

SMALL BUSINESS

EXCHANGE NORTHEAST

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Two Native Americans Offer Solace to Help Heal the Ancient Wounds of Race Relations

By Leslie McMillan and Marie Sheahan Brown

Our visit to the Shinnecock Indian Nation reservation near the eastern end of Long Island unexpectedly confirmed what we had read in a brochure at the Smithsonian's National Museum of the American Indian.

Entitled *IndiVisible: African-Native American Lives in the Americas*, the words and photos memorably illustrate how the tragic common bonds of displacement and oppression have often become empathetic family bonds among Africans and Indians in America.

Honest understanding can bring healing from unimagined sources.

Like other Native Americans, your Small Business Exchange Northeast editors, twin sisters, can share sad stories of loss, indignity, and betrayal experienced by our Chinook Indian ancestors.

For example, our many-greats-grandfather, Chinook Chief Comcomly, welcomed explorers such as Gray and Vancouver, Lewis and Clark,

and the Astor Expedition when they reached his territory along the Pacific coast at the mouth of the Columbia River. Within a few decades, ninety percent of the Chinooks had perished from strange diseases introduced by the newcomers.

After Chief Comcomly died, his traditionally flattened skull was stolen from his grave in 1835 and shipped to the Royal Naval Hospital Haslar Museum in England. Damaged by bombing in World War II, it was returned to America in 1953

and eventually to his Columbia River homeland among five generations of his descendants.

A Smithsonian research report, *The Chinook Sign of Freedom: A Study of the Skull of the Famous Chief Comcomly* (1960), recounts the events and evidence that accumulated during this troubling journey of more than a century.

Even today, the Chinook Indian Nation is struggling with indignity. Like the Shinnecocks, our people have been trying for decades to win federal recognition as Native Americans—not, as some might think, so we can sell all of the vices at lower prices on new tribal lands, but for the sake of simple truth, justice, and sovereignty.

The Shinnecock Nation finally gained federal recognition in 2010, one of 566 such tribes. We are not yet there—despite over two hundred years of peaceable history and the existence not only of our people but also of Chinook salmon; Chinook helicopters; Chinook winds; Chinook jargon; Chinook dogs; Chinook the wolf; Chinook the replica toy wolf; Chinook Pass; Chinook recreational vehicles; Chinook the town in Washington; Chinook the town

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Women's History Month: Transportation Agencies Need More Women Engineers

By Daniel C. Vock

The North Carolina Department of Transportation (DOT) is using newspapers, masking tape, and a competitive spirit to get more young women interested in engineering.

The agency is hosting a series of events where girls in high school and junior high can meet and work with the department's women engineers. Each engineer is assigned a table of students tasked with constructing the tallest building they can with just five sheets of newspaper and five pieces of masking tape. The teams are judged, not just on how tall their buildings are, but how durable they are, too. For instance, can they survive earthquakes (the table being rocked beneath them) and high winds (an electric fan set beside them)?

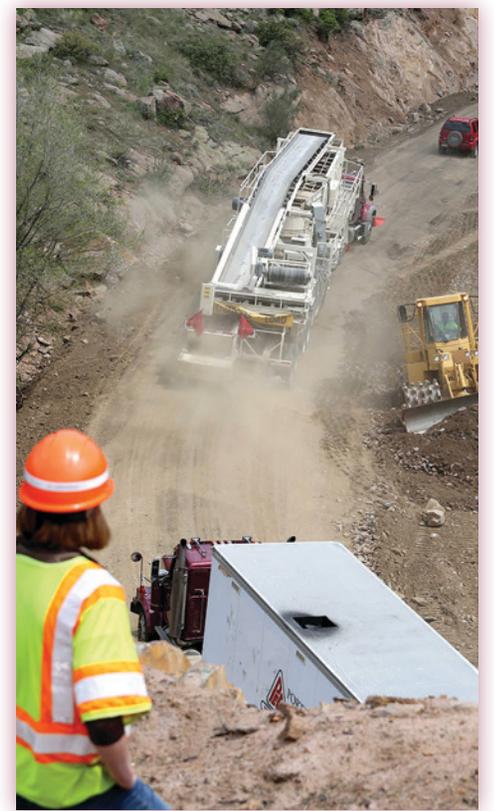
It is one of many activities at the gatherings, which also include presentations on what engineers do. Panelists discuss why they chose engineering, what is required academically to get into the field, and what types of jobs are available. North Carolina is hosting four such events over a month, with roughly two hundred students expected to participate. "All of the girls there were awestruck [by the presentations]," said Gail Herring, who coordinates the programs for the North Carolina DOT. "The purpose is to encourage more women to go into engineering, because the number of jobs in STEM (science, technology, engineering, and math) are going to double in the near future. We need more women and minorities to consider this opportunity."

For the North Carolina DOT, getting girls excited about engineering is important for its future. Like many transportation agencies—and public agencies in general—the department faces a future where job openings could far outnumber qualified applicants. Boosting interest among women, who are vastly underrepresented in the transportation field, is one way to address that issue. And, experts say, increasing the number of women in the workforce could improve the quality of transportation systems, too.

The lack of women in transportation careers is apparent throughout the industry, from mechanics to pilots to executives, said Marcia Ferranto, the president and CEO of the Women's Transportation Seminar (WTS), an international group whose local chapter co-hosted two of the North Carolina events. Take, for example, the number of women in top leadership positions, she said. Although the numbers have been growing, only eight states—Delaware, Louisiana, Massachusetts, Mississippi, New York, Pennsylvania, South Carolina, Vermont, and Washington—have transportation departments headed by women. Only two of the seventeen US secretaries of transportation have been women. Even most private transportation companies are headed by men. "Until we get more women in these positions," Ms. Ferranto said, "it's harder for us to attract women into the field."

There are many other factors that discourage women from going into transportation as well, according to Ms. Ferranto. Many women who started off in the industry have not advanced, she said. They may have opted for another career because they could not advance in transportation or because their workplaces were not family friendly. And convincing women to study engineering is no guarantee that they will stick with a job in male-dominated

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Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

“Stop Global Whining.”

Some are offended by the slightly peeling but intact bumper sticker on the trusty decades-old Ford Ranger of a good friend of ours. They assume she’s making light of what many consider a serious climatological issue.

But that’s not what our friend intends.

It is her conviction and ours that to set wrongs right, we must not be content just to complain. In fact, most of the time complaining enervates rather than energizing anyone within earshot.

At times discouraged, our friend often rereads “Letter To A Young Activist During Troubled Times” by Clarissa Pinkola Estés, PhD. Then she hops into Old Blue and sets forth on mission.

Doctor Estés, born in 1945, “is an American poet, psychoanalyst, and post-trauma specialist who was raised in now nearly vanished oral and ethnic traditions.” A first-generation American, she “grew up in a rural village, population six hundred, near the Great Lakes.” Of Mexican mestiza, Magyar, and Swabian tribal heritages, “she comes from immigrant and refugee families who could not read or write, or who did so haltingly. Much of her writing is influenced by her family people who were farmers, shepherds, hopsmeisters, wheelwrights, weavers, orchardists, tailors, cabinet makers, lacemakers, knitters, and horsemen and horsewomen from the Old Countries” (from her website).

Thinking of the historic and modern women we honor in this edition, and those many other women who have brilliantly influenced our lives, I offer this quote from Doctor Estés’s essay:

Mis estimados: Do not lose heart. We were made for these times. . . .

One of the most calming and powerful actions you can do to intervene in a stormy world is to stand up and show your soul. Soul on deck shines like gold in dark times. The light of the soul throws sparks, can send up flares, builds signal fires . . . causes proper matters to catch fire. To display the lantern of soul in shadowy times like these—to be fierce and to show mercy toward others, both—are acts of immense bravery and greatest necessity. Struggling souls catch light from other souls who are fully lit and willing to show it. If you would help to calm the tumult, this is one of the strongest things you can do.

A Flagger’s Dream, Her Plea For Unemotional Driving

By Marie Sheahan Brown

C1201 Traffic Control System
561990 All Other Support Services: Flagging (i.e., traffic control) Services
7389 Business Services, Not Elsewhere Classified: Flagging Service
46161500 Traffic Control

We drive past anonymous people in bright vests who embody impersonal codes on lonely highways, jammed freeways, raucous streets linked from coast to coast, corner to corner, top to bottom of our country—anywhere roads can go.

Julie Glanz is not a work code. It was news to her that her physically demanding, often dangerous, yet decent-paying job had all these numbers attached to it. North American Industry Classification System? Standard



Industrial Classification? United Nations Standard Products and Services Code? Who knew?

