

SMALL BUSINESS

EXCHANGE NORTHEAST

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



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

Volume 30, Edition 4NE

April 29, 2014

New York's Alejandra Y. Castillo Appointed to Lead Minority Business Development Agency

By Al Betancourt of MBDA

WASHINGTON—On April 17, 2014, US Secretary of Commerce Penny Pritzker announced the appointment of Alejandra Y. Castillo, a New York City native born to Dominican immigrants, with more than twenty years of experience working in the private, government, and non-profit sectors, as the new national director of the Minority Business Development Agency (MBDA).

"The success of minority-owned businesses is fundamentally essential to our nation's economic vitality," said Pritzker. "MBDA has been instrumental in laying the foundation that is giving rise to the fastest-growing segment of the business community, and I am very confident that Alejandra will continue to maximize their opportunities."

Castillo, a practicing attorney for several years, is the first Hispanic American woman to lead the agency, and only the second woman in MBDA's forty-five-year history. Previously, Castillo served as MBDA's national deputy director, managing the agency's day-to-day operations and

its national network of more than forty-four business centers across the US and Puerto Rico.

"I am honored to accept this appointment as national director of the Minority Business Development Agency," said Castillo. "As the daughter of a Dominican business owner, I have



come to see first-hand the transformative role minority-owned firms play in their communities and the contribution they make to the nation's economy. As national director, I am committed to carrying out Secretary Pritzker's 'Open for Business Agenda' to assist minority entrepreneurs grow their businesses in size and scale while continuing to generate job and wealth creation for all Americans," said Castillo.

During the most recent fiscal year, MBDA assisted minority-owned businesses in obtaining more than \$4.8 billion in capital and contract awards, which led to the creation or retention of 25,704 jobs, the highest performance level in the agency's forty-five-year history.

About Alejandra Y. Castillo

Ms. Castillo first joined the Department of Commerce in 2008 as a special advisor to the under secretary for the US Department of Commerce's International Trade Administration (ITA). In this capacity, she was responsible for business outreach and intergovernmental affairs, as well as assisting in the development of

policy initiatives geared at trade promotion and enforcement of US trade laws.

A practicing attorney for several years, Ms. Castillo has worked in the private, government, and non-profit sectors. Prior to joining the Obama administration, Ms. Castillo served as the executive director of the Hispanic National Bar Association (HNBA), headquartered in Washington, DC. During her tenure at HNBA, she was instrumental in working with the White House, and non-profit organizations such as the Hispanics for a Fair Judiciary, in support of the nomination and confirmation of Supreme Court Justice Sonia Sotomayor. Ms. Castillo served as a member of the Clinton administration as a senior policy analyst for the deputy director of the White House Office of National Drug Control Policy. She was responsible for developing and analyzing White House initiatives on anti-drug trafficking and interdiction, anti-money laundering policies, and drug prevention and treatment programs.

A native of New York, Ms. Castillo holds a bachelor of arts degree in economics and

Continued on page 10

Minority Businesses Access Mentor Networks for Growth, Community Vitality

By Joyce M. Rosenberg of the Associated Press

NEW YORK (AP)—Mel Gravely says his construction company might not exist today if he didn't have mentors to guide it.

Gravely's company, TriVersity, joined a program called a minority business accelerator even before he bought a controlling interest in the Cincinnati-based company in 2006. It helped the company get started and win contracts that have helped TriVersity's revenue double.

"I don't make any move at all without getting the input of the accelerator," Gravely says.

Minority business accelerators have launched in a handful of metropolitan areas in recent years as local businesses, chambers of commerce, and economic development groups work to create more jobs and improve the quality of life in their regions. The Cincinnati accelerator, created by the Cincinnati USA Regional Chamber in 2003, has inspired officials and business people in the Greenville, South Carolina; Charlotte, North Carolina; and Newark, New Jersey, areas to start similar programs.

A key goal of the accelerators is to help minority-owned companies win contracts with large companies. Despite the rapid growth in the number of minority-owned businesses—over 45 percent between 2002 and 2007, according to the Census Bureau—they struggle to get business with major companies. Many don't have the ability to fulfill million-dollar contracts, something the accelerators aim to change. But there's also a lingering perception that minority companies can't do the job or can't do it well, according to business owners and professors who study minority

business. And although many minority companies can fulfill a contract, there's still resistance at many large companies to taking risks with a new supplier, no matter who owns it.

"Most people are not racist. They just don't like to change," says Crystal German, vice president of economic inclusion at the Cincinnati Chamber.

What Are Minority Business Accelerators?

Accelerators help companies speed up growth. The programs focus on a small number of companies that have shown potential to succeed and create jobs. To be in the Cincinnati program, a company must already be well established, have annual revenue of \$1 million or more, and have a business plan that shows it can grow significantly in the next two to five years. The goal is to help small companies grow into bigger ones so they can make a greater contribution to local economies.

"The theory is that the largest companies have the greatest potential to employ people, generate tax revenues, make charitable contributions, and overall drive the economy," German says.

Mentors at the accelerators act as advisers, meeting with company owners, helping them improve operations and build strategies. They also connect owners with big customers.

Large corporations provide contract opportunities, mentoring, or both. In Cincinnati, Fortune 500 members Macys, Inc., and Procter and Gamble Company are among those that have given more business to minority companies. "What we do is try and not only provide counsel for the accelerator, but also connect the dots, the needs of our company

Continued on page 6



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

Published by Small Business Exchange, Inc.
125 Brighton Beach Avenue, Brooklyn, NY 11235

PRSRST STD
US POSTAGE
PAID
BROOKLYN, NY
PERMIT No. 1767

Inside This Issue:

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

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

Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

Let's just say I *exaggerated* about my age to get into the United States Navy during World War II. My country had been attacked, and I loved my country. I *love* my country.

My country wasn't fully living up to its ideals. It still isn't. Yet the ideals were and are set down in writing for the whole world to see. Focus on those. Do good. Set things right. Inspire others.

It's crucial for truth-seekers—and I include free, honest, courageous reporters—to investigate wrongs and bring them to light. It's crucial for citizens to pay attention. It's equally important that a plethora of uncovered evils not demoralize us into a nation of cynics. A steady diet of despair and cynicism leads to chronic moral fatigue syndrome. That's what captors feed to captives.

In this month's issue of Small Business Exchange Northeast newspaper, we interweave themes of green business, immigration, and social entrepreneurship. A subtheme in these stories is a generative *passion* for serving others, investing in causes greater than self.

Although our niche as a publication and service provider benefits small businesses as well as agencies and prime contractors, our passion has not been mainly to make money. We all need enough to support ourselves, our families, our communities. This frees us for greater deeds.

A surprising fictional example, not in these pages, brings these themes to screens big and small.

Man of Steel, the 2013 Superman blockbuster, has it all: the environmental doom of the planet Krypton; the brave social entrepreneurs Jor-El and Lara, who propel their baby son to Earth before Krypton explodes; the vile Kryptonian General Zod and his team whose corrupted ideals inflame them toward acts of violence; the infant immigrant Kal-El; the hardworking, honest Kansas farmers Jonathan and Martha Kent, who find and raise the child; ordinary Americans who choose right or wrong; the brave, ethical journalist Lois Lane; the honorable United States military personnel who strive justly to protect without degenerating to Zod-like villainy; images of rural and big-city civil infrastructure and buildings; the maturing Clark Kent who must choose to use his great powers for good or for evil.

Ultimately, Kal-El Clark Kent Superman could say about his adoptive planet Earth, "My country had been attacked, and I loved my country. I *love* my country."

New York's Robert Moses: An Early Social Entrepreneur

By Marie Sheahan Brown

New York City is abuzz with golden-anniversary memories of the 1964–65 New York World's Fair, held in Queens from April 22 to October 18, 1964, and April 21 to October 17, 1965. In those years, New York thrived as a world power unto itself.

The fair drew mediocre financial returns. For various reasons, some large nations—Canada, Australia, most of the major European nations, and the Soviet Union—opted out. Yet, many smaller nations felt honored to participate. Spain, Japan, Vatican City, Mexico, Greece, Sweden, Ireland, Austria, Denmark, Thailand, Philippines, Pakistan, Indonesia, and others brought a multicultural presence that a few decades later would mirror the faces and flavor the menus of new immigrants in this again-thriving city.

One man's name—Robert Moses—crops up in nearly every reflection on this anniversary. Just who was the "master builder" not only of the World's Fair but also of countless still-extant New York state structures that influence both the physical and the relational realities for millions of New Yorkers and visitors?

According to ashoka.org: "Just as entrepreneurs change the face of business, social entrepreneurs act as the change agents for society, seizing opportunities others miss to improve systems, invent new approaches, and create solutions to change society for the better. While a business entrepreneur might create entirely new industries, a social entrepreneur develops innovative solutions to social problems and then implements them on a large scale."

Robert Moses accepted a salary from only a few of his positions during his nearly six-decade career in public service. Not surprisingly, his long years of extraordinary achievement also included controversy. With changing urban-planning fashions, his vision and popularity waxed and waned and are waxing again in public favor.

A Wikipedia article sums it up well: "While the overall impact of many of Moses's projects continues to be debated, their sheer scale across the urban landscape is indisputable. The peak of Moses's construction occurred during the economic duress of the Great Depression, and despite that era's woes, Moses's projects were completed in a timely fashion, and have been reliable public works since—which compares favorably to the contemporary delays New York City officials have had redeveloping the Ground Zero site of the former World Trade Center, or the technical snafus surrounding Boston's Big Dig project."



