

SMALL BUSINESS

EXCHANGE NORTHEAST

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



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Proper Stewardship of Reusable Resources Can Yield Ingenuity Profits at Many Levels

By Marie Sheahan Brown

“The streets are paved with polymers” lacks the alluring ring of legend. Yet in significant ways, America has rediscovered plastics as a valuable resource that once was bulldozed into landfills or carelessly littered where street sweepers can’t reach. Much of our plastics waste can now be recycled into high-quality raw materials to be exported or retained in the USA.

“In the 1970s,” according to Khalid Farooqi, “all waste went into landfills,” including plastics. Mr. Farooqi emigrated with his family from Pakistan to New Jersey in 1977 as a teenager, attended high school, and earned a college degree in four years. His science degree landed him a job in the molding department at Revlon, creating plastic lipstick cases, shampoo bottles, and the like—most of which ended up as trash after consumers had used up the contents.

Matthew R. Andrews, made in the USA, worked for twenty years in the injection molding departments of two large manufacturers in

Oneida County, New York, starting as a material handler and machine operator and rising to manufacturing supervisor. He learned his plastics—multicolored varieties of plastics.

Wikipedia explains, “Injection molding . . . is a manufacturing process for producing parts by

injecting material into a mold. Injection molding can be performed with a host of materials . . . most commonly thermoplastic and thermosetting polymers.”

This process creates many things: packaging, dashboards, pocket combs, one-piece chairs and small tables, storage containers, and most other plastic items available today. Wikipedia states, “Injection molding is the most common modern method of manufacturing parts; it is ideal for producing high volumes of the same object.”

Which—if one can imagine industrious earlier-century pioneer women making clothing for their families—would also yield many snippets of extra material outside the pattern lines. Matthew Andrews

noticed the excess plastic snippets being carted out in bulk from the molding departments to the company dumpsters.

John B. Pelech took the path of a business administration degree in 2002. He writes in the Colby-Sawyer College (New London, New Hampshire) alumni magazine: “There are two types of people in the world: those who wake up and want to go slay the dragon, and those who want to watch the dragon get slayed. My dragon is oil . . .”

Most synthetic plastics come from crude oil.

Lilly “Cheesy” Anonymous is in her fifties. Balancing a long pole on her shoulders, bulging plastic bags dangling from the ends, she wears a large straw or canvas hat to block the Manhattan sun or rain during her twenty-hour workday. She emigrated from China in the 1990s and worked in a New York Chinatown restaurant—until, like others, it folded after 9/11. How, then, to make a living?

Sims Metal Management and New York City signed a twenty-year contract in 2004,

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Veteran Entrepreneurs a Vital Part of the Expansion of the Small Business Sector

By Cheryl Hentz

Downsizing. It’s a word we’re all familiar with and one which many have fallen victim to. But while corporate America has been downsizing, streamlining, and outsourcing, the small business sector in the United States has been expanding rapidly. People are finding ways to make lemonade out of lemons, often by going into business for themselves.

According to the US Small Business Administration (SBA), the number of small businesses has increased forty-nine percent since 1982, and since 1990—as big business eliminated four million jobs—small businesses have created or added eight million new jobs. Small businesses provide fifty-five percent of all jobs and sixty-six percent of all net new jobs since the 1970s.

Military service members account for a big chunk of these numbers. The SBA and US Census data say that veteran-owned firms represent nine percent of all US firms. These 2.45 million veteran-owned businesses employ nearly six million individuals. Veterans who are transitioning into a civilian life are natural entrepreneurs, says the SBA, because they possess the training, experience, and leadership skills needed to start and operate businesses and create jobs.

“Veterans are forty-five percent more likely than their civilian counterparts to be self-employed or a small business owner; approximately one in ten small businesses in America is owned by a veteran; and veterans account for more than a trillion dollars in the economy every year, which is huge,” says Rhett Jeppson, associate administrator for the Office of Veterans Small Business Development, adding that even with these important

skills, they still lack knowledge. “I think the single biggest challenge for many veterans is when they come out of the service they have a lot of the intangible skills—desire, drive, creativity, leadership, and so forth—but they may not have that business acumen that someone who’s been in the business world for a while has.”

“An SBA Resource Center can advise them on things like quarterly tax payments, different ways to handle debt, payroll, and things like that. So for anyone needing some assistance with things like this, there’s definitely a support from an education, awareness, and training standpoint,” he continues.

The other challenge that vets have is one of money. Access to capital is always going to be tough for any small business, but Mr. Jeppson believes it’s especially tough for the veteran small business owner.