She did know, when she asked her boss to make her a flagger ten years ago, that it paid much more than the minimum-wage jobs she’d held and gave her more time with her children.

“I’m a single mom,” Miss Glanz said, sipping a cappuccino—a luxury she occasionally affords herself. “I had a baby girl and a ten-year-old son to support.”

A third child, born in 1999, had lived for two years and four months.

Born with osteogenesis imperfecta, or brittle bone disease, and other health problems, the little girl had needed very careful tending to avoid injury. She was happy, funny, playful, and beautiful; she had learned to talk.

The little girl’s mother, too, is happy, funny, playful, and beautiful.

Miss Glanz related matter-of-factly yet tenderly the medical details of her baby’s last few hours of life in a hospital in May 2001. The medical staff had missed the actual ailment that caused her death. She said, “I don’t know what I would do” without her sustaining religious faith.

Her experience of the preciousness and fragility of life helps make her a flagger with a mission—more on that later.

Currently on the relaxed off-season work schedule for highway construction, she moved carefully in her chair to minimize pain. A week earlier, she had sustained minor injuries when an inattentive and impatient pickup truck driver had gunned his motor and broadsided her small car on the passenger side. The car was in the shop and Miss Glanz was nursing a

slight whiplash. She hadn’t taken prescribed pain medications this morning so that she could be sharp for the interview.

Resuming her story, she said that for three years she’d held a full-time minimum-wage customer service job. She would work all day, come home tired, and never quite be able to make ends meet to support her family. And in that line of work, “customers yell at you,” she said. “I got tired of that.”

A friend working at a large company told her of a job opening there. “I was hired to work at the front desk, which also involved helping out in other departments.” One of those departments employed flaggers for road construction projects.

“I’d been working there for a while,” she said. “I was still stressed out about not being able to pay my bills and spend enough time with my kids. One day I was stuffing checks into payroll envelopes. I happened to notice how much the flaggers made and thought, ‘I can work fewer hours and earn more money.’”

She approached her boss, who agreed to her request to become a flagger.

A co-worker recommended that she join the flagger union. “One benefit is that, after about twelve years, you get vested” for retirement benefits. “I have just two years to go to become vested.” She is now forty-six but could pass for thirty-six or younger despite long hot days in the sun.

The union payscale is higher than for non-union. A downside of this is that construction companies don’t necessarily hire the more-expensive union flaggers unless they have to. “I pay thirty-eight dollars a month to be on the union’s call list. Some years I might work just sixty hours the whole year on union jobs.” After being vested in two more years, Miss Glanz won’t need to be on the call list and pay dues.

Continued on page 7

Small Business Voices

Editor’s note: New Hampshire Business Review is a bimonthly newsprint publication with a regularly updated website. We appreciate their March 6, 2015, article focusing on broadband Internet connectivity in small New Hampshire communities. An excerpt:



In order to get really, really fast Internet, businesses need the support of the communities in which they reside, the service providers that serve them, and state and national policy makers who set the policy direction and direct resources.

Communities that are thinking ahead about their Internet needs will be the ones, twenty years down the road, attracting the technology jobs, the communications firms, and the manufacturing plants. In fact, they will probably be attracting jobs and industry sectors that don’t even exist yet. <http://www.nhbr.com/March-6-2015/Why-broadband-is-so-essential-in-todays-economy/>

NHBR
NEW HAMPSHIRE BUSINESS REVIEW

EDITORIAL STAFF

Publisher:

Gerald W. Johnson [gwj@sbeinc.com]

Outreach and Managing Editor:

Valerie Voorhies [vvv@sbeinc.com]

General Manager:

Kevin Grant [kgrant@sbeinc.com]

Northeast Region Manager:

Leslie McMillan [lmcmillan@sbeinc.com]

Northeast Bid and Outreach Editor:

Marie Sheahan Brown [mbrown@sbeinc.com]

PRODUCTION TEAM

Sales and Production Manager:

Nabil Vo [nvo@sbeinc.com]

Northeast Outreach and Sales:

Melissa King [mking@sbeinc.com]

Webmaster:

Umer Farooq [umer@octadyne.com]

Expediting:

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

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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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MEMBERSHIPS AND CERTIFICATIONS



CORPORATE OFFICE

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

NORTHEAST OFFICE

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



Kiewit – Weeks – Massman

KWM

Goethals Bridge Replacement

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

CONSTRUCTION DBE OPPORTUNITIES

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

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

KWM VENDOR SOLICITATION LOG

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

PARTNERING OPPORTUNITIES

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

Check our website for periodic updates on partnering opportunities!

MWDBE BONDING, LINES OF CREDIT, AND INSURANCE ASSISTANCE

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

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



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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS/VENDORS
Electric Bay Park Sewage Treatment Plant Phase E3, Nassau County, New York
Nassau County Contract No: S35121-14F
Bid Date: April 14, 2015

Description of project:

Sewage Treatment Plant Phase E3 Main Substation and Electrical Distribution.

Work includes construction of the main substation building; furnishing the distribution switchgear, transformers, distribution duct banks, communication duct banks, emergency diesel generators, diesel storage and transfer systems, plumbing, and HVAC systems.

Bay Park STP Phase E3 Main Substation and Electrical Distribution work would occur within the site of the existing Bay Park STP, located at 2 Marjorie Lane, East Rockaway, Town of Hempstead, NY 11518. The STP’s 70-square-mile service area encompasses approximately 550,000 residents of Nassau County, which is approximately 40 percent of the county’s population.

Subcontracting opportunities include, but are not limited to:

Acoustical work, HVAC, backfill, asphalt paving, bricklaying, carpentry, fence, windows and doors, division 10 items, concrete, flooring, construction inspection, sidewalks, curbs, electrical, elevators, steel, glazing, interior finishing, metal fabrication, plumbing and heating, rebar, roofing, painting, sprinkler systems, utility work, waterproofing, and more.

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

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

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

www.TappanZeeConstructors.com

TZC Vendor Database

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

Technical Review Meetings

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

Bonding, Lines of Credit, Insurance Support Services

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

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



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



KOSCIUSZKO BRIDGE PROJECT

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

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

Why Read Ads Every Time?

Your mission in life is to fulfill your purpose. Certainly, that is true on a personal level. It can also be true in your business or community enterprise. You are receiving this instrument of communication—and others like it—from Small Business Exchange Northeast because somehow, sometime, somewhere, you took concrete steps to participate in the great and worthy purpose of public involvement through business or service,

including building or supplying public projects or institutions.

We have walked that road, too. For over thirty-one years, Small Business Exchange has existed to help connect small businesses, prime contractors, large businesses, agencies, groups, organizations, and institutions in the valuable fulfillment of specific projects and opportunities.

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SKANSKA-J. F. SHEA JOINT VENTURE

IS SOLICITING COST PROPOSALS
FROM NEW YORK STATE CERTIFIED DBE
SUBCONTRACTORS/VENDORS FOR THE

Grand Central Terminal Station Caverns and Track
East Side Access Project, Manhattan, New York
MTA Capital Construction Contract No: CM007
Response of Interest: April 15, 2015

Description of project:

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

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

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

Please respond by: April 15, 2015

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IS SOLICITING COST PROPOSALS
FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS/VENDORS
WP-112 Main Sewage Pump Control and Replacement at the Bowery Bay WWTT
NYC Environmental Protection Contract No: BB-64
Bid Date: April 20, 2015

Description of project:

Main Sewage Pump Controls and Piping Replacement.

Subcontracting opportunities include, but are not limited to:

Mechanical Piping and Valves, Pipe Line Stopping and Wet Tapping, Heating and Ventilation, Ductwork, Fans, Electrical, Plumbing, Instrumentation and Controls, Soil Sampling and Analysis, Demolition, Dewatering, Support of Excavation, Pile Driving and Testing, Grouting for Water Control, Asphalt Paving, Concrete Curbs and Sidewalks, Fencing, Landscaping, Haul and Dispose of Soil/Asphalt/Concrete, Furnish and Install Reinforcing Steel, Concrete Rehabilitation, Furnish Concrete, Masonry and Stonework, Miscellaneous Metals, Structural Steel, Fiberglass Gratings, Waterproofing, Roofing, Doors and Frames with Finish Hardware, Glazing, Overhead Coiling Doors, Caulking and Sealants, Painting, Concrete Coatings, Protective Epoxy Polymer Lining System for Concrete, Louvers, Slide and Sluice Gates, Asbestos Removal, Mercury Lighting Removal, Lead Paint Removal, Progress Schedule, Project Photos and Videos, Survey Monitoring, Concrete Sawcutting and Coring, Structural Concrete.