For an excellent in-depth profile of Robert Moses, we turn over the typewriter to Paul Goldberger, who wrote Mr. Moses's 1981 obituary for *The New York Times* (excerpts reprinted with permission from The New York Times News Service and Syndicate).

July 30, 1981
Robert Moses, Master Builder, Is Dead at 92
By Paul Goldberger

Robert Moses, who played a larger role in shaping the physical environment of New York state than any other figure in the twentieth century, died early yesterday at West Islip, Long Island. Mr. Moses, whose long list of public offices only begins to hint at his impact on both the city and state of New York, was ninety-two years old.

A spokesman for Good Samaritan Hospital said he had been taken there Tuesday afternoon from his summer home in Gilgo Beach. The cause of death was given as heart failure.

"Those who can, build," Mr. Moses once said. "Those who can't, criticize." Robert Moses was, in every sense of the word, New York's master builder. Neither an architect; a planner; a lawyer; nor even, in the strictest sense, a politician, he changed the face of the state more than anyone who was. Before him, there was no Triborough Bridge, Jones Beach State Park, Verrazano Narrows Bridge, West Side Highway, or Long Island parkway system, or Niagara and St. Lawrence power projects. He built all of these and more.

Before Mr. Moses, New York state had a modest amount of parkland; when he left his position as chief of the state park system, the state had

Continued on page 7

Small Business Voices

To the SBE-NE Editor:

[Question from Vermont]: Hello, I do not find much on Vermont. Am I missing it somewhere or do you just not have VT data and information?

[Answer from SBE-NE Editor]: Thank you for contacting us in response to the eDAILY. Our Northeast region publications and website do indeed include Vermont information, but the eDAILY supplement may not always reflect that.

Attached is a PDF of one of our recent print publications, in which some Vermont services, opportunities, and events are listed on several different pages. You can also find listings of hundreds, perhaps thousands, of Vermont companies, in various categories, in the searchable B2B Database section of our website: www.sbenortheast.com.

Is there something in particular that you are interested in seeing?



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]

AWARDS

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

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

SF African American Historical Society
2014 Black History Month Award

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

EDITORIAL POLICY—Small Business Exchange Northeast is published monthly.

Copyright © 2014 Small Business Exchange, Inc.

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

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

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

MEMBERSHIPS AND CERTIFICATIONS



CORPORATE OFFICE

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

NORTHEAST OFFICE

125 Brighton Beach Avenue
Brooklyn, New York 11235
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.

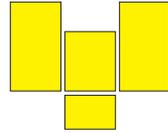
PARTNERING OPPORTUNITIES

- 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 36–48
Interchange Improvements
New Jersey Turnpike Authority, Contract No: P200.255
Bid Date: May 20, 2014

Yonkers Contracting Company is soliciting cost proposals from certified **SBE Subcontractors and Suppliers** for: **Garden State Parkway Interchange 36–48**. Work to be performed under this project consists of widening the Garden State Parkway mainline to add a third travel lane in each direction from Milepost 42.3 to 48.0, including widening and reconstruction of 2 bridges, the removal of 2 existing bridge decks and the construction of 2 headwalls. This project also includes 10 new sign structures, drainage improvements, storm water management recharge swales, signing and striping, delineators, lighting and maintenance and protection of traffic and other miscellaneous work. **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 daily 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

1984 **30** Years 2014



Date of monthly advertisement: April 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.tappanzeconstructors.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

Contracting Opportunities

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

CONSTRUCTION ENGINEERING AND INSPECTION SERVICES (RAILS) FOR PROJECT NO. 301-155

Location: Metro-North Railroad Station, Bridgeport, Connecticut
Respond By: 05/22/14
Ref #: CSO #2213
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Transportation
Contact: David Mancini, 860-594-3498, david.mancini@ct.gov

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

BOARD CERTIFIED PSYCHIATRIST

Location: University of Maine, Orono, Maine
Respond By: 05/15/14
Ref #: 28-14
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: University of Maine, Office of Strategic Procurement
Contact: Gary Haslam, 207-581-2689, gary.haslam@maine.edu

PAVEMENT MILLING, HOT MIX ASPHALT OVERLAY, DRAINAGE, SAFETY IMPROVEMENTS

Location: Veterans Memorial Bridge, Auburn and Lewiston, Maine
Respond By: 05/14/14
Ref #: 020250.00
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Maine Department of Transportation
Contact: Scott Bickford, fx207-624-3431

MASSACHUSETTS

REBUILD TROLLEY TRUCKS

Location: Boston National Historical Park, Boston, Massachusetts
Respond By: 05/15/14
Ref #: P14PS00812
Pre-Bid Conf:
NAICS: 336510
License Req:
Description: Available through electronic services
Owner: Department of the Interior, National Park Service
Contact: David Barceleanu, david_barceleanu@nps.gov

RENOVATIONS TO 20 CHURCH STREET FOR BOSTON ADULT TECHNICAL ACADEMY

Location: Boston, Massachusetts
Respond By: 05/15/14
Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: City of Boston Office of Facilities Management, Department of Planning and Engineering
Contact: Laura Junior, 617-635-9125, ljuni@bostonpublicschools.org

NEW HAMPSHIRE

SAMPLE PROCESSING AND IDENTIFICATION OF WETLAND MACROINVERTEBRATES

Location: Various locations, New Hampshire
Respond By: 05/16/14
Ref #: RFP DES 2014-013
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Environmental Services
Contact: Sandy Crystall, sandra.crystall@des.nh.gov

PERFORMANCE CONTRACT FOR BUILDINGS AND OPERATIONS

Location: Cannon Mountain Aerial Tramway and Ski Area, New Hampshire
Respond By: 05/30/14
Ref #: RFP 2014-165
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Administrative Services
Contact: Karen Rantamaki, karen.rantamaki@nh.gov

NEW JERSEY

INTRUSION DETECTION SYSTEM

Location: Thomas Edison National Historical Park, West Orange, New Jersey
Respond By: 05/26/14
Ref #: P14PS00808
Pre-Bid Conf:
NAICS: 238210
License Req:
Description: Available through electronic services
Owner: Department of the Interior, National Park Service
Contact: Michael Fatale, michael_fatale@nps.gov

PROFESSIONAL ENGINEERING SERVICES FOR REHABILITATION OF CHERRY TREE LANE SPILLWAY

Location: Station 1269+65 of the Delaware and Raritan Canal, Lawrence Township, Mercer County, New Jersey
Respond By: 05/22/14
Ref #: WSA-R14026
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New Jersey Water Supply Authority
Contact: Chief Engineer, 908-638-6121 x263

NEW YORK

TRACK CABLE (MNR SIGNAL TECHNICAL SPECIFICATIONS)

Location: Various, New York City area
Respond By: 05/28/14
Ref #: 9279-A
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: MTA Metro-North Railroad
Contact: Judith N. Walker, 212-340-3259, juwalker@mnr.org

RED HOUSE BRIDGE

Location: Old Route 17 over Alleghany River, Seneca Nation of Indians' Alleghany Territory, New York
Respond By: Bid opening expected Winter 2014/2015
Ref #: Project ID 575879
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York Department of Transportation
Contact: Susan S. Surdej, 716-847-3239

RHODE ISLAND

CONSTRUCTION AND INSTALLATION OF GARAGE

Location: Stedman Government Center, Wakefield, Rhode Island
Respond By: 05/14/14
Ref #: RFP 7548661
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services

Owner: Rhode Island Department of Administration, Division of Purchases, Coastal Resources
Contact: Thomas Bovis, 401-574-8100, fx401-574-8387

REPAIR AND REWIND ELECTRIC MOTORS, UNIVERSITY OF RHODE ISLAND

Location: Kingston, Rhode Island
Respond By: 05/22/14
Ref #: 7548676
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Rhode Island Department of Administration, Division of Purchases
Contact: Gary Mosca, gary.mosca@purchasing.ri.gov

VERMONT

2014 ANNUAL RAILROAD MAINTENANCE

Location: Rails throughout the state, Vermont
Respond By: 05/15/14
Ref #:
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Vermont Department of Transportation
Contact: Doreen Carminati, doreen.carminati@state.vt.us

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

SKANSKA

E/C/C/O

SKANSKA-ECCO III JOINT VENTURE

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

Harmon V—Stage 1 Project
 Design and Construction Services
 MTA Metro-North Railroad
 Bid Date: June 11, 2014

Description of project:

Metro-North seeks to enter into a Contract for the Design and Construction Services for the Harmon Shop Replacement Program—Phase V—Stage 1. The Project is to be progressed from design through construction completion. A 30% Preliminary Design Document has been issued for bid.

This contract, for Phase V—Stage 1, will be for the demolition and replacement of the eastern side of the Harmon Main Shop facility (Building 6) and demolition of the Blow Shed facility. The eastern portion of the shop will be replaced with a two-track, ten-car, double-ended Consist Shop facility. The portion of the existing shop to be demolished will be from the existing Track 146 to the east wall of Track 132. The new Consist Shop facility will include a ground floor, a partial mezzanine floor, and a partial second floor.

Subcontracting opportunities include, but are not limited to:

Electrical, HVAC, Plumbing, Fire Protection, Industrial Equipment, Elevator, Drywall, Masonry, Paint, Tile, Roofing, Precast Wall Panels, Metal Wall Panels, Structural Steel, Miscellaneous Metals, Signage, Glazing, Bridge Crane, Utilities, Asphalt Paving, Survey, and Building Demolition.

