportunities for bidding on MTA work will depend upon the availability of work in the trades for which a company qualifies.

The MTA website for the Small Business Federal Program includes specific projects that have recently been awarded, projects with bid dates this month, a list of over twenty prequalified firms, and MTA contact information. web.mta.info/sbdp/federal.htm

The screenshot shows the Facebook page for MTA New York City Transit. The page header includes the MTA logo and the name "MTA New York City Transit". Below the header, there are several posts from October 2012. The posts discuss the impact of Hurricane Sandy on the subway system and the ongoing restoration efforts. One post from October 30, 2012, states: "We are assessing the extent of the damage and beginning the process of recovery. All of us at the MTA are committed to restoring the system as quickly as we can to help bring New York back to normal. Please monitor our website - www.mta.info - for updates." Another post from October 29, 2012, states: "The duration of the service suspension is unknown, and there is no timetable for restoration. Service will be restored only when it is safe to do so, after careful inspections of all equipment and tracks. Even with minimal damage this is expected to be a lengthy process." The posts include engagement metrics such as likes, comments, and shares.



Marketing on a Shoestring Budget, Part 3: Just Being Responsive is a Free and Effective Form of Marketing

By Marie Sheahan Brown

The little purple-pink paperback perched incongruously amidst imposing leathersque volumes on the lawyer's shelf in the prominent downtown office building where he rented space.

Vincent DiCarlo's newly hired independent-contractor bookkeeper halted in mid-sentence and pointed: "What's *that* book?"

The attorney replied, surprised, "You haven't read this? It's *Zen and the Art of Motorcycle Maintenance: An Inquiry into Values.*" He snatched the book from the shelf and handed it to her to read—which she spent nearly all weekend doing, swept into the wee hours by Robert M. Pirsig's transfixing fiction exploring his "metaphysics of quality."

The book, first published in 1974, is not simply a travelogue of the main character's motorcycle trip with his teenaged son. It is, in part, about the character's quest for Quality—an example of which he's pleased to find unexpectedly in a small-town motorcycle repair shop in Montana. The motorcycle mechanic, even knowing that he will likely never see this customer again, does a quality repair job because it's his nature and practice to do so. Quality work offers inherent benefits to the worker. It feels good to feel good about what you do. Mr. Pirsig describes the repair in detail fascinating even to someone who has little interest in motorcycles.

What has this to do with Marketing on a Shoestring Budget?

You, as a small business owner, market your business all the time, for better or for worse, by how you approach your work and how you respond to your current or potential customers.

This can be *free* marketing, yet it can take time. If time is money, it's still money well spent.

Small businesses that have gone through the often-complex process to become MWDBEs (or any subset thereof) have identified publicly funded projects as a marketing field of opportunity. Yes, the bidding process can be laborious and disappointing (for primes as well as small businesses). Yes, cynical voices abound with snide comments about "good fake efforts." Yes, sometimes those voices are accurate.

Do not let these experiences and voices dissuade you. The publicly funded infrastructure projects—like the MTA's Fix and Fortify efforts, the Goethals Bridge Replacement Project, the Garden State Parkway Project, the Tappan Zee Hudson River Crossing Project, and many others—genuinely need the participation of certified, qualified subcontractors in order to initiate and complete these projects.

Are you and your staff too busy right now to bid on a project? Do you receive dozens of faxes and emails daily with Invitations to Bid to which you feel you cannot take the time to respond? Do you get three voicemail messages in two weeks on behalf of a prime contractor that has sent you a bid invitation? Do you ignore them all?

Or do you make your company's name and quality stand out, even if you're too busy right now to bid (or unable to bid for some other reason), by sending a brief, courteous, even cut-and-paste email or phone message?

Here are some sample messages that you could send, depending on the circumstance. Feel free to use these—as a *free* service of SBE.

Yes, We Are Interested in Bidding: Thank you for inviting our firm to bid on this project as a subcontractor. We will need time to review the specifications and prepare our bid. We will contact you if we have questions or need assistance. [Be sure to fill out and return the response form sent with the ITB. Also make sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information. AND, follow up with a proposal a few days before the bid date.]