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

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IS SOLICITING BIDS FROM DBE SUBCONTRACTORS AND SUPPLIERS
CERTIFIED WITH THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

Transfer Bridge Number 10 Reconstruction at Greenville Yard Terminal and
Fender Modifications at 65th Street Yard Terminal in Brooklyn, New York

PANYNJ Contract No: NYNJRR-644.531

Bid Date: April 7, 2015

Subcontracting opportunities include but are not limited to concrete, mechanical, electrical, sheet piles, caissons, timber, steel, bearings, rebar, misc. steel, insulation, metal roof deck, sheet wall, doors, windows, and dewatering. Please see contract documents for further opportunities.

Interested firms please contact John Papagiannakis at Skanska Koch Inc.,
john.papagiannakis@skanska.com

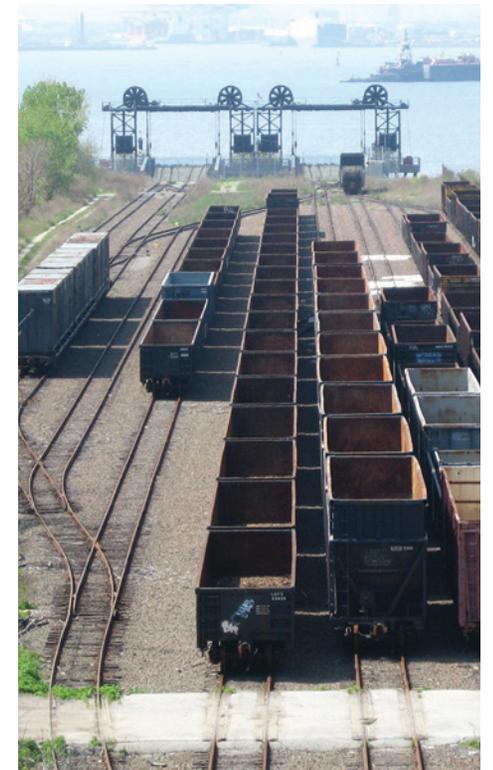
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**EAST COAST
MWD BE
OUTREACH EVENT**

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

Invitation to all MWD BE Firms and Businesses:
You are cordially invited to attend Railroad Construction Company, Inc. (RCC) East Coast MWD BE Outreach Event on **Thursday, April 30, 2015** any time between **8:00 am and 1:00 pm**. Please join the RCC team at **75-77 Grove Street, Paterson, NJ**, to discuss upcoming projects and potential bid opportunities with the company.
Registration is required.
Please visit www.railroadconstruction.com to sign up online. All interested and certified MWD BE companies are welcome! Railroad Construction Company, Inc. is an Equal Opportunity Employer.

QUESTIONS?
Please contact Rebecca Walka-Perry at 973-413-1879 or MWD BE@rccmail.net.
Online Registration is available at:
www.railroadconstruction.com/about/mwdbe



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IS SOLICITING COST PROPOSALS
FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS/VENDORS

Newtown Creek East Branch Aeration Project
NYC Environmental Protection Contract No: CSO-NC-G3
Bid Date: April 7, 2015

Description of project:

Construction of a New Blower Building and Air Header Piping in Newtown Creek East Branch. Includes sitework, structural concrete, architectural, structural steel, and mechanical work.

Subcontracting opportunities include, but are not limited to:

Soil Hauling and Disposal, Clearing and Grubbing, Demolition, Excavation, Landscaping, Geotechnical Instrumentation, Utilities—Water, Sewer, and Drainage, Asphalt Paving, Curb and Sidewalk, Steel Piles, Structural Concrete, Fence, Marine Work, Concrete Block, Structural Steel, Standing Seam Roof, Gutters, Insulated Metal Panels, Pre-Engineered Building, Doors, Windows, Roll-Up Doors, Monorail, Plumbing, Mechanical, Instrumental and Controls, Gratings, Handrails, Air Header Piping.

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



CALIFORNIA STATE UNIVERSITY STANISLAUS

**NOTICE TO CONTRACTORS
SWIMMING POOL RENOVATION
PROJECT NUMBER 9353
CSU STANISLAUS
One University Circle, Turlock, CA 95382**

The trustees of the California State University will receive sealed bid proposals in room MSR290, at the above address, for furnishing all labor and materials for construction of the Swimming Pool Renovation, Project Number 9353, for the CSU Stanislaus campus.

Proposals will be received in the above-mentioned room until **2:00 pm on April 23, 2015**, in accordance with the contract documents, at which time the proposals will be publicly opened and read.

In general, the work consists of the reconstruction of the pool and pool mechanical building, which includes demolition of the existing swimming pool, pool deck, and pool mechanical building, in accordance with the plans and specifications prepared by DLR Group, 1050 20th Street, Sacramento, CA 95811, Gary Gery, 916-446-0206, gger@dlrgroup.com. Plans and specifications may be seen at the office of the University and Plan Rooms. Architect's construction estimate is

\$2,716,000. Plans and specifications will be available for review and purchase after **March 27, 2015**, by requesting them from ARC by going to www.e-ARC.com/ca/modesto then clicking on "Public Planroom" or by calling the ARC Modesto location at 209-524-2924 and asking for the PlanWell Department. Plans and specifications cost approximately \$125 plus tax and shipping payable to ARC and are non-refundable.

Each bidder offering a proposal must comply with bidding provisions of Article 2.00 et seq. in the contract general conditions, and should be familiar with all the provisions of the contract general conditions and supplementary general conditions, especially Article 2.02, regarding the necessity to prequalify with the Trustees ten (10) business days prior to the bid date.

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

A mandatory pre-bid walkthrough has been scheduled for **April 2, 2015, at 10:00 am**. Interested bidders should assemble at South Dining Hall, Building 12 on the campus map.

The trustees require the successful bidder to achieve three percent (3%) DVBE participation in

contracting construction projects as established in the bidding documents, and bidders shall identify the DVBEs to be used to satisfy this requirement in their bids. Bidders shall contact the University's DVBE program advocate at 209-667-3243 or Debbie DaRosa at 209-667-3987.

It will be the responsibility of each bidder to obtain a bid proposal package in sufficient time to fulfill requirements therein. Bid proposal packages are obtainable only by prequalified contractors, licensed in the State of California with a B license and C53 swimming pool contractor license, and registered with the DIR to bid public works projects. The bid packages must be requested from the trustees, located at CSU Stanislaus, One University Circle, Turlock, CA 95382, Debbie DaRosa, 209-667-3987.

**03-26-2015
SMALL BUSINESS EXCHANGE**



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



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

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

CONNECTICUT

CITY SIDEWALK PROGRAM—2015/16
Location: Stamford, Connecticut
Respond By: 4/21/15
Ref #: Bid S-6474
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: City of Stamford
Contact: Barbara Gayle, 203-977-4108, fx203-977-5253, bgayle@ci.stamford.ct.us

Ref #: 201503STEEL
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Massachusetts Department of Transportation
Contact: Mary Grieco, 857-368-9408, Mary.Grieco@mhd.state.ma.us

NEW HAMPSHIRE

REAL ESTATE BROKERAGE SERVICES
Location: Salem, New Hampshire
Respond By: 4/24/15
Ref #: FMA 2015-02
Pre-Bid Conf: 4/8/15
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Administrative Services
Contact: Jared Nylund, 603-271-7644, real_property_DAS@nh.gov

NEW JERSEY

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

NEW YORK

BAG CHECK SERVICES, 2015 NEW YORK STATE FAIR
Location: State Fairgrounds, Syracuse, New York
Respond By: 4/21/15
Ref #: SF150028
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York State Department of Agriculture, New York State Fair Division
Contact: Barbara Godfrey, 315-487-7711 x1366, barbara.godfrey@agriculture.ny.gov

RHODE ISLAND

KITCHEN HOOD AND DUCT CLEANING, VARIOUS STATE BUILDINGS
Location: Various cities in Rhode Island
Respond By: 4/30/15
Ref #: 7549221, 3
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: State of Rhode Island Division of Purchases
Contact: Cheryl McGurn, cheryl.mcgurn@purchasing.ri.gov

VERMONT

FIREWOOD SUPPLY AND DELIVERY
Location: Various locations in Vermont
Respond By: 4/14/15
Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Vermont Department of Forests, Parks, and Recreation
Contact: Michael Raboin, 802-426-3040, mike.e.raboin@state.vt.us

MAINE

HAZARDOUS WASTE TRANSPORTATION
Location: Augusta, Maine
Respond By: 4/21/15
Ref #: 201501018
Pre-Bid Conf:
NAICS:
License Req: Hazardous waste handling
Description: Available through electronic services
Owner: Maine Department of Health
Contact: Sue Dowdy, sue.dowdy@maine.gov

MASSACHUSETTS

INSPECTION OF STRUCTURAL STEEL
Location: Boston, Massachusetts
Respond By: 4/27/15

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

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

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



Self-Management: Late Again? Strategies for Timeliness

By Odette Pollar

Two colleagues are waiting to leave for lunch at 11:30. At 11:28 your phone rings and you answer. Your one-hour meeting ran over, making you late for the next one. You had to stop for gas, there was a line at the pumps, and here you are, late again. “I’m sorry,” you say, “It’s just been wild today.” What is the real problem here?