“You don’t make huge sums of money in the military so you don’t come out with a strong capital or equity position. Depending on the business you’re going into, sometimes it’s hard to bootstrap even into some of the more moderate-cost businesses,” he says. “That’s what we’re focused on this year, is really just trying to see where and how we can help support an environment that increases access to capital for veterans.”

Mr. Jeppson says they focus on what they call the Three Cs: Counseling and Training, Capital, and Contracting; and, as part of that, they offer a number of program to veterans interested in entrepreneurship.

“We participate in a program called Entrepreneurship Boot Camp for Service-Disabled Veterans (EBD), which we run through a partnership with a number of universities across the country. There is another program

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Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

May: Asian-Pacific Heritage Month.

May: A month when we remember veterans defending the threatened ideals of our country.

May: A month in which we draw upon our hopeful spirits to find the determination, ingenuity, and goodness that characterize America at its best.

I love many kinds of music, and right now Brooklyn-born Neil Diamond comes to mind. You know the tune:

America

Far, we've been traveling far
Without a home, but not without a star.

Free, only want to be free,
We huddle close, hang on to a dream.

On the boats and on the planes,
They're coming to America.
Never looking back again,
They're coming to America.

Home, don't it seem so far away?
Oh, we're traveling light today
In the eye of the storm, in the eye of the storm.

Home, to a new and a shiny place,
Make our bed and we'll say our grace,
Freedom's light burning warm,
Freedom's light burning warm.

Everywhere around the world,
They're coming to America.
Ev'ry time that flag's unfurled,
They're coming to America.

Got a dream to take them there,
They're coming to America.
Got a dream they've come to share,
They're coming to America.

They're coming to America.
They're coming to America.
They're coming to America.
They're coming to America
Today, today, today, today, today.

My country 'tis of thee (today),
Sweet land of liberty (today),
Of thee I sing (today), of thee I sing,
Today, today, today
Today, today, today . . .

Need I say more?

The Amazing Asian Origins of Our Earliest Immigrants

By Leslie McMillan

Chinook salmon, known also as king salmon, are widely recognized as both the largest and the most valued species of these extraordinarily healthful fish. Close cousins of Atlantic salmon, they are named for the Chinook Indian tribe of the Pacific Northwest—enduring people who once dwelled in great numbers along the Columbia River, living on salmon and crafting from whole cedar trees the stable oceangoing canoes that could safely carry a family entourage to Alaska and back.

Chinook Chief Comcomly welcomed explorers such as Gray and Vancouver, Lewis and Clark, and the Astor Expedition financed by John Jacob Astor of New York. Washington Irving described him in his book *Astoria* as “a shrewd old savage, with but one eye,” and referred to his trade and diplomacy skills. Modern historian James Ronda characterizes Chief Comcomly as a talented diplomat and shrewd businessman. The anachronistic portrait of Chief Comcomly, published in William Waldorf Astor's *Pall Mall Magazine*, resides currently in the landmark building of the New York Public Library.



Comcomly.
(From a water-colour drawing.)

In 1835, five years after Comcomly died, a Hudson's Bay Company doctor dug up his grave and shipped his skull on an ocean voyage to the Royal Naval Hospital Haslar Museum in England. Researchers were fascinated by the renowned chief's elongated flathead skull, artificially formed in his infancy as the royal “Chinook sign of freedom.”

More than a century later, though damaged in the bombing Blitz of England during World War II, Chief Comcomly's skull was returned in 1953 to Astoria in his native region at the mouth of the Columbia. In 1956, the Smithsonian Institution in Washington, DC, acquired the skull, then published a 1960 report entitled, *The Chinook Sign of Freedom: A Study of the Skull of the Famous Chief Comcomly*.

In 1961, Lord Astor of England attended Astoria's 150th anniversary events. He honored Comcomly during the dedication of his Chinook burial canoe monument that overlooks tributaries flowing into the wide Columbia River.

At last, in 1972, his skull was returned to descendants of the Chinook chief. In a tiny hilltop cemetery in his home territory along the Columbia,

a small engraved headstone discreetly marks the birth and death of Chief Comcomly. The pioneer cemetery also harbors the memorials of several generations of his grandchildren.

The life cycle of the tribal namesake Chinook salmon curiously resembles that of the principle Chinook chief. More remarkably, the Chinooks are a living parable whose extreme migrations and unimaginable returns to their precise origins might further help to describe the theme of this article.