Geographically Undesirable: Thank you for inviting our firm to bid on this project as a subcontractor. We usually do not perform work beyond a certain geographical radius, and this project is outside of our range. We will be happy to consider future projects closer to our place of business. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Too Busy Now: Thank you for inviting our firm to bid on this project as a subcontractor. We currently are working on too many other projects but would be happy to consider future projects. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Not A Certified M-, W-, or DBE: Thank you for inviting our firm to bid on this project as a subcontractor. I see that you are inviting BE participation. At this time, our firm does not have that particular certification, although we are certified as a . Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Not Enough Time to Review: Thank you for inviting our firm to bid on this project as a subcontractor. Because of other current demands on our time, we are unable to review this project as thoroughly as required. We would be happy to consider future projects. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Project Is Too Big: Thank you for inviting our firm to bid on this project as a subcontractor. We are a very small firm, and even small portions

of this particular project exceed our capacity. We would be happy to consider future projects. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Nonunion, Not Interested in Project Labor Agreement: Thank you for inviting our firm to bid on this project as a subcontractor. While we offer our employees a fair wage and benefits, we are a nonunion employer and are not interested in executing a Project Labor Agreement at this time. We would be happy to consider future projects. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Not In Our Scope of Work: Thank you for inviting our firm to bid on this project as a subcontractor. The trades listed on this Invitation to Bid seem to be outside of our firm's scope of work. We mainly specialize in [list main specific trades]. We would be happy to consider future projects. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

Bid Only to Subcontractors, Not Primes: Thank you for inviting our firm to bid on this project as a subcontractor. Generally, we bid to subcontractors that have been awarded contracts, but we would be happy to consider future projects in which your company is involved. Please keep us in mind. [Be sure that your email or other response includes your name, the name of your company, current address, phone numbers, email address, website address, and any other important contact information.]

If you want to cut and paste these responses, just find this article at www.sbenortheast.com.

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New York City EDC Supports Immigrant Entrepreneurs

New York City Economic Development Corporation (NYCEDC), and the Lawrence N. Field Center for Entrepreneurship at Baruch College, in cooperation with the Western Union Foundation, announced on March 12 the third annual Competition To Help Reach Immigrant Ventures and Entrepreneurs (THRIVE). Competition THRIVE challenges community groups, businesses, and other organizations from the public and private sectors to develop programs to assist immigrant entrepreneurs in starting, operating, and expanding their businesses in New York City. The competition invites proposals for innovative programs that address practical struggles faced by immigrant entrepreneurs, which commonly include access to credit, financial management, language barriers, and access to business networks. Proposals are reviewed for utility, scalability, and sustainability by a panel of judges comprised of business and non-profit leaders, academics, and representatives from New York City government. In June 2014, five finalists will receive \$25,000 of seed funding to pilot their program for six months. After the pilot period, the judges will select the winning program to receive \$100,000 to further implement their program.

"Immigrant entrepreneurs help make up the backbone of our city's economy," said First Lady of the City of New York Chirlane McCray. "I encourage organizations across the five boroughs to submit their ideas to Competition THRIVE. Innovative ideas coming from New Yorkers will move this city forward so that we all rise together."

"New York City's economy depends on immigrant entrepreneurship. Through Competition THRIVE we are seeking to find new ways to help immigrant business owners compete and grow," said NYCEDC President Kyle Kimball. "We are grateful to First Lady Chirlane McCray, the Mayor's Office of Immigrant Affairs, and our program partners for their support of this important initiative, which will help transform innovative ideas into valuable realities in immigrant business communities."