Perhaps in your circle of friends one is always late. The group notices a pattern and adjusts. When carpooling, you pick up that person last. Often some version of the excuse, “I just have a poor sense of time” is offered as explanation. But think about it. If that were true, the law of averages says that a person would run early about half the time and late the other half.

Being on time is a decision—just as being late is a decision. You *can* break the cycle of chronic lateness. To think and plan ahead, keeping a realistic schedule, helps significantly. It is uncomfortable to constantly rush, have to apologize, or sit in traffic fuming at other drivers for delaying you. Are they really the source of your difficulties?

Your internal clock, giving time-related information, may run a little fast. You tend to underestimate how long it will take you to drive somewhere, gather information, pack, etc. An easy way to remedy the situation is not to bother trying to reset your clock. Learn, rather, how far

“off” it is, then always add that amount of time to your internal estimate. For example, if you are chronically fifteen minutes late, add another fifteen minutes to your internal estimate.

Learn to rethink your relationship to time. See yourself as someone on time instead of saying, “My parents were like this, too,” or, “Oh, late again. Well, they expect me to be late anyway.” New messages that counteract the old unhelpful ones are very useful. Ask people you like and respect who are on time: “What do you do?” Adopt their strategies in your daily routine.

Prepare early. Don’t look for keys, find sunglasses, or brush your teeth just when you need to leave to catch the bus. Buy gas the night before to avoid the time crunch. Beware of “one last thing” or “it will only take a minute” beliefs. Leaving at 7:30 a.m. to make an 8:30 meeting means that your hand turns the doorknob at 7:30. It is not when you look for keys and glasses, pour coffee, glance through the pile of mail, etc.

Eliminate excess tasks and responsibilities from your life. Being late can be a way of rebelling, of saying, “Oh yeah, you can make me attend, but not participate or be on time.” If you have too much to do, cut back. Volunteer less, skip a season, and say “no” more often—even to little things.

Be aware of grandiose thinking. Don’t believe that you can squeeze thirty appointments into a day, call all of the clients you need to in four hours, or land at O’Hare International Airport on

Friday afternoon at 3:30, retrieve your luggage, and get downtown in time for a 4:30 event. Magical thinking is believing that things somehow will be different (read: better) next week without your taking steps to ensure that it will be so.

If you chronically overbook or overextend, estimate the time to perform each item on your to-do list. Add it up. Add twenty percent extra for the unexpected. That is key. People often get off schedule by not allowing for the unexpected. Don’t fill every open slot in your day with appointments. You cannot predict derailments, but experience shows that clients call unexpectedly, may be emotional, and will need more than two minutes. To book yourself as though interruptions don’t happen is a recipe for a repeated sense of failure, increased stress, and anxiety.

Always check your schedule before accepting new work or responsibilities. To add something, you must eliminate something else from your schedule. Consolidate similar activities such as answering telephone calls, correspondence, bill paying, and errands, and do them together. It is faster. Schedule multiple appointments for the same day instead of spreading them throughout the week. This reduces travel time and parking hassles. When meeting with busy people, ask for the first appointment of the day. Your chances of having to wait are reduced.

Build routines into your weekly pattern of life. For example, back up your computer every

Friday, pay bills on the first and the fifteenth of the month only, change the beds on Monday, and replace batteries in smoke detectors every New Year’s Eve.

Being late has a cascading effect. It throws schedules off or forces other people to make additional changes in their plans. Consider what making other people wait for you says. It sends a message that your time is important and theirs is not. Is that really what you mean to convey?

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.



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

Read Ads . . .

Continued from page 4

When we send a newspaper, distribute a digital publication, post a fax or email, or make a phone call, we are providing information that can advance the purpose of your enterprise.

From the basic value of expanding worthwhile knowledge to the potential gain of landing a great contract, you will truly benefit from a few minutes of reading not only the headlines and articles, but especially the advertisements regarding specific projects and active companies with which you might connect.

If you have seen an advertisement before, read it again! The latest edition might have some new details—or you might be in a new situation that warrants another look at a familiar opportunity.

You will find pertinent information on enormous projects that must have small business participation in order to move forward. Most of the readers of these words are small business people. Some of these people and their enterprises are excellent matches for the projects or companies presented here. You might be one of them.

If you think there is a potentially suitable connection between your enterprise and one of the advertised projects or companies, you are just a call or email away from entering a conversation that might prove to be an excellent step forward either now or in the future. The first step need not be the final step, even if one particular project or company is not a good fit right now.

One of our key purposes at Small Business Exchange Northeast is to encourage small diversity businesses to keep walking a little farther and achieving a little more. We hope something in each of our publications and services will help, whether to lift your head or to lift your wings.

This is a good time to prepare your heart and mind. Acquire the right training and tools. Know your opportunities. Get ready for an effective bid or contract process. Do good work. Learn a little more. Achieve a little more.

Our advertisers are looking for small business contractors or suppliers. Your regular investment of a few minutes of reading and positively responding could lead to progress that you had not previously considered in fulfilling your purpose.



From the Hood to the Highest Heights of San Francisco

By Barry Dow and Daniel Henning

The San Francisco Bay area is one of the lead burgeoning economies in the world. The city skyline has been developing at an unprecedented rapid rate, with as many as fifty cranes being utilized around the city. Usually, the abundance of cranes in a particular area is indicative of an expanding and rapidly growing area.

Unfortunately, on many construction worksites, there is a minute presence of African Americans and other minorities. Access Advocates is a faith-based community-oriented organization located in the basement of Little Bethany Church in the Bayview-Hunters Point district of San Francisco. It has been helping the underserved residents of the district to eliminate many of the barriers that are prevalent in the community, such as homelessness, drug and alcohol abuse, no high school diploma or GED, no driver license or identification, and immigration issues. Access Advocates also helps clients to develop positive self-images, social and work etiquette skills, and, most importantly, career-oriented goals.

Access Advocates utilizes the various services and agencies which already exist in the community by bringing the services to the people who are unaware of their existence or how to access them.

Among the many clients that Access Advocates has helped in its one year of existence is a young man, aged twenty-three, named Christian Jones. Christian was raised and educated in the San

Francisco Unified School District, specifically in the Bayview-Hunters Point district. When Christian initially joined the program, he was faced with several barriers that are obstacles for many of the young adults his age, such as Jamaican-style locks in his hair, large tattoos on his body, and no sense of what type of employment he wanted to pursue.

Christian started with Access Advocates in February 2014. Reverend Andrew Smith referred him to this organization. After several classes, Christian decided he wanted to pursue a career in construction, but he had no CDL (commercial driver license). Access Advocates tutored and helped Christian pass the written California Department of Motor Vehicles driver's test. In June 2014, Christian worked as an aide at a San Francisco neighborhood election polling location, earning enough to enter a driver training facility.

In July 2014, Christian enrolled in a City of San Francisco construction pre-apprenticeship program, CityBuild Academy, under the sponsorship of Access Advocates. During Christian's attendance at CityBuild Academy, he chose to pursue a career as an ironworker.

By October 2014, Christian had successfully completed the eighteen-week CityBuild Academy pre-apprenticeship program. Christian was recognized by the academy and received the top scholarship award at the graduation ceremony. Prior to his graduation, he had attended an assessment and orientation class with the ironworkers union to finalize entry into the union

apprenticeship program and register with Local 377 for employment assignment.