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



Public Legal Notices

The public legal notices on this page are among the many recently 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. 2424J (ID No. FCE14109) AS-NEEDED PAVING CONTRACT NO. 10

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 pm on May 14, 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, San Francisco, CA 94103, telephone 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 is on an as-needed basis at various locations in San Francisco, California, and consists of pavement renovation, curb ramp replacement, sewer replacement, traffic routing, and all related and incidental work. The time allowed for completion is 730 consecutive calendar days. The Engineer's estimate is in excess of \$6,200,000. For more information, contact the Project Manager, Ramon Kong, at 415-554-8280.

This Project shall incorporate the required partnering elements for **Partnering Level 2**. 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 With Unit Prices basis. Progressive payments will be made.

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is **25% LBE**. Call Selormey Dzikunu at 415-558-4059 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 **May 2, 2014, at 2:30 pm** at 1680 Mission Street, 4th Floor.

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 "A" 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 mayor or the mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. 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.

This Project is subject to the requirements of the San Francisco Local Hiring Policy for Construction ("Policy") as set forth in Section 6.22(G) of the SFAC. Bidders are hereby advised that the requirements of the Policy will be incorporated as a material term of any contract awarded for the Project. Refer to Section 00 73 30 of the Project Manual for more information.

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

4/24/14
CNS-2600601#
SMALL BUSINESS EXCHANGE



UCLA

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: RIEBER VISTA FINISH REFURBISHMENT

Project Number: 946261.01

Description of Work: Renovation of the nine-story, Type IIB Fire Resistive Rieber Vista Undergraduate Residence Hall. 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:
April 16, 2014

Mandatory Pre-Bid Conference/Job Walk:
April 23, 2014
Beginning promptly at 10:00 am
(THERE IS NO GRACE PERIOD)

Pre-Bid Product Substitution Deadline:
3:00 pm, April 30, 2014

Bid Submittal Deadline:
2:00 pm, May 7, 2014

License Requirement: B License (General Building)

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA



SMALL BUSINESS EXCHANGE NORTHEAST

PUBLIC LEGAL NOTICES

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

Advertisements

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

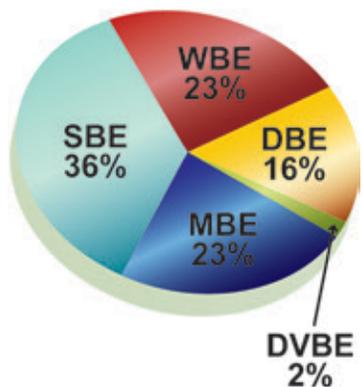
Special Follow-Up Services

Custom design and development of services

Call for more information: 800-800-8534

AUDIENCE PROFILE

Small Business Exchange Northeast



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.



Organization: Twenty Tips to Keep Your Office Organized

By Odette Pollar

No matter how large your organizing project may seem, it is manageable and it will move along more quickly than you think. Start slowly. Do not plan to complete it at one sitting or on the same day. To keep your energy up and your enthusiasm in place, stop when you get tired. Return to the task when you are refreshed. This is better than forcing yourself into a marathon sorting job. The task will be less overwhelming if you break the project into small chunks of time. Maintenance is the key to success. Getting items back to their home quickly will ensure that you don't face another overwhelming organizing project next year.

One. Commit yourself to making decisions now about what to do with each piece of paper. Handle paper only once. Ask yourself, "Do I really need it?" If so, file the document at once in the broadest category to which it refers.

Two. Keep close to you only the things you use frequently.

Three. Store little-used items farther away. Even on a shelf, place the least-used items in the back. Keep those items you use frequently in the front for easy retrieval.

Four. When clearing the top of surfaces, start with one stack of papers and sort from the

top down. When finished with each stack, you will see a clear work space, and your progress will be easy to monitor. This forces you to decide on each piece of paper and when done, you will see the top of your desk again.

Five. Spend fifteen minutes twice daily to clear out your in-box. Don't let it become a holding, aging, or procrastinating tray. Sort incoming mail into categories by priority or by action.

Six. Break the habit of writing things down on numerous scraps of paper. Write notes in the appropriate place the first time: in the client file, onto the calendar, or on your to-do list.

Seven. Be realistic about the amount of information you can read and absorb. Limit the number of subscriptions you take, and copy articles you intend to save as soon as you read them. Pass the periodical along to someone else, throw it away, or recycle it.

Eight. Make lists regularly. Daily to-do lists, as well as larger project lists, help you get and stay organized. Use checklists to help do routine things more easily and quickly.

Nine. Say "No" more often. The best way to get off-track is to say "Yes" to every request. Each time you agree to a new demand, you say no to a previous commitment.

Ten. Don't buy anything unless you have a place to put it. To keep excess at bay, if you add an item, you must remove an item.

Eleven. Label everything that contains things: binders, folders, suitcases, etc.

Twelve. Organize bookcases by placing similar materials together.

Thirteen. Schedule multiple appointments for the same day instead of spreading them throughout the week. This reduces your travel time and parking hassles.

Fourteen. Buy enough greeting cards for special occasions like birthdays, anniversaries, get well, and thank you at one time so that you need not make special trips to the store. Although there are e-cards, in the mind of the receiver, are those as special as a physical card?

Fifteen. Keep two files, one for instruction manuals and one for guarantees. Staple the receipt to the guarantee or warranty page. Then, when you need to return an item, all the information is handy. Purge periodically for appliances that have worn out, broken, or been sent to charity.

Sixteen. Label photos with the date and people's names as soon as they are processed.

Seventeen. Keep a pair of scissors near where you read newspapers and magazines. You can easily clip those articles you wish to save.

Eighteen. Keep only one project or file open on your desk at any time. This reduces the likelihood of stray papers becoming attached to the incorrect document and misfiled.

Nineteen. When unsure about a what to do with a document, ask yourself, "What would I do if it were one week before vacation?" Act accordingly.

Twenty. Clear the top of your desk at the end of each day. It completes the day's work, makes a clean space for you to see the next morning, and stops paper buildup.

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.



Minority Businesses Access Mentor Networks to Grow . . .

Continued from page 1

with those of suppliers that are coming up in their ability to deal with P&G and Macy's," says Amy Hanson, a Macy's vice president and head of the accelerator's leadership council.

In Greenville, Ava Smith has enrolled in the accelerator there because she's being approached by companies all over the US and she wants to be sure she can handle all the new business that comes her way. The program is in its first year.

"You don't know what you don't know," says Smith, owner of Flat Fee Hiring, a twelve-year-old recruiting company in Greenville. "I'm going to the next level where I need to think like a CEO instead of a small business."

Why They Exist

Local chambers of commerce and economic development agencies have launched accelerators

to help minority businesses create jobs. Officials say the inability of minority companies to expand holds back a region's economic growth.

"Look at the number of minority business enterprises and how many are able to build jobs. It's grossly disproportionate from their majority counterparts," says Nika White, vice president of diversity and inclusion at the Greenville Chamber of Commerce.

One reason for the disparity is that a small company may not have the infrastructure, such as computer systems, and the experience to operate on the level needed to fulfill a big contract, says Jeffrey Robinson, a professor of management and entrepreneurship at Rutgers University. He is working on the Newark accelerator.

"There's a leap you have to take from the five-person company to a couple hundred, to being a multimillion-dollar company. You can't run them the same way," Robinson says. [Please see Dr. Robinson's article explaining social entrepreneurship on page 8 of this newspaper.]

Minority-owned companies still aren't getting the big contracts they should, says Leonard Greenhalgh, a professor of management at the Tuck School of Business at Dartmouth College. One of his specialties is minority businesses and their role as suppliers to larger companies. Big businesses tend to keep the same suppliers for years unless there are problems or a technological change, he says.

"It's white males buying from white males," Greenhalgh says. "Minority- and women-owned suppliers are both incredibly important to the future of the economy. That's why you need accelerators. Those owners have the odds stacked against them."

There's also a perception in the business world that minority companies aren't up to the task, says Gravelly, the TriVersity owner. Other companies believe minority businesses may not be able to fulfill a contract because they don't have enough workers. Some believe that minority businesses aren't professional enough.

"I've got to overcome a negative perception—not negative to me, personally, but generally. I have

to prove a capability," says Gravelly, who's also chair of the Cincinnati Chamber of Commerce.

Life in the Accelerator

In Cincinnati, companies set long-range strategic plans with the help of their mentors. They meet at least four times a year and many are in touch regularly. Through the program, the companies learn how to become larger players. If needed, mentors help companies build a management team and change how they operate.

During one of German's meetings with TriVersity, she realized the company didn't have a formal budgeting process.

"She told us, 'That's a weird way to do your budget,'" Gravelly recalls. "She wasn't mean about it, but she said, 'I have some suggestions.'" TriVersity revamped the way it did its budget and ultimately hired a finance manager.

Businesses are generally mentored for a year or more by accelerator employees and some big corporations that do business with minority companies. After nearly nine years in the Cincinnati program, the goals for World Pac Paper are still to grow through contracts or expansion.

"We work with them on their strategy every year, who they're targeting, what industries they're trying to get into, what products or services they want to add," says Denise deSilva Litter, a mentor in the program. "A lot of the work we do with (owner Edgar Smith) is conversation, what kind of companies should you look to acquire, do they have products similar to what your company already offers?"