"Immigrant-owned enterprises make up nearly half of all small businesses in New York City, and they are vital to our city's economic prosperity," said Immigrant Affairs Commissioner Nisha Agarwal. "Year three of Competition THRIVE will continue to identify innovative programs to help address some of the challenges immigrant entrepreneurs face and help the immigrant small business community grow and prosper in New York City." New York City's immigrant population has more than doubled

since 1970, from roughly 1.4 million to 3.1 million, and immigrants now represent nearly thirty-eight percent of the city's population and forty-six percent of the city's labor force. Immigrants are a significant and important piece of the city's entrepreneurial economy: Immigrants make up fifty-three percent of all self-employed workers in the city compared to thirty-five percent in New York State and only twenty-one percent in the US. Despite their large numbers, immigrant businesses face serious challenges. While immigrant populations have a strong record of opening businesses here in New York City, a greater proportion of immigrant business owners shut down operations within twelve months compared to their non-immigrant peers. Factors such as limited capacity to plan for long term growth, lack of trust in government programs, fragmentation of resources, immigration status, and language constraints often serve as additional barriers to growth for immigrant entrepreneurs.

NYCEDC launched Competition THRIVE in 2011 as part of a suite of initiatives to support immigrant-owned businesses. Since its inception, the program has significantly grown, collectively distributing \$600,000 to ten organizations across the five boroughs, reaching more than seven hundred New Yorkers. The 2013 winner, Brooklyn-based CAMBA, introduced an intensive hands-on program that teaches immigrant small business owners to integrate mobile technology into their daily operations to better manage data, improve efficiency, and boost sales. The 2012 winner, Queens Economic Development Corporation (QEDC), expanded their foreign language contractor training program, which provides assistance to immigrant home improvement contractors preparing to take the Department of Consumer Affairs licensing test in their native language. Both programs are still underway, and have reached hundreds of immigrant entrepreneurs with the support of the competition. The competition was initially developed after a year of round-table discussions with community members across the city that identified an opportunity for significant growth in the city's resources and support mechanisms for immigrant entrepreneurs.

"Immigrant entrepreneurs are drivers of economic growth, job creation, innovation, and revitalization of cities and neighborhoods across the US," said Mario Hernandez, director of public affairs at Western Union. "In New York City, the Western Union Foundation proudly supports NYCEDC and other organizations to promote their entrepreneurial spirit."

"Baruch College and the Lawrence N. Field Center for Entrepreneurship are pleased to continue our involvement with Competition THRIVE," said Monica Dean, administrative director of the Field Center at Baruch College. "Our participation in this program reinforces our commitment to working with New York City's immigrant entrepreneurial community, and enriches our research agenda with respect to immigrant entrepreneurship."

"THRIVE gave CAMBA the opportunity to design and pilot Mobilize Your Business (MYB), an innovative program that teaches immigrant entrepreneurs to use tablet technology to streamline and improve their businesses," said Joanne M. Oplustil, president and CEO of CAMBA, the 2013 winner. "The unique design of the THRIVE competition, along with invaluable technical assistance, enabled CAMBA not only to launch a successful pilot, but also to create a realistic and ambitious plan to scale up MYB to reach twenty-five hundred New Yorkers in the next three years."

All organizations with ideas for facilitating entrepreneurial business and better serving the immigrant community are encouraged to enter a proposal. Organizations will be able to submit their proposals to the competition through May 8, 2014. There will be an information session for potential applicants on April 8, 2014. Organizations and potential applicants can learn more about Competition THRIVE and download proposal guidelines at www.nycedc.com/THRIVE. For further information about Competition THRIVE, contact Lendynette Pacheco-Jorge at competitionthrive@baruch.cuny.edu. Competition THRIVE is sponsored and administered by NYCEDC.

New York City Economic Development Corporation is the city's primary vehicle for promoting economic growth in each of the five boroughs. NYCEDC's mission is to stimulate growth through expansion and redevelopment programs that encourage investment, generate prosperity, and strengthen the city's competitive position. NYCEDC has a strategy to grow its MWDBE vendor capacity and increase MWDBE project and procurement opportunities.

Source: New York City Economic Development Corporation



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An Enormous Bridge Contract 7
Complete Renovation
State DOT Contract 7, No: 1234567
Bid Date: April 1, 2014

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A Very Big Company is interested in soliciting in Good Faith all subcontractors as well as certified D/M/W/SBE companies for this project. A typical ad will include any other text A Very Big Company provides. To a Northeast prime contractor wondering about the effectiveness of these advertisements in SBE's newspapers mailed to targeted audiences: Consider that in each 16-page weekly issue of Small Business Exchange's California newspaper, more than a dozen prime contractors regularly place one or more Sub-Bid request advertisements in our print editions.