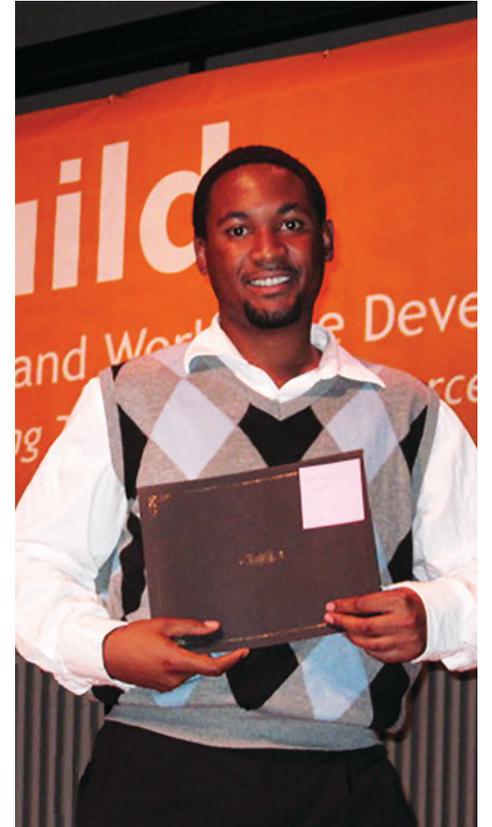
Within one week of graduation, Christian was assigned to the San Francisco Transbay Transit Center construction project. This project will encompass a local and regional state-of-the-art rail and transport main station in downtown San Francisco. Furthermore, this center will include the largest office, retail, and residential building west of Chicago.

Skanska, one of the largest construction companies in the world, employs Christian.

Christian Jones says gratefully, "Through Access Advocates's guidance, I gained confidence, a driver license, a resume, and eventually a job in construction. I am very happy to have achieved things I never thought I could. Even when times were hard, Access Advocates kept me motivated and focused on my future. I am eternally thankful."

Access Advocates is a faith-based non-profit organization located in San Francisco. Its programs provide workforce development and job readiness solutions that empower African American young adults. Access Advocates effectively addresses barriers that conventional approaches do not. The model can easily be implemented in any city, with immediate benefits. "We act like a family, and resolve our challenges as such." Barry Dow, M.Ed., is the president and lead instructor. Daniel Henning is the union and labor compliance coordinator. www.accessadvocates.us

Source: Access Advocates



A Flagger's Dream, Her Plea for Unemotional Driving. . .

Continued from page 2

For several years, Miss Glanz lived with her son and her younger daughter in a medium-sized city with at least one section that attracts gangs. Unfortunately, that was the neighborhood she could afford. When out on construction jobs, she worried constantly about her kids.

"Three years ago, I decided to make a change." She moved to a rural community on the other side of the mountains. Fortuitously, she found a charming little rental home across the road from the excellent two-room grade school. In this community, a small crime makes big news because it's so rare. Almost everyone knows everyone else.

Her daughter, now ten, thrives at the small school; her son, twenty, commutes to a junior college forty miles away and works part time. A school-mom friend checks on Miss Glanz's children while she's working. They know to call their mother only in an emergency.

"I didn't know this place existed before I responded to the ad for the rental house. I am very grateful to be here," she said.

While struggling for years in low-paying jobs, Miss Glanz had racked up debts. When she began earning more money as a flagger, she decided to tackle the depressing pile. "I took Dave Ramsey's *Financial Peace University* classes online, which teach people how to pay off debts—which ones to pay off first, and how to stay out of debt. For example, I don't do a lot of spree shopping." She savored another sip of the rare cappuccino. Now she has only her car and school loans to pay off, and she's steadily chipping away at them.

Since moving to the rural community, while still working union jobs, Julie Glanz was hired by Knife River Corporation, an MDU Resources Company. Knife River Corporation "provides aggregate, asphalt, building materials, cement, construction services, liquid asphalt, ready-mix concrete, and many more construction-related products and services," according to its website.

Headquartered in Bismark, North Dakota, Knife River Corporation has physical locations in fourteen states and operates in eighteen states.

"This is a great company. For the first time, I have full benefits and paid holidays. They also put money into our Health Savings Accounts."

On its website, Knife River Corporation's parent company, MDU Resources Group, Inc., lists dozens of job openings with twelve subsidiary companies operating in many states including Alaska and Hawaii. Listed among many other trades is a posting for flaggers. The description and requirements for flaggers are instructive.



Job Summary: Responsible to safely control the movement of vehicular traffic through construction projects

Duties and/or Responsibilities (excerpts):

1. Safely control movement of motoring public through construction site
2. Discuss traffic routing plans and type of location of control points with supervisor
3. Direct movement of traffic through site, using sign, hand, and flag signals
4. Warn construction workers when approaching

vehicle fails to heed signals to prevent accident and injury to workers

5. Inform drivers of detour routes through construction sites
6. Record license number of traffic control violation for police
7. May give hand marker to last driver in line-up of one-way traffic for flagger at opposite end of site, signaling clearance for reverse flow of traffic
8. Communicate effectively (verbal, listening, written) and work with difficult people under high stress situations

The job posting briefly describes desired qualities in a flagger: "Self-motivated team player with good interpersonal skills; ability to maintain positive customer relations and act courteous/respectful of others."

Education and work experience requirements call for an adequate grasp of grammar and arithmetic; a high school diploma, GED, or equivalent. Flaggers must also "provide and maintain proper licensure, medical card, and acceptable driving record." At times, flaggers might need to operate a pilot car and so must "maintain valid driver's license with acceptable driving record."

During prime road-construction season, which runs from April through November where she lives, Julie Glanz often works thirteen-hour days, driving two to four hours each way to get to work and return home. "I leave home early enough to get to the worksite by 6:30 a.m. Work starts at seven o'clock."

Days can be long and hot and tedious. "I prefer to stand where I can see the construction work; that helps the time pass. Conditions can be miserable. When the air is over a hundred degrees, the asphalt is three hundred degrees,

and we're standing on this for hours. We need to drink plenty of water, but portapotty breaks are only so often." She smiles wryly. "Even then we can't sit down," there being no janitors on most road construction sites. "What I didn't expect were the flies," she continued. "People advised me on nontoxic bug sprays."

More distressing than nature's discomforts are the completely avoidable perils caused by what Miss Glanz calls "emotional driving," which includes but is not necessarily as overt as over-the-top road rage. Emotional driving can mean driving under the influence of intoxicants, acting more on physical-emotional impulse than common sense.

A recent criminal case in her region illustrates the danger of thoughtless, emotional driving. A forty-five-year-old man, tested and found to have morphine and cannabis (marijuana) in his system, was charged with driving under the influence of intoxicants and reckless driving.

According to credible witnesses and 911 tape recordings, last August on a Monday morning just after eight o'clock, the driver kept passing cars on the one-lane side of the highway, weaving into two lanes of oncoming traffic until finally he was boxed in. Quick-reacting drivers in all three lanes pulled toward the shoulders to let the defendant pass through their midst while also managing to avoid one another. Unemotional driving helped them to avert multiple collisions including head-ons.

Two witnesses, including one whose car the defendant had nearly sideswiped, called 911 from their vehicles to report the incident. What stuck in the mind of one witness was the van in front of him with a "baby on board" sign. The other 911 caller was the father of that baby on board, returning from vacation with his family in the van.

The defendant testified that he didn't recall that part of his morning's drive. He was allegedly in search of energy drinks to keep him awake on

Continued on page 8

News and Information

Six Tips for Scoping and Getting Government Contracts

By Bill Murphy Jr.

Federal spending is up. No matter how you might feel about that politically, it means great opportunity for government contractors. And that in turn means unprecedented opportunity for small and emerging businesses.

At National Small Business Week, the SBA set up nearly four hours of training on how to compete for federal government contracts. Granted, there's something a bit meta about the US government running classes on how to sell stuff to the US government. But setting that aside, whether you want to contract directly with the government or carve out a niche as a subcontractor, we learned six key things about getting on the government payroll.

1. Really, Truly Know Your Business

There are at least thirty-one thousand federal contracting opportunities listed on the government's clearinghouse website. But, in a way, thirty-one thousand is worse than zero—at least if it's your role to comb through them all and figure out which

ones you might actually want to compete for. Well, the Number One bit of advice heard at the SBA training was to make sure you know your own company inside and out, and understand exactly what it is you have to offer. That can narrow the scope of your search considerably.

2. Know Your Advantages Before Stepping into Competition

Small businesses can feel like they're at a disadvantage when competing against larger entities. Sure, you might be more nimble or customer-focused than a big organization with a matching bureaucracy, but playing with big boys can feel like a real fight.

In government contracting, however, the government formally sets aside opportunities for small businesses run by women, members of economically or socially disadvantaged groups, service-connected disabled veterans, and businesses in underprivileged areas. (Of course, there are a lot of restrictions; see each program for details.)

The government also tries to set aside about a quarter of its contracts for small businesses. That's a goal, not a reality—but it sets the tone.