Litter, who has worked in corporate purchasing, and other mentors are in continual contact with the big corporations and organizations that agree to work with companies in the accelerator to find out about available contracts that might be a good fit.

"We don't encourage one of our portfolio companies to go after every single company in Cincinnati. We want them to fine-tune their strategy and their focus on who is the right company," she says.

After a target is chosen, Litter helps a small business set up a meeting with the larger company and prepare its sales presentation.

That was the appeal of the accelerator for Tillie Hidalgo Lima, the owner of Best Upon Request, a concierge services provider that has been in the program since 2010. Her company was already growing, but not thriving the way she hoped.

The accelerator has helped her get contracts with Fifth Third Bank Corp. and the Cincinnati Children's Hospital Medical Center.

"I saw the accelerator as something that could give us a lift," she says.

Companies in the accelerator can also be mentored by some of the big corporations that work with the accelerator. When World Pac first began working with Macy's shortly after Smith started it in 2004, the paper company was selling the retailer paper for newspaper advertising inserts and catalogs. As more customers have started shopping online, there's less need for paper and more for mailing cartons. The relationship with Macy's has contributed to World Pac's shift to more of a cardboard supplier, and it is now making shopping bags for the retailer, Smith says.

"We had to scale up sooner than later and Macy's, our first Fortune 500 customer, played a significant role in that effort," Smith says.

Source: Associated Press

SBE Online

Visit www.sbenortheast.com

to download the latest national
SBE Newspaper and SBE Daily

★
Stellar Printing

High Quality Printing • On Time Delivery

- One of New York City's largest commercial newspaper printers
- Twenty-seven years of industry-leading experience
- Six individual cold-set web press lines
- Newspaper printing, circulars, shoppers, and glue bound mini tabs
- No job is too large or too small
- Versatility and dependability define us

www.stellarpp.com • 718-361-1600
 38-38 9th Street • Long Island City, NY 11101
stellarprinting@gmail.com



Immigration as a Uniting Force for Good

By Marie Sheahan Brown

He came from Scotland to America as a boy. He never finished college but read and observed and wrote prolifically for popular magazines. He wandered through wilderness wearing an overcoat, with biscuits in his pockets and a tin cup to dip into clear-running streams. He did manual labor intermittently. He married at forty-two and was a devoted father and husband and fruit rancher, but . . . his wife, seeing deeper needs, would often “shoo him back up” to the mountains. He saw creation at its most pristine as a clear expression of the Divine.

This often-itinerant bearded bushy-haired woodsman-writer had the audacity to invite President Theodore Roosevelt to join him for a three-day camping trip in Yosemite. The president took him up on it. He saw the valley floor of this then-California state park suffering exploitation of its resources. He experienced the dazzling vitality of Yosemite’s untouched higher reaches. He returned to Washington, DC, convinced by John Muir that the best way to preserve Yosemite and other places of wondrous beauty was through federal control and management. John Muir was sixty-five on this camping trip. He died eleven years later in 1914 in Los Angeles.

John Muir, Scottish immigrant, is now hailed as the “Father of the National Parks” in America.

America has been a land of immigrants since pre-written history. No one can claim original

ownership. Even American Indians, who name themselves according to their tribes (Chinook, Cherokee, Seneca, Sioux, etc.), came from somewhere else: the modern-day Kyrgyz people of Siberian Central Asia, according to DNA tracing. Some of our ancestors and neighbors came in chains against their will. Others came for adventure and opportunity. Still others came seeking freedom from oppression.

“Give me your tired, your poor,
your huddled masses yearning to breathe free,
the wretched refuse of your teeming shore,
send these, the homeless, tempest-tost to me.
I lift my lamp beside the golden door!”

Many weep at the sight of the Statue of Liberty in New York Harbor. Indeed, many have been and are still drawn by our Declaration’s promise of “life, liberty, and the pursuit of happiness” and the guarantees of our Bill of Rights.

All Americans bear stewardship responsibility for this beautiful land and for fellow immigrants and their descendants. All Americans bear stewardship responsibility for the guarantees. John Muir embraced his responsibility. Lean in, lean together.

John’s father, a serious Scottish Presbyterian drawn by our First Amendment’s promise of freedom of religion, emigrated from Scotland with his large family in 1849. They settled on a farm in Wisconsin.

Young John, age eleven, had loved his ocean-side village of Dunbar east of Edinburgh

in the Scottish Lowlands. In his autobiography, he described his boyhood entertainments, which included re-enacting romantic battles from the Wars of Scottish Independence, wrestling with friends on the playground, and hunting for birds’ nests. There, while memorizing the Old Testament and the New Testament under his father’s instruction, John had also first been enraptured by what he later termed “the Book of Nature.”

He wrote, “When I was a boy in Scotland, I was fond of everything that was wild . . . I loved to wander in the fields to hear the birds sing, and along the shore to gaze and wonder at the shells and the seaweeds, eels and crabs in the pools when the tide was low; and best of all to watch the waves in awful storms thundering on the black headlands and craggy ruins of old Dunbar Castle.”

In the new country of America, whose first inhabitants had lived lightly on the unsettled land, John experienced creation in a more untouched form than in the beautiful Scottish Lowlands with its ancient and modern traces of human settlement. He discovered and followed his life’s passion and purpose—which happily benefited both his contemporaries and future generations.

Any genuine greatness that America might claim comes not from material wealth gained by any means and at any cost, or from fabulously frightening weaponry, or from superior deviousness. These types of power, in fact, diminish America’s greatness. Muir, himself, decried materialistic exploitation. He devoted his life to a cause far

■ Continued on page 8



New York’s Robert Moses: Early Social Entrepreneur . . .

■ Continued from page 2

2,567,256 acres. He built 658 playgrounds in New York City, 416 miles of parkways, and thirteen bridges.

But he was more than just a builder. Although he disdained theories, he was a major theoretical influence on the shape of the American city, because the works he created in New York proved a model for the nation at large. His vision of a city of highways and towers—which in his later years came to be discredited by younger planners—influenced the planning of cities around the nation.

His guiding hand made New York, known as a city of mass transit, also the nation’s first city for the automobile age. Under Mr. Moses, the metropolitan area came to have more highway miles than Los Angeles does; Moses projects anticipated such later automobile-oriented efforts as the Los Angeles freeway system.

But where Los Angeles grew up around its highways, Mr. Moses thrust many of New York’s great ribbons of concrete across an older and largely settled urban landscape, altering it drastically. He further changed the landscape with rows of red-brick apartment towers for low- and middle-income residents, asphalt playgrounds, and huge sports stadiums.

The Moses vision of New York was less one of neighborhoods and brownstones than one of soaring towers, open parks, highways, and beaches—not the sidewalks of New York but the American dream of the open road.

For forty-four years, from 1924 until 1968, Mr. Moses constructed public works in the city and state costing—in a recent estimate adjusting currency to 1968 value—\$27 billion. Mr. Moses built parks, highways, bridges, playgrounds, housing, tunnels, beaches, zoos, civic centers, exhibition halls, and the 1964–65 New York World’s Fair.

To do so, he held several appointive offices and once occupied twelve positions simultaneously, including that of New York City parks commissioner, head of the State Parks Council,

head of the State Power Commission, and chairman of the Triborough Bridge and Tunnel Authority.

Throughout his career, he pointed with pride to his ability to “get things done.” It was an ability no one questioned; nonetheless, Mr. Moses was a controversial figure, especially in the later years of his public career. He was far more agile at behind-the-scenes maneuvering than he was at public politicking.

In his one try for elective office, his race for governor on the Republican ticket in 1934, he was defeated by 800,000 votes, the largest margin in New York State history. After the debacle, his administrative power continued unabated, but he never again considered running for office.

Associate of High Officials

Mr. Moses was close to a number of city, state, and federal government officials. But with the exception of Governor Alfred E. Smith, to whom he owed much of his early power, he seemed, to many observers, to be less in debt to governors, mayors, and even presidents than they appeared to be to him. His era of power had begun long before the election of many of the chief executives for whom he worked, and it continued long after many of them had passed from public view.

Many officials frequently suggested that they did not know how they could get public projects built without Mr. Moses’s help. He often threatened to resign when he did not get his way and, having called most mayors’ and governors’ bluffs, he usually did get his way—until 1962, when Governor Nelson A. Rockefeller, to Mr. Moses’s shock, accepted his resignation from several of his positions.

In 1968, he was relieved of his final position—head of the Triborough Bridge and Tunnel Authority—but until then Mr. Moses

seemed to be a perpetual figure of power in the state’s public works system. He was already long past the retirement age for state officials—he had turned sixty-five back in 1953—but until Governor Rockefeller balked in 1962, executives had regularly signed special extensions to permit Mr. Moses to stay on.

The Grand-Scale Approach

Mr. Moses was closely associated with a view of city planning as a sweeping, total process to be carried out on a grand scale and, as that view began to be replaced with a more modest, preservation-oriented philosophy in the 1960s, his reputation began to suffer.

He indicated no wish to change with the times, but held to his views more ardently than ever in his later years, dismissing community opposition to his vast projects by saying, as he did in a 1974 statement, “I raise my stein to the builder who can remove ghettos without removing people as I hail the chef who can make omelets without breaking eggs.”

The statement came in a much-publicized 3,500-word rebuttal that Mr. Moses offered to a highly critical biography of him by Robert Caro published in 1974, *The Power Broker*. The exhaustive 1,246-page work, which won the Pulitzer Prize, was written from the perspective of the newer approach to planning and redevelopment, and it contended that Mr. Moses had callously removed residents of neighborhoods undergoing urban renewal, had destroyed the traditional fabric of urban neighborhoods in favor of a landscape of red-brick towers, and throughout his career had worked somewhat outside the normal democratic process.