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Wells' Chicken and Waffles in Harlem Elizabeth Johnson Wells Dreams of the Famous Legacy

By Marie Sheahan Brown

A December 1984 *New York Times* headline reads, "Harlem Hot Spot to Try a Comeback." Writer Kirk Johnson opens, "The full name was Wells' Restaurant, but to those in the know it was just plain Wells'. For more than forty years, until it closed in 1982, it was one of the hot spots of Harlem."

The restaurant, which Joseph T. Wells opened in 1938, attracted customers from around the world. They'd often stop in at 2:00 am following cultural events—which is one reason Mr. Wells' inventive intertemporal soul dish, Chicken and Waffles, caught on and spread across the country.

Harlem's food, jazz, dancing, political discussions, and social atmosphere flowed

through Wells' doors during its early decades. But it fell on hard times along with Harlem. The doors closed when Wells was seventy-three. He died in 1987, before realizing his dream—the renovation and reopening of the famous home of Chicken and Waffles, aided by City of New York historic-preservation grants.

His beautiful wife Elizabeth, a New Orleans native whom he married in 1966, fostered the dream. She had worked alongside Joseph in the restaurant and was determined to reopen it.

In 1990, that dream came true. According to Debra Wallace, who lives in New York City and appreciates Wells' rich history, Elizabeth "reopened Wells' serving not only the signature dish of Chicken and Waffles but delicious Creole and home-style recipes. She continued to feature great blues, jazz, and big band entertainment, with an all-time favorite: swing dance night."

Mrs. Wells, like Joseph, hired and trained local people, "giving them a chance to shine" and encouraging them to start their own businesses.

Elizabeth kept Wells' thriving until 1999, when her own health began to wane. The restaurant closed, and she eventually returned to New Orleans.

Now, nearly thirty years after *The New York Times* article was published, Elizabeth still dreams of keeping the restaurant's history alive and—why not dream further?—seeing Chicken and Waffles again in Harlem as a cultural culinary treasure.

To learn more, call Gerald at 800-800-8534.



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Policy Issues

Environmental Superfund Sites in New Jersey Set Wrongs Right and Offer DBE Opportunities

By Marie Sheahan Brown

The Northeast has long attracted major industrial operations which, on one hand, have served useful purposes—such as providing jobs and getting us into outer space—but which, on the other, have sometimes wreaked known or unintended chemical disaster. For example, hazardous chemicals used in certain operations had to go somewhere; they often ultimately ended up under people's houses, in their basements, in their water supply, in their bodies.



Some waste sites are so old or obscure that the entities originally responsible for the pollution are long gone from the scene. Other waste sites are too enormous for the companies that caused them to handle the cleanup alone.

The plight of the people of Love Canal, a neighborhood in Niagara Falls, New York, finally galvanized national public attention and action in 1978, when toxic chemicals were discovered beneath the urban infrastructure. The area had been locally known as an industrial waste site for decades, but the issue was not substantively addressed until investigative reporters from the *Niagara Falls Gazette* began conducting their own basement water tests and going door-to-door to interview families that were experiencing unusual health problems, birth defects, miscarriages, and property and plantlife anomalies.

The newspaper's dozens of reports, and the urgency of citizen activists, led the New York State Health Department to conduct its own tests and declare the dumpsite a state emergency in August 1978. National officials also got involved, and in 1980 the Superfund was established.

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) of 1980 allows the US Environmental Protection Agency (EPA) "to clean up such sites and to compel responsible parties to perform cleanups or reimburse the government for EPA-led cleanups."

As with any powerful government entity, the EPA has its proponents and detractors. Is it acting justly on accurate information, or is it doing too much or too little with what is known and lawfully delineated? Some things simply cannot be argued endlessly. EPA Superfund is the environmental program established to address abandoned hazardous waste sites. It is also the name of the fund established by CERCLA.