3. Get Comfy with All the Paperwork

To do business with the US government, your company must register with the Central Contractor Registration database. CCR can also be a great tool because it lets you see how many competitors in your industry are doing business with the government. Maybe it will clue you in to what makes a business attractive to the feds, or give you ideas for subcontractor opportunities.

4. And We Mean All the Paperwork

For all the government contracts out there, landing them isn't easy. Another way to get federal is to work as a subcontractor for larger companies. Big contractors usually maintain databases of potential subcontractor partners; you must register with them separately from the government's website. Check out the big firms' sites; also explore Supplier Connection, a shared database connecting potential subcontractors to sixteen major contractors.

5. Check the Government Database

In theory, every single government contract going out for bid is supposed to be listed on

www.fbo.gov, known colloquially as Fed Biz Opps. Again, besides bidding for contracts yourself, keep in mind that this might clue you in on contracts that larger entities might go after. That might mean opportunities to latch on as a subcontractor.

6. Build Lasting Human Relationships

Sure, government can seem impersonal, but relationships are very important. It's easy to lean too hard on cold calls and databases.

While filling out the forms is a prerequisite, get out of the office, network, and try to meet the decision makers both in the government and in the large contractors. And do it in person, if possible.

"Choose two or three agencies where you think you can do work," suggested Bill Polizos, director of the small business program at AT&T Government Solutions. "Go to the events they hold so that you can learn as much as you can about opportunities. As you do that, you'll bump into us."

Source: Inc.

A Flagger's Dream, Her Plea for Unemotional Driving. . .

Continued from page 7

a long drive home later that day. He questioned the reliability of the drug recognition expert who testified for the state. Nevertheless, the jury found the defendant guilty of both charges. The judge's sentence is expected soon.

Unfortunately, Julie Glanz sees emotional or impaired driving behavior, perhaps less extreme than this, far too often. "Maybe it's because I know what it's like to lose a child, but I find it distressing."

Miss Glanz herself remembers feeling road rage. "I have gone from being an emotional driver years ago to being a careful driver.

"Don't justify little infractions; they can cause accidents. Speeding raises your insurance rate, your brakes wear out faster, gas mileage is worse. Unless you want to pay more and you want to endanger lives, there's no good reason for emotional driving in most cases. I now have a real passion for people practicing safe driving." The one possible exception is for true emergencies.

Flaggers are often handy targets of drivers' frustrations or anger about being stopped or slowed when they're in a hurry. "I've had grey-haired grannies cuss me out and flip me off," she said. She has learned to recognize what a driver is going to do, how he will react to being stopped or slowed down, whether or not she intends to speed up in defiance of the flagger.

"I can spot road ragers," she said. "Some people even aim for you. One guy in a truck

hit a flagger because he was mad. The driver got a five thousand dollar fine and was taken to court. The sentencing was on February 27, but I haven't checked on the outcome."

Miss Glanz personally knew flaggers who were killed on the job, including two last year.



"Many drivers don't respect construction zones or speed limits. Working in traffic control has opened my eyes to what a major problem this is."

She observed that many drivers act more like children (not in a good sense) than adults. "Driving is a responsibility and a privilege, not a right. And the speed laws are there for a reason. People need to care more."

The experienced flagger continued, "The majority of people drive like they should only in front of a cop." Although flaggers wear distinct garb, they are not the police. But even lacking badges, Julie Glanz said, "flaggers have a very important job. Having flaggers on a scene is one of the few times you can control drivers."

Even in her idyllic community, according to Miss Glanz, drivers often speed down the road between the small school and her house—despite several large obvious signs posting the speed limit at twenty miles per hour at all times.

She agrees with that speed limit. Not only are school children prone to dart into the road, but also other pedestrians, pets, deer, large grey squirrels, vacationers, and horses with riders.

Sometimes, the local deputy sheriff pulls someone over and writes a speeding ticket. Even local culprits who know the rules on that short stretch of road might blame the deputy for being unreasonable instead of taking responsibility to obey the well-known speed limit.

Asked if she had considered starting a flagger company, Miss Glanz replied that she had not. She said the field attracts some who tend to stir up drama in their work and personal lives—not a helpful trait in a trade that requires reliability, self-control, and the ability to calm rather than pour gasoline on frustrated drivers' hot tempers.

To start, own, and operate a successful flagger business would indeed require good business knowledge and skills, and special management gifts. For those who might consider the enterprise, Harper Jones offers tips on eHow:

"Traffic control is a growing industry as more roads are being built and repaired. . . . Each state has different laws . . . and traffic controllers must be familiar with the laws of the state in which they operate. Traffic controllers must pass a state exam illustrating their familiarity with state law and their ability to create safe and sound traffic patterns around road construction."

The author lists five basic steps in "How to Start a Traffic Control Business":

1. Sign up for and attend a traffic control class for your state. Generally, you can find information about upcoming courses from your state's department of transportation. Course length ranges from a few days to a few weeks Students learn the traffic laws of the state . . . and learn about the standards of traffic control such as how to re-direct traffic during road construction.
2. Name and register your company with the state government in which you passed your traffic control exam. Generally, you must register your company with the secretary of state. You may need to document your scores on the traffic control examination.
3. Certify your business with your county or city, if necessary. Some counties and cities do not require traffic control companies to be certified, but taking the certification course illustrates that your company knows local traffic rules and regulations.
4. Purchase safety gear, road signs, and road safety equipment, such as cones, once your business is registered with and recognized

by the state. Each state has . . . requirements for how road crew workers are supposed to dress and what kinds of signs and objects are required to notify drivers of changing traffic patterns. Make sure you have all the correct materials to start a job.

5. Advertise your business with your local chamber of commerce. Also, reach out to construction companies and your local and state government who probably need traffic control contractors for road work projects.

Hearing Julie Glanz's seasoned views from under the hardhat, one wonders how she remains generally positive, dedicated to her profession.

Besides feeling genuine passion to promote safe driving as a flagger—a dangerous job that qualifies as public service—Miss Glanz recalls why she first sought this work. "When I'm out there on those hard days, I think about the things I'm grateful for. I'm earning up to a thousand dollars a week if working full time, and I'm able to pay my bills and spend a lot of time with my family, especially during quiet times of the year."

Julie Glanz puts a real person behind the clever yet serious sign: "Give 'em a brake."

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Marketing on a Shoestring Budget: Now: Marketing 201, Part 1, from the Small Business Administration

By Marie Sheahan Brown

Last month, we featured Marketing 101 from the United States Small Business Administration (SBA). Co-editor Leslie McMillan and I learned a few things ourselves from that article, which is one reason we often check the SBA's website.

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

Now we bring, slightly edited, Part 1 of the next installment from the SBA's website. We encourage you to explore the website yourself.

Marketing 201

As learned in Marketing 101, marketing is the process that companies use to get consumers interested in the items they're selling. Marketing is advantageous to your business for many reasons. Here are just two of the benefits:

1. You alert customers to a product that suits their wants and/or needs
2. Marketing will net your company profits, allowing you to continue to do business in order to meet future customers' needs

Marketing efforts are the most successful when they focus on what the consumer wants, not on what you THINK the consumer wants. Having trouble finding out information about your target market? Read this article (www.entrepreneur.com/article/43024) to learn helpful hints and tips for researching your market.

How Can I Make My Customer Happy While Still Staying True to My Business?

The American Marketing Association (AMA) defines marketing as "the process of planning and executing the conception, pricing, promotion,

and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives." Sounds complicated, but to be a successful marketer and businessperson, you'll need to follow a few simple steps:

1. Define a target market
2. Discover what products customers in your target market want to buy
3. Set a price for these products
4. Advertise your product to your customers
5. Make your product available to your customers



What Activities Are Included in Marketing?

Marketing activities are many and varied. They include everything needed to get a product off of a sketch pad and into the hands of consumers. Marketing includes activities such as:

- Designing a product to appear desirable to consumers
- Performing market research and pricing
- Promoting the product via public relations, advertising, marketing communications, and sales and distribution

Marketing requires orchestrating everyone who plays a role in the common goal of pleasing the customer. If you're a small business owner with no employees, you may need to mentally

break down the silos separating core business functions and think more holistically in terms of marketing strategies.

What Marketing Strategies Can I Practice?

The following represents a comprehensive list of marketing ideas that we've compiled for you to help you understand customer needs and ways to satisfy those needs.