Mr. Moses was deeply hurt by the great attention given the book, the only full-length

investigative biography of him ever written. For while Mr. Caro called Mr. Moses a genius and “perhaps the single most influential seminal thinker” in twentieth-century urban renewal, the book’s overall tone clearly indicated the extent to which Mr. Moses’s views had become different from those of the mainstream of planners and politicians by 1974. Mr. Moses was, understandably, much happier with the version of things he presented in an autobiography, published in 1969, which he called, *Public Works: A Dangerous Trade*.

Not a Professional Planner

Mr. Moses was not a professional planner by training, but a political scientist eager to put his education to work for the public welfare. He was a brilliant drafter of legislation, and as his career went on, he used that talent to set up over a dozen of the institutions from which he was to derive his greatest power: public authorities.

The public authority, an autonomous organization that creates public works with money raised by issuing bonds, was legally possible before Mr. Moses became active, but it was a device that had rarely been used. He drafted legislation to set up such authorities as the Jones Beach State Park Authority and the most powerful of them all, the Triborough Bridge and Tunnel Authority. It was through the authorities that Mr. Moses was able to conceive of most of his projects and create them largely unchallenged by public or political pressures. The most successful projects, like his toll bridges, brought in vast revenues that the authority—which meant Mr. Moses himself—could control, free of any public or governmental interference.

Critics were later to question whether Mr. Moses’s biases were a cause or an effect of the automobile age, but it is certain that he focused his public-works projects on increasing suburbanization and use of the automobile. He was largely responsible for the network of parkways on Long Island, for example, as well as for

■ Continued on page 11



News and Information

Five Things to Know about Social Entrepreneurship



Jeffrey A. Robinson, PhD, is a senior fellow at The Center for Urban Entrepreneurship and Economic Development (CUEED) at Rutgers Business School, where he is also an assistant professor of management and entrepreneurship and the founding assistant director of CUEED. His research describes how business practices and entrepreneurship can be used to impact societal issues. He is particularly concerned about community and economic development issues for urban metropolitan areas in the United States and abroad. He has authored books and articles on such topics as social entrepreneurship, African American women in entrepreneurship, and patterns of black employment.

By Jeffrey A. Robinson, PhD

“What is that? Socialism?”

That was the reaction I got one time when I was introduced as a professor of social entrepreneurship. And my answer was, “No, it’s not socialism.”

But social entrepreneurship is different than traditional entrepreneurship. It is a different approach to addressing social problems in our communities. Simply put, social entrepreneurship (SE) uses some of the best aspects of capitalism as an approach to address social problems and environmental challenges.

The conversations I often have with people trying to find out more about SE get more complicated after that. And, depending on whom I am talking to, I try to make it as relevant to their perspective as possible. Here are five things I say when I talk about social entrepreneurship:

1. SE is social problem solving using a business and enterprise approach. During [the 2012] United States presidential election there [was] a lot of talk about job creation. Creating jobs is one of the most important ways that entrepreneurs impact communities and the economy. But some entrepreneurs have figured out that if they set their companies or organizations up in a certain way, they can increase their social impact. For example, the Greyston Bakery in Yonkers, New York, hires people whom most companies would not employ. Not only do they create jobs, but

they send the profits from making the brownies and other products back to the Greyston Foundation, the entity that owns the for-profit bakery. In fact, if you’ve had any of the flavors of Ben & Jerry’s Ice Cream that have brownies in them, you’ve had brownies from the Greyston Bakery. That leads me to my second point.

2. SE is double- and sometimes triple-bottom-line thinking. Traditional business is concerned only about “the bottom line,” meaning the profits that are left after all of the expenses are paid from the revenue generated through sales. Social entrepreneurs not only mind the financial impact of their business decisions, but they also are about maximizing the social good they are doing. That’s double-bottom-line thinking. Therefore, you’ll hear these enterprises called “double-bottom-line” companies. When they also include reducing their carbon footprint or through their action alleviate environmental problems, we call them “triple-bottom-line” companies.

A great example of this type of thinking is a company in the Brooklyn Navy Yard called IceStone. IceStone makes durable surfaces that you might find as a counter top in a kitchen or for bathrooms, tables, and bars. They make the durable surfaces out of a recycled-glass-and-concrete composite that looks amazing. They manufacture this in a retrofitted warehouse where they have implemented many environmentally friendly practices in their business to reduce their waste and carbon footprint. They hire locally and

provide a living wage to their employees. It’s this type of thinking that allows for a company to be more than a profit-making venture—these types of companies create economic returns, maximize the positive social impact, and minimize the negative environmental impact. To achieve these goals, you have to be creative about how you organize your company.

3. SE uses new organizational forms or old organizational forms in new ways to effect social change. In order to achieve these multi-part goals, sometimes it is necessary to break with tradition. Traditionally, we have used the non-profit or not-for-profit organization (outside of the US we call these non-governmental organizations or NGOs) as the vehicle for social change. Think about all of the great organizations that tackle the most intractable social problems in society or the organizations that advocate for those who have no voice in how resources are distributed. These organizations have been at the forefront of change in the local community and nationally for years.

Unfortunately, by relying upon non-profit organizations for social change, we made it easy for traditional for-profit businesses and the business models that sustain them to be focused only on profit maximization. What we’ve learned in recent years is that these for-profit business models and approaches can be used for social change, too.

So, social entrepreneurs with the double- and triple-bottom-line mindset I described above have

■ Continued on page 10

Together: Immigration as a Uniting Force for Good . . .

■ Continued from page 7

greater than self-aggrandizement and acquisition, a cause that would benefit all who could appreciate the grandeur or the humble beauties of nature.

Some are surprised to learn that, though John Muir’s name and influence spread widely in America even before his death, Scotland knew him not.

Dunbar local historian Roy Pugh notes that until 1965, John Muir “was completely unknown in his birthplace of Dunbar.” In that year, the American consul in Edinburgh opened a John Muir exhibition in Dunbar’s Corn Exchange, introducing residents for the first time to their native son. Local historical studies and documentation grew from there. His original home was discovered, a plaque installed on an outside wall. In 1981, the top floor of his birthplace was converted into a small museum containing artifacts unrelated to the Muir family. Dunbar erected a statue of John Muir in 1997 and finally opened the John Muir Birthplace Interpretive Centre in 2003.

But Scots have been planning and preparing carefully for a grander fitting tribute to John Muir in his native land. Finally, on April 21, 2014—one hundred seventy-six years to the day after his birth and commemorating the hundredth anniversary of his death—Scotland opened the John Muir Way with many local festivals held over several days along the coast-to-coast route.

The April 22 issue of *The Scotsman* quotes First Minister of Scotland Alex Salmond: “John Muir was a remarkable Scot—a man whose passion for nature and the outdoors left an incredible environmental legacy that resonates to this day. From humble beginnings in Dunbar, his influence spread across the world and his name now adorns parks, glaciers, and mountains. His legacy is celebrated in an annual commemorative day in California and his image has featured on two US postage stamps. There is no more fitting tribute, in 2014 the hundredth anniversary of his death and in our year of Homecoming, than to officially open the John Muir Way.”

This 134-mile path stretches from Dunbar on Scotland’s eastern shore to Helensburgh in the

west—where in 1849 the Muir family boarded a ship bound for America. In Scottish newspapers, the route is described in reverse—“from Helensburgh to Dunbar.” It is, after all, the year of Homecoming Scotland 2014.

The Scotsman continues, “The path can be used by walkers, cyclists [bicyclists], and horse riders and takes in coastal scenery, wildlife sites, historic buildings such as Linlithgow Palace, and popular attractions such as the Falkirk Wheel.” People can travel the full 134 miles or parts of the trail.

What might this mean for Americans? How might we lean in and lean together with the country that gave us John Muir?

Many Americans cherish their Scottish ancestry. Consider the well-attended Highland games held annually in various parts of the United States, the popularity of Tartan fabric epitomized in New York’s annual Tartan Week and Tartan Day Parade, the familiarity of bagpipes, the widespread taste for certain beverages and delectables (even the American version of haggis!). The John Muir Way offers new opportunities to celebrate Scottish ancestry and culture. It also provides new avenues to support the small-business economy in small Scottish towns. Lean in, lean together.

Traversing the Scottish Lowlands, the path presents a gentler version of the increasingly popular yet in some places treacherous pilgrimage route of El Camino de Santiago in Spain. The hardy and the less hardy can enjoy this fresh-air healthy commemorative walk across Scotland, stopping to replenish their pocket-biscuit supplies in village bakeries along the way.

The weekly *West Lothian Courier* reports on April 24, “John McGinty, the leader of West Lothian Council, said the walkway will attract thousands of new visitors to West Lothian every year. He said, ‘John Muir was one of the most influential figures in the history of the environmental movement and a national hero in the United States. However, this walk is a fantastic way to honour his legacy in a modern and enjoyable way right here in Scotland.’”

Americans can do just that by planning a trip to Scotland. Or they can honor Muir’s legacy

closer to home by visiting national parks and national historic sites in their own states.