An individual Chinook salmon is typically hatched in a small freshwater pond or stream flowing into one of the thousands of larger tributaries and rivers that empty into the northern Pacific Ocean—ranging anywhere from central California to Alaska to eastern Siberia. The young Chinook lives in its freshwater birthplace for several months, then travels hundreds of miles down the currents of merging waterways to the complex confluence of the freshwater river and the vast saltwater expanse of the Pacific Ocean.

Adapting to its new saline habitat, the juvenile king salmon eats plankton, plantlife, insects, small sea creatures, and other fish. During the course of a few years, it migrates thousands of miles in the cold northern depths of the Pacific, swimming the hidden paths of countless generations of its own kind.

Then the moment arrives when the mature Chinook salmon is inexplicably compelled to return to its origins. From its remote place across the measurelessly changing volumes of open ocean, it discerns a homeward direction. Scientists still cannot adequately explain the marvelous works of our Creator.

Many hundreds of miles later, the Chinook enters the more distinctly familiar coastal waters of salty tides mixed with fresh riverflow. It has

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Small Business Voices

Editor's note: Tioga County Chamber of Commerce President Gwen Kania is a great communicator who actively builds her distribution list and sends interesting email updates almost daily. We at Small Business Exchange Northeast enjoy reading them.



To the SBE-NE Editor:

OWEGO, NY—The Tioga County Chamber of Commerce invites you to a Ribbon Cutting at The Kitchen Store, Inc. . . . The owner, Sue Michaels, has moved her storefront from Apalachin, NY, to downtown Owego. She will be selling kitchen gadgets and bringing locally produced food products to the heart of Owego. She will also be providing and hosting international cooking classes in a fun and rich environment that can help you explore different cultures through their food. . . . Come enjoy some wonderful food. We hope to see you there.



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AWARDS

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

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

SF African American Historical Society
2014 Black History Month Award

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

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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

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

SKANSKA

ETC/CIO

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 25, 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

SMALL BUSINESS EXCHANGE NORTHEAST

SBE's targeted distribution reaches DBE, SBE, DVBE, MBE, WBE, LBE, and OBE firms that match the trades and goods you need.

www.sbenortheast.com • 800-800-8534

SMALL BUSINESS EXCHANGE NORTHEAST

SBE OUTREACH SERVICES

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

Advertisements

Placed in the monthly Small Business Exchange Northeast newspaper, the 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



TAPPAN ZEE CONSTRUCTORS, LLC
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 & Rockland Counties, New York

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

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

www.TappanZeeConstructors.com

TZC Vendor Database

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

Business Orientation Meetings

Are held the second Wednesday of every month at the TZC Main Project Office. All interested firms are encouraged to attend to learn how to gain access to TZC Subcontract Opportunities and to meet with TZC representatives. Registration is required by sending an email to RSVP@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.

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

Date Of Monthly Advertisement: May 2014





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

DESPP STATE POLICE TROOP L AND TROOP L GARAGE RE-ROOFING

Location: Litchfield, Connecticut
Respond By: 07/02/14
Ref #: Project # BI-N-334; Solicitation # 1414BIN334
Pre-Bid Conf: 06/16/14, 10:00 am, 452A Bantam Road, Litchfield, Connecticut
NAICS:
License Req:
Description: Available through electronic services
Owner: Connecticut Department of Administrative Services Procurement Services
Contact: Project: Martin A. Benassi, AIA-Architect LLC, fx203-248-6072 cc Ward Ponticelli, RA, fx860-713-7261; Bid: Mellanee Walton, fx860-713-7395

NEW HAMPSHIRE

COOLING TOWER AND ROOF REPLACEMENT

Location: Rockingham Courthouse, Brentwood, New Hampshire
Respond By: 06/25/14
Ref #: 80745-B
Pre-Bid Conf: Tuesday, 06/10/14, and Tuesday, 06/17/14, 9:00 am
NAICS:
License Req:
Description: Available through electronic services
Owner: New Hampshire Department of Administrative Services
Contact: David W. Goulet, fx603-271-3515, dgoulet@dot.state.nh.us

RHODE ISLAND

REPLACE EXISTING DOOR CONTROL/ INTERCOM SYSTEM

Locations: Women's Gloria McDonald Facility, Cranston, Rhode Island
Respond By: 06/20/14
Ref #: 7548764
Pre-Bid Conf: Tuesday, June 10, 2014, 11:00 am, 10 Garvey Road, Cranston, Rhode Island
License Req:
Description: Available through electronic services
Owner: Rhode Island Department of Administration, Division of Purchases
Contact: David Cadoret or bidinfo@purchasing.ri.gov

Description: Available through electronic services
Owner: Vermont Department of Transportation
Contact: Contract Administration, 802-828-2641; fx802-828-5545