Like most federal agencies, the EPA operates a Disadvantaged Business Enterprise (DBE) Program with outreach, education, and goals to encourage and increase DBE participation in the procurements funded by EPA assistance agreements. According to the EPA's website, "DBE Program requirements apply to all procurements for equipment, supplies, construction, and services under all EPA grants, cooperative agreements, and Interagency Agreements (IAs)."

In other words, a DBE need not specialize in hazardous waste removal to participate in these societally worthwhile, compensated efforts.

Two New Jersey Superfund sites made the news recently. One site has been deemed cleaned up; the other still has a ways to go.

Manville, New Jersey, Creosote Superfund Site—Cleaned Up

The EPA announced on March 7, 2014, its proposal to remove the Manville, New Jersey, Creosote Superfund site from its list of the most contaminated hazardous waste sites, after successful cleanup. The agency, its contractors, and subcontractors have removed more than 450,000 tons of contaminated soil and cleaned up nearly one hundred residential and commercial properties.

According to the EPA's news release, "During the 1960s, homes and a commercial mall were built on top of contaminated land on the Federal Creosote site, which had been used for more than thirty years to preserve railroad ties by treating them with toxic levels of chemical creosote.

"The EPA and the New Jersey Department of Environmental Protection have determined that all necessary cleanup actions have been completed and the site no longer poses a threat to people's health or the environment. The EPA will continue to monitor ground water at the site and conduct periodic reviews to ensure that the cleanup continues to be protective. The public is encouraged to comment on the proposed deletion of the site through April 4, 2014."

EPA Regional Administrator Judith A. Enck stated, "Today, the site has been cleaned up, the risks to people's health addressed, and the community can use this once-contaminated property productively."

In 1919 on that property, the Federal Creosoting Company (a defunct Delaware corporation) began treating railroad ties and poles with creosote wood preservative. Several buildings and multiple above-ground tanks contained creosote, which was discharged through two unlined canals into two unlined creosote waste lagoons. In the center of the site, creosote-treated lumber was left to drip onto the ground.

The company ceased operations there in 1956, and developers bought the fifty-acre property. In the early 1960s, they built one hundred thirty-seven single-family homes—as part of the Claremont Development—on thirty-five acres of the site and developed Rustic Mall on the other fifteen acres. These homes and mall sat on top of the contaminated soil and the waste lagoons. On at least one occasion, creosote sludge seeped into a residential basement sump and was pumped out into a storm sewer.

The Federal Creosote site was added to the Superfund list in 1999. The EPA and the US Army Corps of Engineers, brought in for its engineering expertise, investigated the site extensively and approached the cleanup in three stages.

Phase one began in spring 2001. The EPA tackled the buried lagoons and canals that still contained creosote and byproducts. The agency also acquired and demolished eighteen residential properties to better access the toxic source material. This material was then excavated, treated, and taken out of the area to a disposal facility. The excavation removed the major source of ground water contamination.

Phase two began in 2002. The EPA excavated soil containing high amounts of creosote from all residential properties in the Claremont Development.

In phase three, 2005, the Rustic Mall's owners demolished the property, and the EPA removed the contaminated soil.

During all three phases, according to its news release, the EPA monitored all cleanup work at the site to ensure continued protection of people's health and the environment. "Ground water sampling performed since 2006 indicates

that contaminants, while present, are no longer spreading from the site into the ground water."

The EPA concludes, "The cleanup work has been successful, and that site can now be taken off of the Superfund list. Ground water monitoring will continue and the EPA will conduct a review of the site every five years."

Rockaway Township, New Jersey, Radiation Technology, Inc., Superfund Site—Phase Three

On March 20, 2014, the EPA announced a proposed plan to demolish and remove buildings and smaller structures on the two hundred sixty-three acres of the Radiation Technology, Inc., Superfund site in Rockaway Township, New Jersey. Contaminated during the testing and development of rocket motors and propellants prior to 1972, and during other activities later, the structures contain polychlorinated biphenyls (PCBs), asbestos, lead, and other contaminants. Additionally, volatile organic compounds and heavy metals contaminate the ground water and soil.