Besides preserving beauty and history, our national parks invite DBE sub-contractor participation in maintenance and restoration projects. For example, the Boston National Historical Park has issued a bid invitation to “Rebuild Trolley Trucks.” The Thomas Edison National Historical Park in West Orange, New Jersey, invites bids for its “Intrusion Detection System at the Laboratory Complex.” Required by federal law, DBE engagement in caring for our national parks is yet another legacy of John Muir’s efforts to establish these parks under federal protection.

John Muir learned a secret and told it openly: Some of the greatest gifts cannot—must not—be acquired and hoarded but simply recognized, appreciated, carefully tended, and shared. Lean in, lean together.

National Park System in the Northeast

Connecticut:

Appalachian National Scenic Trail
Quinebaug & Shetucket Rivers Valley National Heritage Corridor
Washington-Rochambeau National Historic Trail
Weir Farm National Historic Site

Maine:

Acadia National Park
Appalachian National Scenic Trail
Roosevelt Campobello International Park
Saint Croix Island International Historic Site

Massachusetts:

Adams National Historical Park
Appalachian National Scenic Trail
Blackstone River Valley National Heritage Corridor
Boston National Historical Park
Boston African American National Historic Site
Boston Harbor Islands National Recreation Area
Cape Cod National Seashore
Essex National Heritage Area

New Hampshire:

Appalachian National Scenic Trail
Saint-Gaudens National Historic Site

New Jersey:

Appalachian National Scenic Trail
Delaware Water Gap National Recreation Area
Ellis Island Part of Statue of Liberty National Monument

Gateway National Recreation Area
Great Egg Harbor River
Lower Delaware National Wild and Scenic River
Morristown National Historical Park
New Jersey Coastal Heritage Trail Route
New Jersey Pinelands National Reserve
Paterson Great Falls National Historical Park
Thomas Edison National Historical Park
Washington-Rochambeau National Historic Trail

New York:

African Burial Ground National Monument
Appalachian National Scenic Trail
Captain John Smith Chesapeake National Historic Trail
Castle Clinton National Monument
Chesapeake Bay
Chesapeake Bay Gateways and Watertrails Network
Eleanor Roosevelt National Historic Site
Ellis Island Part of Statue of Liberty National Monument
Erie Canalway National Heritage Corridor
Federal Hall National Memorial
Fire Island National Seashore
Fort Stanwix National Monument
Gateway National Recreation Area
General Grant National Memorial
Governors Island National Monument
Hamilton Grange National Memorial
Home of Franklin D. Roosevelt National Historic Site
Hudson River Valley National Heritage Area
Lower East Side Tenement Museum National Historic Site
Martin Van Buren National Historic Site
National Parks of New York Harbor
Niagara Falls National Heritage Area
North Country National Scenic Trail
Sagamore Hill National Historic Site
Saint Paul’s Church National Historic Site
Saratoga National Historic Park
Statue of Liberty National Monument
Theodore Roosevelt Birthplace National Historic Site
Theodore Roosevelt Inaugural National Historic Site
Thomas Cole National Historic Site
Upper Delaware Scenic and Recreational River
Vanderbilt Mansion National Historic Site
Washington-Rochambeau National Historic Trail
Women’s Rights National Historical Park

Rhode Island:

Blackstone River Valley National Heritage Corridor
Roger Williams National Memorial
Touro Synagogue National Historic Site
Washington-Rochambeau National Historic Trail

Vermont:

Appalachian National Scenic Trail
Marsh-Billings-Rockefeller National Historical Park



Marketing on a Shoestring Budget, Part 4: Knowing Your Market's Who, What, When, Where, Why, and How

By Marie Sheahan Brown

In the 1960s, Chuck and Vangie Cruickshank loaded up the station wagon with kids and suitcases and headed off to Mexico, two thousand miles away. They arrived home from vacation looking a bit like the Norman Rockwell road trip family. They threw the clothes in the faithful old Bendix washing machine and reported travel highlights to the neighbors. For me, their most memorable memory was a storefront sign:

Marriages, Divorces, Seat Covers

This combination of products and services might have yielded decent profits in that store's market area, offering just the thing someone was looking for when they needed it. Perhaps the store's owners knew their market well or hoped their expertise would generate a new market demand. For us, the sign raised more questions than it answered—and drew quite a few conflicted chuckles.

Some important aspects of marketing on a shoestring budget involve knowing your current market and focusing your marketing outreach so that you can avoid spending time, energy, and money that you don't have.

Tonya Wilson, a member of the Ohio Small Business Development Center (SBDC), writes in a blog posted to the Small Business Administration's website:

"In recent weeks, I've met with a couple of small business clients seeking to establish . . . marketing strategies. On each occasion, we sat down and I asked them questions about their business and their primary customer. While they could have talked for hours about their product, its benefits, and how superior it is to

all others, my request to describe specifically who their customer is was met with hesitance and sometimes complete silence."

Ms. Wilson goes on: "To sell your product via any channel, you have to know to whom you are selling. For this, research is needed. Start with your educated guess. Your product is a lotion. Who's your customer? Anyone who has skin, right? Wrong. You have to get more specific. Is the product for men or women? Of what age: babies, tweens, teenagers, or adults? Is it primarily for someone with extremely dry skin, or is it fragrant and meant to be worn as a scent similar to a perfume or cologne? Would it be found on the shelves of Target or sold at the cosmetic counters of Nordstrom or Saks? Your answer to these questions will drive your marketing efforts." (<http://www.sba.gov/community/blogs/guest-blogs/industry-word/marketing-plan-101-who's-your-customer>)

In the wide realm of public works and infrastructure, which is the main market that Small Business Exchange serves, other examples would apply. Small businesses with MWDDBE certifications need to be able to identify their market. For example, your company does concrete and asphalt work. Does that mean you're capable of subcontracting on something as massive as the Goethals or the Tappan Zee Bridge; or that you can surface a huge and complicated railyard near the Hudson; or help widen a major highway in New Jersey; or build a flood perimeter wall in Manhattan; or simply that you can shore up building foundations at the Roger Williams National Memorial visitor center? "Your answer to these questions will drive your marketing efforts."

It's also crucial to know what you do well, upgrade your knowledge and skills constantly, focus on services that you perform skillfully, and choose the NAICS codes that best apply to your company and to your market. Renée Sacks, PhD, and Dr. Robert Paaswell wrote an article for our February 2014 print edition that includes this vital point:

"Identify your target customers. NAICS codes are a powerful tool for other companies and public agencies to find you. They are an equally important tool for you to identify the right customers. If you know your market, you know which companies are bidding and winning contracts, and you may already be working for some of them. Identify their NAICS codes, and then do a targeted search for other companies in that market for which you would consider working. This will provide you with a potential list of prospects with which you can do business."

If this research seems a bit daunting for you, please note that Small Business Exchange maintains a very large nationwide database of prime contractors, agencies, and small businesses. Doing some of this targeted research for you at a reasonable price, and making initial contacts, are among the services we offer.

Tanya Wilson of the Ohio SBDC distinguishes three ways of marketing:

1. Mass Marketing. "Mass marketing is the production, distribution, and promotion of one product for all buyers. Using this method could result in the largest possible market, lower cost, lower prices, and raise profit margin, but, and this is a big BUT, it's difficult and almost always too costly for a small business owner to reach a mass audience. For these reasons, segment and niche marketing are more realistic, attainable, and economical plans for small businesses."

2. Segment Marketing. "In segment marketing, the business owner focuses on a group of customers with similar needs and wants that his product may have a higher likelihood of fulfilling. . . . The benefit segment marketing has over mass marketing is its ability to better design, price, and deliver a product to satisfy a target audience and to compete with competitors."

3. Niche Marketing. "As small business advisors, we typically encourage small business owners to find a niche in the market that isn't currently being met. Niche marketing narrows

the target audience even further by focusing on a segment of customers that seek a distinctive mix of product benefits. These customers will have a specific set of needs and will pay a premium to the business best able to meet their needs. A niche is not likely to attract other competitors and typically will have size, profit, and growth potential." (<http://www.sba.gov/community/blogs/marketing-plan-101-who's-your-customer-part-2>)

Staying poised to adjust to market changes beyond one's control is also important. Charles S. Howard, best known as owner of the fabulous and beloved Seabiscuit racehorse, started his career in 1905 selling bicycles. But early market observations convinced him that automobiles were the future trend. He retrained, started a Buick dealership serving eight Western states, and made enough money to buy Seabiscuit and pay for all associated horse care, training, and racing expenses before Seabiscuit started winning enormous purses.

In the construction trades, staying poised doesn't necessarily mean changing industries. It means adapting what you do best to serve current needs according to market trends.

For example, George Ingham is known as a superb perfectionistic house builder in his rural community. However, in an economic downturn, when people started conserving their money and not building fancy homes, he made it known to his rural market base that he was quite capable of crawling through cobwebs and creature nests under people's houses to do necessary infrastructure work and remodeling at a good price. He exercised his perfectionism in humbler ways. During the economic downturn, he always had a good supply of appreciative customers—and he quietly helped to solidify their grander plans to expand or build when better times finally arrived.

Identify the things you do best, research and focus on the customers that need them, focus your marketing outreach on them, stay poised to adjust, and let us know how it all works out for you: sbe@sbeinc.com.