VARIOUS STATES / NEARBY

ARCHITECT/ENGINEER FOR VETERANS AFFAIRS NEW ENGLAND HEALTHCARE SYSTEM

Locations: VA Maine Healthcare System, Togus, **Maine**; VA Medical Center, White River Junction, **Vermont**; VA Medical Center, Manchester, **New Hampshire**; VA Central Western Massachusetts, Northampton, **Massachusetts**; Edith Nourse Rogers Veterans Memorial Hospital, Bedford, **Massachusetts**; VA Boston Health Care System, **Massachusetts**, including Brockton, Jamaica Plain, and West Roxbury Campuses; VA Medical Center, Providence, **Rhode Island**; VA Connecticut Health Care System, including West Haven and Newington Campuses; VA Allocation Resource Center, Braintree, **Massachusetts**; Community Based Outpatient Clinics located within VISN 1; any other VA facility and/or location within the New England Healthcare System
Respond By: 08/25/14
Ref #: VA24114R0463
Pre-Bid Conf:
NAICS: 541---; 541310; 541330
License Req:
Description: Available through electronic services
Owner: Department of Veterans Affairs, Providence Veterans Affairs Medical Center
Contact: Karla Rotondo, 401-459-4760x1558, karla.rotondo@va.gov

MAINE

IMPROVEMENTS TO CITY OF BELFAST PUBLIC LANDING

Location: Belfast, Waldo County, Maine
Respond By: 06/20/14
Ref #: WIN LAP018534.10
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Maine Department of Transportation
Contact: Katherine Pickering, 207-338-1142, harbormaster@cityofbelfast.org

NEW JERSEY

DIRECT CURRENT TRACTION POWER CABLE (500MCM)

Location: PATH Consolidated Maintenance Facility, Jersey City, New Jersey
Respond By: 06/20/14
Ref #: 37996
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: The Port Authority of New York and New Jersey
Contact: Rene Munoz, 201-395-7366

WINDOW/GLASS REPAIR, MASTER PRICE AGREEMENT (MPA) #499

Location: All parts of the state, Rhode Island
Respond By: 06/23/14
Ref #: 7548753
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

MORGAN-BRIGHTON STP SURF (41)

Location: Vermont Route 111, Morgan to Brighton, Vermont
Respond By: 06/20/14
Ref #:
Pre-Bid Conf:
NAICS:
License Req:

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

MASSACHUSETTS

MOTORCYCLE LEATHERS

Location: Framingham, Massachusetts
Respond By: 06/20/14
Ref #: BD-14-1084-POLSU-35200-00000000620
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Massachusetts Department of State Police
Contact: Kimberley DeSiata, 508-988-7427; Cheri Lee, 508-820-2148

NEW YORK

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

INVITATION TO BID

Boston: Commonwealth Avenue

Over I-90 and MBTA

Design-Build, MADOT 606541

Location: Boston, Massachusetts

Subcontractor Quotations Due: July 11, 2014

All subcontractors and other firms, including those who are certified as **MBE/WBE** or as **SDVOBE**, are encouraged to respond to this invitation. Interested parties should contact Rob Nies at rnies@jfwwhite.com or visit <http://www.jfwwhite.com>.

WORK INVOLVED: Steel Erection, Miscellaneous Metals, Paving, Bridge Painting, Electrical, Traffic Control, Utility Relocations, Site Work, Waterproofing, Concrete, Resteel, Bridge Joints, Line Striping, Environmental, Precast Concrete, Landscaping/Erosion Control, Fence and Guardrail, Rail Materials, Others are in development.

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WHITE Kiewit
A JOINT VENTURE

Eight-State Alliance Plans to Put 3.3 Million ZEVs on Roads

SALEM—Eight states spanning east to west announced the creation of a collaborative “Multi-State ZEV Action Plan” that will guide efforts to put 3.3 million zero-emission vehicles on the roads by 2025. Oregon, California, Connecticut, Maryland, Massachusetts, New York, Rhode Island, and Vermont created the first promised milestone for the bi-coastal collaboration aimed at paving the way for the cleanest cars in the nation—ZEVs. The plan focuses on infrastructure, policies, standards, and other components critical for the success of a growing market.

“Putting 3.3 million ZEVs on the roads of Oregon and our partner states in the next eleven years requires both collaboration and action,” said Governor John Kitzhaber. “We’ve taken significant steps in Oregon to accelerate EV adoption, including public-private initiatives like the West Coast Electric Highway and the designation of a statewide EV officer. This action plan gives Oregon and other partner states specific next steps to not only build on and expand current efforts, but to see them through.”