- **General Ideas**
 1. Do at least one marketing activity every day
 2. Decide on a percentage of gross income to spend annually on marketing
 3. Set specific marketing goals every year; review and adjust quarterly
 4. Carry business cards at all times; you never know whom you'll run into!
- **Target Market**
 1. Watch for trends that might impact your target market, product, or promotion strategy
 2. Read market research studies about your profession, industry, product, target market groups, etc.
 3. Collect competitors' ads and literature; study them for information about strategy, product features, benefits, etc.
 4. Ask clients why they hired you and solicit suggestions for improvement
 5. Identify a new market
 6. Join a list-serve (email list) related to your profession
 7. Subscribe to a LinkedIn group or a list-serve that serves your target market
- **Product Development**
 1. Create a new service, technique, product
 2. Offer a simpler/cheaper/smaller version of your (or existing) product or service
 3. Offer a fancier/more expensive/faster/bigger version of your (or existing) product or service
 4. Update your services
- **Education, Resources, and Information**
 1. Establish a marketing/public relations

advisory and referral team with your colleagues and/or neighboring business owners; share ideas and referrals and discuss community issues

2. Create a forum or environment for employees to offer their suggestions
 3. Attend a marketing seminar
 4. Read a marketing book
 5. Subscribe to a marketing newsletter or other publication
 6. Subscribe to a marketing list-serve
 7. Train your staff, clients, and colleagues to promote referrals
 8. Hold a monthly marketing meeting with employees or associates to discuss strategy and status and share ideas
 9. Join an association or organization related to your profession
 10. Get a marketing intern to take you on as a client; the intern will gain experience and you, some free marketing help
 11. Keep a card file of designers, writers, and marketing professionals; hire a marketing consultant and hold several brainstorming sessions
 12. Visit another city or county to observe and learn from marketing techniques used there
- **Pricing and Payment**
 1. Analyze your fee structure and look for areas requiring modifications or adjustments; establish a credit card payment option for clients
 2. Offer a discount to regular clients
 3. Barter; offer discounts to members of certain professional groups, clubs, or other organizations in exchange for promotions in their publications
 4. Provide cash discounts
 5. Offer financing or installment plans
- Marketing 201 from the SBA will continue next month. For more information, visit <https://www.sba.gov/content/marketing-201>

Source: Small Business Administration

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<p><i>Telephone follow-up from SBE's live call center</i></p> <p>3.</p>	<p><i>Computer-generated reports about prospects' interest</i></p> <p>4.</p>

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Smart Business: Join a Credit Union for Military Entrepreneurs

By Marco Carbajo

If you are in the military, a veteran, or military spouse; and you either own or are thinking about starting a business, consider joining a credit union for military entrepreneurs to service your company's banking needs.

Military credit unions offer tremendous benefits for small business owners and because they are member-owned, they always act in your best interest.

The good news is this: Once you are a member, you are always a member. You can leave the military, change employers, move, retire, and get married—and never have to leave the credit union.

Some of the additional benefits for military entrepreneurs are the wide array of financial products and services military credit unions offer.

For example, Navy Federal Credit Union offers a business credit card that does not report to your personal credit reports. When you draw on your company's credit line, your personal debt/credit ratios are unaffected. This shelters your personal credit for personal necessities such as auto loans, mortgages, student loans, and personal credit cards.

Here is a breakdown of the types of business services military credit unions offer to their members.

Business Checking and Savings

- Variety of business checking accounts
- Variety of dividend-earning savings products—money market savings accounts (MMSAs), jumbo MMSAs, and certificates
- Dividends earned daily
- No or low monthly maintenance fees
- Scan deposits service

Business Loans (Secured and Unsecured Term Loans)

- Inventory financing
- Equipment purchases
- Leasehold improvements
- Finance—or even refinance—your investment properties
- SBA loans offered for start-up and/or less-tenured businesses

Business Credit Cards

- Low to no annual fees
- Annual percentage rate as low as prime + 5.9 percent
- Rewards points

Merchant Card Processing

- Fair pricing
- Easy-to-read monthly processing statements that you will understand
- Dedicated customer service and support



Generally, you can join a military credit union if you fall under any of these categories:

- All Department of Defense (DoD) uniformed personnel
- All Department of Defense reservists
- All Army and Air National Guard personnel
- All Delayed Entry Program (DEP) personnel
- All DoD Officer Candidate programs
- US government employees assigned to DoD installations (including Coast Guard)
- All DoD civilian employees
- DoD contractors assigned to US government installations
- Family members—including grandparents, parents, spouses, siblings, grandchildren, children (including adopted and stepchildren), and household members

Some credit unions allow your family members (once they've joined) to extend the membership opportunity to their family members, too.

If you own a small start-up or a thriving company, a credit union for military entrepreneurs can help you guide your business

every step of the way. You'll have a trusted partner who's looking out for your best interests.

To locate a military credit union nearest you, go to culookup.com and type in what branch of the military you serve under the affiliation tab.

My respect, appreciation, and prayers go out to all the members of our military and their families. We thank you for your service, dedication, and sacrifice for our country.

Marco Carbajo is a business credit expert, author, speaker, and founder of the Business Credit Insiders Circle. He is a business credit blogger for Dun and Bradstreet Credibility Corp., the SBA.gov community, About.com, and AllBusiness.com. His articles and blog, BusinessCreditBlogger.com, have been featured in Fox Small Business Center, American Express Small Business Saturday, Bloomberg Businessweek, The Washington Post, The New York Times, The San Francisco Tribune, Alltop, and Entrepreneur Connect.

Source: Small Business Administration

More About the Business Credit Insiders Circle (according to its website):

Since January 2005, BusinessCreditBlogger.com has been teaching entrepreneurs and small business owners how to build business credit and obtain funding without putting personal credit or personal assets at risk.

Business Credit Blogger founder Marco Carbajo has been in the business credit and consumer credit industry for over twenty-one years. As a business owner, Mr. Carbajo has successfully built two multimillion-dollar financial companies in just a few short years.

Business Credit Blogger started as a simple one-man blog. Today, Business Credit Blogger powers a national step-by-step Business Credit Building System (The Business Credit Insiders Circle) and funding engine serving more than fifty-two thousand entrepreneurs, small business owners, finance professionals, real estate investors, and non-profit organizations.

Every service and funding program we offer was designed from the practical, real-world needs we see every day among entrepreneurs and small business owners.

Our mission has never changed: We'll help you build a creditworthy business and obtain the funding you need without having to put your personal credit or personal assets at risk every time.

Source: Business Credit Blogger

How to Secure a Business Loan: Tips from a Bank Executive

By Lisa Furgison

You have an idea for a startup, but you'll need more than just ambition to make it a reality. You'll need cash. You might look for investors or borrow money from friends, but getting a loan from a local bank is still a popular option.



But before you break out a suit and talk with a banker, you'll want to get a few things in order to improve your chances of being approved.

John Marrocco, the head of business banking for Fifth Third Bank in Cincinnati, says a lot of business owners walk into the bank unprepared. Making matters worse, many business owners aren't realistic about the amount of money they should borrow. To make sure this doesn't happen to you, Marrocco offers these tips to help you secure a business loan.

Have a Good Business Plan

A business plan serves as a road map. It defines your business, sets goals, and explains how you plan to meet these goals. On a personal level, it offers a cohesive vision and helps you oversee your business. On a financial level, it gives bankers a sense of what your business is and how you plan to make a profit.

"Being able to present your strategic business plan to your banker will help him or her gain a better sense of the business's future stability," Marrocco says.

You aren't sure where to start with a business plan? Check out the free business plan template at www.bplan.com and LivePlan, its cloud-based planning software that integrates with QuickBooks and helps you to create a top-notch business plan.

Once you've got your plan ready, Marrocco suggests double checking it to make sure it answers these three questions:

1. Does my plan have clear goals and measurable objectives?
2. What are my strategies to meet those goals (and do I explain them)?
3. What is the competitive landscape?

Identify your Long-Term Business Goals

A long-term goal of "making money" won't cut it—you need a vision for the future.

Your banker will need to understand your plans for growth. For example, do you want to double the size of your company in ten years? Expand your product line?

Presenting your long-term business goals will help your banker determine if you are able to achieve those goals, as well as recommend the right products and services for your business, Marrocco says.

Bring the Right Documents

Aside from your business plan, you'll also want to bring in tax returns, bank statements, proof of personal and business insurance, letters of incorporation, registration or trademarks, and any applicable business licenses.

Be Prepared to Talk Numbers

Know your current cash flow and expected revenue. Your banker will want to know if you currently have a revenue stream and how you are tracking it. Be ready to discuss ongoing costs such as rent, utilities, payroll, equipment, and supplies. If your business is seasonal, be prepared to talk about how to get through the slow months.