D. M. Radio Service Corp. dba
Communications Service Integrators
 Sales • Service • Consultation
 Since 1968

2 Way Radio Communications & Wireless Network Solutions

Motorola, Harris, Kenwood
 Zetron, Telex/Bosch
 Call24 Call Box
 BDA/DAS System Design/Build

Meeting today's demands for trusted technology, we include among our clients Amtrak, heavy civil contractors, high-rise constructors, large retailers, health and safety entities, schools, and field offices

DBE WBE SBE
 P 908-879-2525 • F 908-879-2322 • www.csiradio.com

SBE's Basic 4-Step Marketing Process

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

YOUR COMPANY HIGHLIGHTED Advertise with SBE

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

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

Contact SBE for details on how Marketing on a Shoestring Budget will turn leads into sales for your business.

SBE Northeast Office
 125 Brighton Beach Avenue
 Brooklyn, New York 11235
 800-800-8534
sbe@sbeinc.com • www.sbenortheast.com



New MBDA National Director Castillo . . . Help for All Smalls

Continued from page 1

political science from the State University of New York at Stony Brook. Ms. Castillo holds a master's degree in public policy from the Lyndon Baines Johnson School of Public Affairs, University of Texas at Austin; and also holds a juris doctorate degree from American University–Washington College of Law. Ms. Castillo is active in a number of civic and professional organizations, including the Hispanic National Bar Association, the Hispanic Bar Association of the District of Columbia, the American Bar Association, and the American Jewish Committee. She also serves as a member of the Board of Trustees of the University of the District of Columbia. In 2010, *Hispanic Business Magazine* recognized Ms. Castillo among the Top One Hundred Influential Latinos in the US, and she received the 2010 Rising Star Award from the Hispanic Bar Association of the District of Columbia.

About the Minority Business Development Agency (MBDA)

MBDA, www.mbd.gov, is the only federal agency dedicated to the growth and global competitiveness of US minority-owned businesses. Its programs and services better equip minority-owned firms to create jobs; build scale and capacity; increase revenues; and expand regionally, nationally, and internationally. Services are provided through a network of MBDA Business Centers. After forty-five years of service, MBDA continues to be a dedicated strategic partner to all US minority-owned businesses, committed to providing programs and services that build size, scale, and capacity through access to capital, contracts, and markets.

The MBDA Business Centers are located in areas with the largest concentration of minority populations and the largest number of minority businesses. The centers are staffed by business specialists who have the knowledge and practical experience needed to run successful and profitable businesses. Business referral services are provided free of charge. However, the network generally charges nominal fees for specific management and technical assistance services.

The MBDA Business Center in any particular city is available to provide management and business consulting assistance to minority business enterprises throughout the region. For example, the New York City center provides these core business services to clients throughout New York and New Jersey: global business development, access to capital, access to contracts, access to markets, and strategic business consulting.

MBDA Business Centers in the Northeast

Connecticut

MBDA Business Center Bridgeport
333 State Street
Bridgeport, CT 06604
203-288-9744 x 121
apeters@bridgeportmbdacenter.com

Massachusetts

MBDA Business Center Boston
100 Huntington Avenue, Copley Place
Boston, MA 02116
617-986-6366
info@bostonmbdacenter.com

New York

MBDA Business Center New York City
114 West 47th Street, Floor 19
New York, NY 10036
646-821-4008
info@nycmbdacenter.com

MBDA Business Center South Bronx
555 Bergen Avenue, 3rd Floor
Bronx, NY 10455
718-732-7540
shiggins@sobro.org

MBDA Business Center Williamsburg
12 Heyward Street, 2nd Floor
Brooklyn, NY 11211
718-522-5620
yturner@odabdc.org

Source: Minority Business Development Agency

By Leslie McMillan

You might be a sole proprietorship with one owner, one manager, and one employee—Me, Myself, and I—and mostly dreams to sustain you. Or you might be the CEO of a growing corporation that is almost not small at all. You might have a diversity business certification, or you might be in a class by yourself.

In any case, you might also be very surprised by the range of small business assistance services provided, even at the most local level, by the US Small Business Administration and its partners.

The SBA is best known for its small business loan programs, primarily in the form of guarantees rather than direct government loans or grants—the exception being disaster relief loans.

But you might not be looking for a business loan. Instead, you might find some unexpected help from an SBA office or service partner in a neighborhood near you. Let's start exploring.

One key ground-level group of SBA locations is the Small Business Development Center (SBDC) network—a widespread system of educational partnerships between the SBA and various colleges or universities. In the eight Northeast states, there are dozens of these SBDCs with experienced professionals providing valuable information to small businesses through myriad programs, classes, counseling opportunities, and even contract procurement assistance for businesses interested in selling to the government.

Extending from these area SBDCs are dozens of additional satellite branches—often found at a multi-purpose desk in a chamber of commerce or community economic development office, or perhaps once or twice a month by appointment with a traveling SBA business consultant based in a nearby city.

The SBA Local Assistance website page provides links and descriptions of categories, levels, and locations of help near you. www.sba.gov/tools/local-assistance.

U.S. Small Business Administration



- Architecture
- Civil/Structural
- Transportation
- Construction
- Inspection
- Mechanical
- Electrical
- Plumbing
- Environmental
- Asbestos/Lead Consulting

- Certified M/DBE
- New York City Asbestos Certified
- Buffalo office 716.206.5100
- Syracuse office 315.443.8611

www.watts-ae.com

About Social Entrepreneurship . . .

Continued from page 8

broken with the idea that you have to be a non-profit organization to be about social change. They have done so for different reasons. Some of these organizations have diversified their income away from government and foundation grants and begun to raise money via contracted services or selling products that generate an income for the organization. Others are using for-profit models because they have access to different funding streams than a traditional non-profit. In these cases, social entrepreneurs are at the forefront of figuring out innovative organizational arrangements and sustainable business models that amplify the social impact of these organizations. In the Greyston Bakery example, the for-profit bakery is owned by the non-profit Greyston Foundation.

4. SE enables different types of financing to engage social change and sustain effective initiatives. Social entrepreneurs are great at identifying creative ways to make positive social impacts and foster social change. If we value these social changes, how do we “invest” in them? Using investment logic for social change may seem strange to some, but this kind of thinking is becoming more prevalent because of the desire to try new approaches or scale up approaches that are working better than the status quo. In the world of technology, entrepreneurs, venture capitalists, and other investors seek companies that are going to give them the biggest return on their financial investment. For the so-called social impact investor or social venture capitalist, the idea is to find the appropriate company or organization that will bring the biggest SOCIAL return on investment. There may be a modest financial return on investment, too, but the goal is to invest in solutions that work.

And now social entrepreneurs, especially those that choose the for-profit form or one of the new legal entities, are able to harness the funding available from a new class of investors and use these sources of funding to amplify their positive social impact. In other words, they are now using the vehicle of entrepreneurship and the principles of entrepreneurial finance to

effect social change. And with the advent of social impact bonds, crowd funding, and the growth of the social impact investing space, these would-be social entrepreneurs have more options for funding their approach to making a difference. However, along with this increased ability for funding comes an increased level of accountability.

5. SE employs new approaches to accountability. Social investors and foundations have been changing their approach to funding social change efforts. The most significant change is the use of investment logic in their funding activities and evaluation requirements. Investors think differently than grantors. An investor expects a return on the investment. As such, there must be a way to verify that the expected return on the investment was met or, in the language of social entrepreneurship, there must be a way to measure the social impact. Some of these investors are using this social impact measurement as a means of evaluation. And, if you are going to have an investment logic being used for social impact, you are not just talking about counting outputs (the direct results of your organization's activities); you must also measure the outcomes of your efforts (the social or economic result of your efforts).

The takeaway from these five ideas is that the mechanisms of social change have new concepts that are being integrated into the field and those of us interested in social change should get used to more entrepreneurial approaches to making positive social impact. Towards this end, Rutgers Business School and the PSEG Foundation developed the New Jersey Social Innovation Institute to train community leaders with new approaches to problem solving, how to use social entrepreneurship to make change. We tell them these five things and much more to prepare them for the challenges of the twenty-first century.

And, no, it isn't socialism.

Source: www.jeffreyrobinsonphd.com



New York's Robert Moses: An Early Social Entrepreneur . . .

■ Continued from page 7

highways within the city that were conceived more for the convenience of suburban automobile owners than inner-city residents.

Like many planners in the 1930s and 1940s, Mr. Moses did not question, as later planners did, the ultimate effect the automobile would have on the city, choking old streets with traffic and leading to the demolition of many neighborhoods to make way for expressways. Mr. Moses believed simply, as he stated in his 1974 rebuttal to the Caro biography, that “we live in a motorized civilization.” He saw the automobile as a force that was bound to revolutionize the landscape, and he intended to help guide that process.



Part of “Our Crowd”

Robert Moses was born in New Haven on December 18, 1888, the son of Emanuel Moses, a department store owner, and Bella Silverman Moses. His family was part of the well-to-do circle of New York German Jews known as “our crowd,” and although they were not among the wealthiest of the group, Mrs. Moses’s ambitions led the family to resettle in New York in 1897.

Robert Moses grew up in a town house on East 46th Street, with the luxurious upbringing that was common to families in the Moses class. He entered Yale in 1905 at the age of seventeen, two years younger than most of his class. There he wrote poetry and earned the reputation of being idealistic and somewhat solitary. Tall and imposing, he was also a fine athlete and became an active member of the Yale swimming team.

After his graduation in 1909, he went to Oxford, where he became interested in the British civil service system and began a thesis urging that government jobs be awarded on a merit system, based largely on education and class distinctions. It would earn him a PhD from Columbia University in 1914.