America's vaunted space program has its downside. "PCBs persist in the environment," according to the EPA, "and can affect the immune, reproductive, nervous, and endocrine systems, and are potentially cancer-causing." Inhaling asbestos fibers "can lead to cancer and asbestosis, a serious respiratory disease. Lead is a toxic metal that can cause damage to a child's ability to learn and a range of health problems in adults. Exposure to volatile organic compounds and heavy metals can also cause serious health problems."

EPA Regional Administrator Enck notes that phase three of the cleanup—demolishing and removing the contaminated buildings from the site—is "the next step in protecting the health of people who live in this community."

The EPA will hold a public meeting on April 4, 2014, at 7:00 pm in Rockaway, New Jersey, to explain the proposed plan and to encourage public comments. Comments will be accepted from March 24 until April 23.

The Radiation Technology site joined the Superfund list in 1984. Radiation Technology, Inc., conducted the initial remedial work with oversight by the New Jersey Department of Environmental Protection.

According to the EPA, "In the 1980s, Radiation Technology, Inc., installed wells to measure and monitor ground water contamination

Continued on page 12

In Good Faith . . .

Continued from page 7

This may sound like a daunting task, and it can be, if you don't maintain good paperwork or have a partner whose strength is keeping track of this kind of documentation.

"Small Business Exchange (SBE) is one of the partners we use for outreach. We solicit their help to get us minority participation in our projects," says Mathes, adding that SBE's expertise and thorough documentation was especially helpful during the challenge process.

The efforts all paid off on August 24, 2009, after several days of testimony. The Disadvantaged Business Enterprise Reconsideration Panel was comprised of Olivia Fonseca, deputy director, civil rights division, for the Department of Transportation (Caltrans); Edward Salcedo, president of GCAP Services; and Virginia Wilson-Wright, compliance contracts officer for Riverside County. The panel heard why Skanska-Rados disagreed with the preliminary determination and considered Skanska-Rados's and SBE's presentation—given by SBE's Valerie Voorhies—of how they went about making and achieving a good faith effort. Following this presentation, the panel determined that Skanska-Rados made a good faith effort to meet the 1.83 percent UDBE goal, and the contract award to Skanska-Rados was upheld.

One question that came up during the hearing or appeal process was why Skanska didn't include with its original documentation an explanation of its longstanding history of diversity and minority outreach efforts. Skanska and Skanska-Rados replied that instead of using a standard statement, it should have been more specific on other factors that showed its support of the UDBE/DBE program. For instance, the company participates in programs and public meetings that support the DBE program. It has a National Diversity Council Mission Statement, and it has received DBE participation and outreach awards throughout the nation. Moreover, it has conducted outreach even when there was no goal specified in a contract.

"We've probably turned in hundreds of these good faith efforts, and we have a history of reaching out to the community and not just to minorities but to everybody, to make sure we're getting everybody involved in a job and make sure that we're meeting coverage on all of our items. So it wasn't something that we necessarily felt needed to be put in there," explains Mathes.

"To me, a good measuring stick of a company is if they continue to do this even when they don't have to. Skanska is one of those companies that did it on their own and there was a cost tied to doing it, but they still maintained their dedication," Hanible says. "So when we got to the reconsideration meeting, those were important attributes that we brought to the table, along with SBE's stellar outreach documentation and talking about Skanska's process and history as a company."

He thinks the track record showing the consistency of how Skanska and SBE approach DBE participation, coupled with their commitment to such participation, was a big reason for the contract finally being awarded to Skanska-Rados.

"It also helped that Skanska put a good team together and was well prepared to document each of the areas that were being challenged," Hanible concludes. "When you're putting together a bid or doing a similar project, you sometimes forget the other attributes that you have that are so strong for you. But in this case, once there was a challenge and our team came together to rebut the decision, we all started identifying the many strengths of Skanska as a national leader and recipient of those many diversity awards. It all helped to demonstrate our dedication to the DBE and UDBE program and participation by those companies."

Source: Small Business Exchange

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