You'll also be asked about your financial contributions. Banks want to know that you've got some skin in the game, too. You'll be asked how much money you've invested in your business so far, and how much more money you're willing to contribute in the future.

This discussion helps a banker decide whether or not you have the means to pay back the loan. Be honest. Show them you're a good investment.

Lisa Furgison is a journalist with a decade of experience in all facets of media.

Source: Bplans



Policy Issues

FHWA: Controversial Highway Guardrail Passes Crash Tests

By Tom Ichniowski

A type of roadside guardrail that has sparked controversy about its safety has passed a set of crash tests, and states can continue to seek federal reimbursements for the cost of installing it, the Federal Highway Administration says.

The test results, which FHWA officials announced on March 13, aren't the last word, however, on the ET-Plus guardrail end caps, made by Dallas-based Trinity Industries Inc. FHWA officials say that they will continue to review additional information about the product, including data on how they have performed in the field.

On Capitol Hill, Senator Richard Blumenthal (D-Connecticut) sharply criticized FHWA for what he terms its "inadequate oversight" of the guardrails and contended it let Trinity "conduct sham tests rife with flaws."

Senator Blumenthal and five other Senate Democrats on March 3 also asked the Government Accountability Office to study FHWA's role in ensuring safety of guardrails and other roadside hardware, the process for developing rules governing such equipment, and the testing process for the devices.

The ET-Plus controversy heated up last October, when a federal jury in Texas returned a verdict valued at \$525 million against Trinity, which, the senators said, allegedly altered the guardrail specifications without notifying FHWA.

Since then, forty states plus the District of Columbia suspended use of the ET-Plus as of November 18, a FHWA spokesman said. He added that the agency has received no further updates from states since November.

Virginia officials on December 11 filed a lawsuit against Trinity, alleging that the company made changes in the guardrail end cap and didn't disclose the changes to FHWA or the state.

The state attorney general's office said that the lawsuit came after a series of accidents "involving serious injury or death in which the modified guardrail end treatments appear to have malfunctioned."

From the results of the latest group of four tests, which took place at the Southwest Research Institute in Texas from January 15 to January 27, "We have concluded that the ET-Plus meets the applicable crash criteria," FHWA Deputy Administrator Gregory Nadeau told reporters in a March 13 conference call briefing.

Tony Furst, FHWA associate administrator for safety, said that the guardrail at a thirty-one-inch height did not penetrate the vehicle in any of the tests. The guardrail had a four-inch-wide guide channel.

From December 10, 2014, to January 6, 2015, the research institute ran four other crash tests with the guardrail height set at 27-3/4 inches.

In one test, he added, the rail impact caused a "deformation" of the vehicle's exterior of about 6-3/4 inches, at about the level of the top of the seat cushion. But that was not enough to give the equipment a failing grade for that test.

Mr. Nadeau said that the new test results mean that the ET-Plus "remains eligible for federal funding." He added that it is up to each state to determine which guardrail products it will use.

State departments of transportation typically incur a cost for a highway project then seek reimbursement from FHWA.

"But we are not done," Mr. Nadeau said, noting that FHWA now will evaluate "real-world" crash test criteria for the guardrail.

Jeffrey Paniati, FHWA executive director, said, "We have not come to the conclusion whether additional testing is required or not."

That decision will be based on the work of a joint FHWA-American Association of State Highway and Transportation Officials task force that is reviewing crash test data from a variety of other sources, including state DOTs and responses to a FHWA Federal Register request for information.

Jeff Eller, a Trinity spokesman, said in an interview, "We were pleased by the results that [FHWA] released today as well as their comment that it remains eligible for federal reimbursement."

He added, "We've said all along that when this product is properly installed and maintained, it performs within its design criteria."

Source: Engineering News-Record



Women Engineers Needed . . . Jeannette Rankin Remembered

Continued from page 1

workplaces. In engineering generally, women make up a fifth of college graduates with engineering degrees, but they account for only eleven percent of engineers in the workforce, according to a 2012 study commissioned by the federal government.

WTS and the US Department of Transportation have started a program called "Transportation You" aimed at girls ages thirteen to eighteen to explore transportation careers. Marcia Ferranto expects that more state and local transportation agencies will start similar programs, as public agencies have been ahead of private industry in addressing the gender imbalance.

The lack of women engineers designing transportation systems can lead to real-world problems, said Harvard University public health researcher Anne Lusk. Early air bags in cars injured or killed women and children because they were designed to protect men. In fact, the federal agency that evaluates crash safety for vehicles first started using smaller "female" dummies in its compliance tests in 2003. Even some bus shelters discourage women from using them by not offering multiple exits, she said.



Ms. Lusk, whose work focuses on cycling, said male dominance in transportation engineering has led to more dangerous traveling experiences for women. For instance, she said, her research found that bike lanes physically separated from traffic are safer than painted bike lanes on the side of the road. Women, in particular, favor bike lanes cordoned off from vehicle traffic, research has shown. But for years, US transportation planners shunned cycle tracks.

One of the big reasons for that, Ms. Lusk said, is that the teams that developed the industry's bike infrastructure standards were dominated by men. When the American Association of State Highway and Transportation Officials (AASHTO) produced those standards in 1991 and 1999, its teams were ninety-one and ninety-seven percent male. The cycling guidelines were updated again in 2012, but they again did not include protocols for protected bike lanes. (AASHTO officials did not respond to requests for comment by press time.)

There are other ways a male-centered approach discourages women from biking, Ms. Lusk said. Environmentally friendly building standards often call for places to store bikes. But in many cases, those storage spaces are "bike cages," which discourage women cyclists. They often have only one exit, raising safety concerns. And many require cyclists to lift their bikes, which discourages women who tend to have heavier bikes and less upper body strength, Ms. Lusk said.

Even the time cyclists have to cross intersections on a green signal can reflect the biases of men engineers, she said. Research shows that women take longer to get through an intersection than men. They generally don't have as much leg strength as men. But women's attire and the weight of their bikes also make them slower than men.

More women in the transportation industry, she said, could help address those issues. "I think it would be lovely if all young girls saw the positive impact they could make on transportation infrastructure if they were in the design world."

Source: Governing

By Marjorie Hunter

WASHINGTON, DC, April 26, 1985—"I never ran for Congress," Jeannette Rankin once said. "I ran for women's suffrage and against war."

Despite this disclaimer, she did, in fact, run for Congress, becoming its first female member sixty-eight years ago, on the eve of the United States entry into World War I.

On Wednesday, a bronze statue will be unveiled in the capitol rotunda to memorialize her. And the fact that she will be only the sixth woman represented in the array of ninety-four statues placed there no doubt would have both amused her and incensed her suffragist's spirit.



For whatever else Jeannette Rankin did, she never shied away from controversy, never feared to swim against the political tide.

She was an early and ardent suffragist in her native Montana, a state that gave women the right to vote in 1914, six years before ratification of the constitutional amendment granting suffrage to all

women in the nation. She was the only member of Congress to vote against entry into both World War I and World War II. And in 1968, at the age of eighty-seven, just five years before her death, she led the Jeannette Rankin Brigade of several thousand women to the Capitol to protest the Vietnam War.

Though Miss Rankin was a Republican, Montana's two senators, John Melcher and Max Baucus, both Democrats, applauded the Montana legislature for its vote to place her statue in the capitol here. Each state is entitled to furnish two statues, and until now Montana has been represented only by a statue of Charles Marion Russell (1864–1926), who was known as the Cowboy Artist.

The Rankin statue was crafted by Terry Mimnaugh, a Montana artist who bears a striking resemblance to Miss Rankin in her young years.

Miss Rankin was sworn in as a House member on May 2, 1917. Four days later, she was one of fifty-six members to vote against involvement in World War I, a politically risky step that ruined her 1918 bid for a Senate seat.

Returning to the House for another term a quarter of a century later, she cast the only vote in Congress against declaring war on Japan. "As a woman," she said, "I can't go to war, and I refuse to send anyone else."

Though she served only those two terms in Congress, the years away from the capitol were busy ones. She lobbied for federal wage-and-hour and child-labor laws. She spent years with the National Consumers League. And she traveled around the world espousing peace. She died in May 1973.

The five other statues of women in the statuary collection are of Maria L. Sanford of Minnesota, orator and educator; Esther Hobart Morris of Wyoming, judge and early suffragist; Frances E. Willard of Illinois, orator, educator, and founder of the Women's Christian Temperance Union; Doctor Florence Rena Sabin of Colorado, teacher and scientist; and Mother Joseph of Washington State, a nun who learned the building trades from her father and built a number of hospitals there.

Source: New York Times