Mr. Moses’s idealism found an outlet in 1913 in his first career, with the Municipal Research Bureau in New York, a six-year-old organization that was a research and advisory arm for the nationwide municipal government reform movement. Mr. Moses was accepted into the bureau’s training school, but he soon grew impatient and offered to become a regular staff member at no salary, since his family gave him sufficient income.

First Outlet for Drive

The first real outlet for the determined energy and drive with which Mr. Moses would later approach the building of public works projects came in 1914, when John Purroy Mitchel, a leading reformer, was elected mayor of New York. Mitchel looked to the Municipal Research Bureau for help in restructuring the city’s civil service system, and the bureau put forth the name of its only staff member who was an expert in that area: Robert Moses.

Mr. Moses dived with zeal into the chaos that was the Tammany Hall job system. He proposed a rigid plan for reform, not unlike what he had suggested in his PhD thesis. It was idealistic but almost Calvinistic in its unswerving rules, requiring that all jobs be analyzed on a complex scale and that all workers’ performance be quantitatively measured.

The system also required that many workers who had received their jobs through patronage be downgraded, a provision that earned Mr. Moses

the understandable enmity of Tammany Hall. The system was only partly put into effect, and Mayor Mitchel’s defeat in 1917 meant that Mr. Moses had to look elsewhere to advance his career.

He did not have to look long. After the 1918 election, he received a telephone call from Belle Moskowitz, a forty-year-old reformer who was particularly close to the incoming governor, Alfred E. Smith. Mrs. Moskowitz offered Mr. Moses the job of chief of staff of a new commission that was to recommend total reorganization of the state government.

Into the Orbit of Power

It was a job that was to bring Mr. Moses far more into the orbit of politicians and power than he had ever been, and it would begin his association with Governor Smith, with whom he was to remain close for the rest of Mr. Smith’s life.

The commission’s 419-page report urged consolidation of 187 state agencies into sixteen departments, the extension of the governor’s term from two to four years, and the vesting in the governor of the power to appoint and remove all key officials. It was a model for such reform reports around the nation, but like Mr. Moses’s recommendations to the city, it was not adopted.

Mr. Moses worked with other reform groups after 1921, when Mr. Smith was out of power and the two men were together in New York. But when Mr. Smith was elected again in 1922, he took Mr. Moses back to Albany, this time as part of his inner circle. It was then that Mr. Moses first became involved with subjects that would occupy him throughout his career: parks, construction, and highways. Influenced by Governor Smith, he was rapidly moving away from his theoretical interest in government and toward a concern, which was later to become a virtual obsession, with getting things done, whatever the methods, whatever the costs.

Several visits to Long Island had awakened Mr. Moses to the enormous amount of unused land not far from New York City’s borders, and his growing realization that the automobile would be crucial to the New York region’s development led him to his interest in setting aside the land—or condemning it, if need be—for public use. In typical Moses fashion, he proposed to Governor Smith a sweeping plan that called for a \$15 million bond issue to acquire and improve parkland and for the establishment of a set of regional park commissions.

Fur Coat or Underwear?

Governor Smith at first thought the plan excessive—“You want to give the people a fur coat when what they need is red flannel underwear,” he told Mr. Moses. But he soon realized the political sense that parks made and not only supported the scheme, but also made Mr. Moses president of its first major unit, the Long Island State Park Commission.

His first great achievement was the erection of Jones Beach, for which he took an almost unused sandbar and at vast expense transformed it into an elaborate seaside Xanadu for the masses, complete with bathhouses, restaurants, and a tower inspired by a Venetian bell tower. There was vast opposition to the project in the surrounding area, but Mr. Moses was not deterred.

The Jones Beach that Mr. Moses built was extravagant in its appointments, vast in its scale, and conservative in its design. Before Jones Beach, bathhouses were generally shacks beside the sea; Mr. Moses decided that he wanted enormous sandstone and brick palaces. And beach resorts for the public were usually honky-tonk boardwalks; Mr. Moses decided that Jones Beach would change that pattern and contain an open beach, a theater, and “wholesome” games like shuffleboard.

An Overwhelming Success

Each of the two Jones Beach bathhouses,

faced with an especially expensive brick that Mr. Moses had admired on an East Side hotel, cost a million dollars. Designed in a mix of Moorish, Gothic, and 1930s-modern styles, the sprawling and gracious buildings were surrounded by elaborate, fanciful systems of signs, fountains, railings, and trashcans designed to imitate ship details. Rich mosaics were set into entry walls. The architecture was the loose sort of eclecticism typical of the 1920s, but its basically romantic thrust pulled the pieces of the complex together.

Jones Beach, which opened in 1930, was an overwhelming popular success, and the opponents of the project, most of whom were Long Island residents who resented the influx of traffic that the beach would bring, could do little. Mr. Moses had run into much tougher opposition with his plans for the Northern State Parkway and the Southern State Parkway.

These called for richly landscaped, curving roads whose designs would ultimately influence generations of parkway planners. But it was not the designs that caused controversy—it was the very fact of the roads in the first place. Both parkways cut through the huge country estates of wealthy New Yorkers who spent weekends and summers on the Island.

Drafted Park Legislation

In 1933, still active on the state level, Mr. Moses was invited to join the new administration of Mayor Fiorello H. La Guardia in New York City as head of a new, unified City Parks Department and head of the Triborough Bridge Authority, a new organization charged with building the Triborough Bridge. Mr. Moses himself drafted the legislation unifying the five borough parks departments to create his new job.

He began a massive building program, taking advantage of federal and state unemployment funds that became available in the Depression. Early in 1934, Mr. Moses advertised for architects to assist in public-works projects; by dawn the next morning, a line of unemployed architects in front of Parks Department headquarters on Fifth Avenue stretched for two blocks.

Within a few months, 1,700 projects, ranging from park bench repairs to new golf courses to a rebuilt Central Park Zoo, had been finished. *The New York Times* commented editorially that Mr. Moses’s achievements “seem little short of miraculous.”

Soon Mr. Moses’s works began to spew out even faster, as he drove himself and the staffs of his disparate organizations harder. A man of extraordinary physical energy, Mr. Moses worked fifteen hours a day or more, yet rarely a day passed in which he did not set aside time for his favorite activity, swimming. He habitually left an envelope full of work he had done late at night for an assistant to pick up first thing in the morning, and it usually contained more work than most men finish in an entire day.

Although he accepted a salary from only a few of his positions, Mr. Moses used expense accounts lavishly. He was the nation’s first great builder of highways, but ironically he never learned to drive a car himself, and he maintained a staff of chauffeurs on twenty-four-hour call. He had offices throughout the city and state, with personal staffs in each, and in many there were private dining rooms with chefs at the ready.

By the mid-’30s, his output in the city alone had reached an extraordinary level. The Triborough Bridge, by far his biggest project up to that point, was completed in 1936, a crucial link in the Moses network of highways and regional parks. In the 1930s, he built hundreds of playgrounds; ten swimming-pool complexes; the Grand Central Parkway; and the Interborough, Laurelton, Gowanus, and Henry Hudson Parkways, among others. He built the Bronx-Whitestone Bridge and the West Side Highway and the 79th Street Boat Basin.

Badly Beaten in Election

The only break Mr. Moses took from his hectic building activity was in 1934, when he accepted the Republican nomination for Governor. He was not a meek candidate—his speeches often included hostile attacks on his opponent, Governor Herbert H. Lehman. But he antagonized the voters and lost by an enormous margin.

Built to His Own Tastes

If Mr. Moses’s politics were conservative, so were his tastes. He was a cultivated man—he could quote liberally from Shakespeare by memory—and he often filled his speeches with quotations from the English poets.

But so far as the shaping of his own creations was concerned, Mr. Moses had a deep distrust of the avant-garde, and he sought traditional design in the architecture he built and in the sculpture he installed in his parks.

Most of Mr. Moses’s public housing was designed in the bland style of such architecture in the ’40s and ’50s, when monotonous, sterile towers in open space were the rule for low-income residences. The care Mr. Moses lavished on the design of Jones Beach and his early parkways tended not to show itself in the architectural plans for his public housing; as with many builders of public housing, he was concerned more with order and with numbers of apartment units than with making buildings that would relate to their occupants’ ways of living.

An Architectural Plateau

But Mr. Moses’s architectural taste did not change substantially with other kinds of projects in his later years. The New York Coliseum at Columbus Circle is a gray brick box of the sort of undistinguished design that suggests government buildings of the ’50s, and neither Lincoln Center, Shea Stadium, nor the New York World’s Fair have ever been considered to have made major marks architecturally.

In the ’40s and ’50s, Mr. Moses’s activities intensified. His Triborough Bridge and Tunnel Authority suffered one major defeat—his plan



for a Battery bridge crossing was built as a tunnel because of public opposition to a bridge blocking the harbor view. But he expanded his activities into other areas. He played a crucial role in the negotiations to bring the United Nations to New York City and to convince John D. Rockefeller to obtain the organization’s East River site; he was active on, and often controlled, the city planning commission; he came to dominate the city’s housing authority; and he obtained for himself another new “umbrella” title: city construction coordinator, giving him authority over virtually every public construction project in the city of New York.

But by the ’50s, while Mr. Moses’s remarkable energy was far from exhausted, many of his ideas—which had not changed substantially in all the years he had been active—were no longer convincing. He lost a bitter battle in 1959 with Joseph Papp, head of the New York Shakespeare Festival, over permitting free Shakespeare performances in city parks. And community protests occurred over the route for his Cross Bronx Expressway, which required the demolition of at least 1,500 apartments in a one-mile stretch alone.

■ Continued on page 12