The governors of the eight states began this latest collaboration with the signing of a Memorandum of Understanding on October 24, 2013. The ultimate goal is to reduce greenhouse gas and smog-causing emissions by transforming the transportation sector over the next eleven years. Since the MOU signing, state regulators, the auto industry, infrastructure developers, and other stakeholders have shared information and best practices to help move the effort forward.

ZEVs include plug-in hybrids, battery electric, and hydrogen-powered fuel cell electric vehicles. To date, manufacturers have rolled out more than two dozen models in these categories and they have developed a solid foothold in the automobile market. As of April 2014, there are nearly 200,000 nationwide. Sales have doubled over the past year alone, with more than half of those sales occurring in the MOU signatory states.

For more information, visit: www.oregon.gov/ODOT/COMM/Pages/NR14052902.aspx

Source: Oregon Department of Transportation



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.



GOLDEN GATE BRIDGE HIGHWAY AND TRANSPORTATION DISTRICT

NOTICE INVITING BIDS

Contract No. 2014-BT-12 SANTA ROSA BUS FACILITY CUSTOMER PARKING LOT IMPROVEMENTS

The Golden Gate Bridge Highway and Transportation District (District) seeks bids for **Contract No. 2014-BT-12, Santa Rosa Bus Facility Customer Parking Lot Improvements**. Interested bidders must submit sealed bids to the Office of the Secretary of the District by **Tuesday, June 24, 2014, at 2:00 pm PT**, at which time bids will be publicly opened and read.

This public works project consists of, in general, repaving an existing parking lot and improving the existing drainage at the bus transit building located in Santa Rosa, CA. The demolition work includes removal and disposal of existing asphalt concrete (AC), aggregate base (AB), concrete wheel bumpers, miscellaneous site concrete, pole-mounted ADA signs, an existing irrigation line, and a pipe steel barricade fence. Installation work includes new AB and AC parking lot paving, installation of new wheel bumpers, installation of new steel bollards and ADA signs, installation of a new irrigation line, parking striping, fabrication and installation of a new pipe steel barricade fence, a new concrete walkway, a new addition to the existing concrete bus pad, a new concrete curb, installation of a French drain, drainage swales, a catch basin, and the trenching and installation of a new pipe drain, and all other work items as required to complete the Project titled **Santa Rosa Bus Facility Customer Parking Lot Improvements**, as shown on the Contract Plans and as specified in the Contract Documents.

A non-mandatory pre-bid conference and a job site tour will be held on **Tuesday, June 10, 2014, at 10:00 am PT** at the Santa Rosa Bus Facility, 3225 Industrial Drive, Santa Rosa, CA 95403.

This is a **Public Works Contract**. Bidders bidding as the prime contractor shall possess a valid

State of California Class A General Engineering Contractor's License. All subcontractors, if any, shall be properly licensed by the State of California to perform specialized trades.

The District reserves the right to reject any and all bids or to waive any irregularities or informalities in any bid or in the bidding procedure. No bidder may withdraw its bid for a period of ninety (90) days after the date of opening bids.

The successful bidder shall furnish a performance bond and a payment bond in amounts equal to one hundred percent (100%) of the total price of the Contract. Pursuant to Public Contract Code Section 22300, the successful bidder may submit certain securities in lieu of the District withholding funds from progress payments (retention) during the project.

Bidders must meet the contract-specific Small Business Enterprise goal of 8% on this project or demonstrate good faith efforts to do so.

In accordance with Section 1720 et seq. of the Labor Code, the general prevailing wage rates as established by the Director of the California Department of Industrial Relations will apply to this Contract. The prevailing wage rates established by the California Department of Industrial Relations can be viewed at the District's Engineering Office and are available at <http://www.dir.ca.gov/OPRL/PWD>.

Contract Documents are available for download on the District's website at <http://www.goldengate.org>. Click on Contract Opportunities, scroll down to Bus Division, and look for Contract Number 2014-BT-12. Contract Documents are also available from the Contracts Office, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA 94129-0601, by e-mail at contractoffice@goldengate.org, by telephone at 415-923-2229, or by facsimile at 415-923-2357.

There is a non-refundable purchase price of fifty dollars (\$50) for a set of hard copies of the Contract Documents. Full-sized Contract Plans will be available for purchase for an additional thirty dollars (\$30).

/s/Lori A. Murray, Procurement Director
Dated: May 20, 2014
5/22, 5/29/14

**CNS-2623719#
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 for the following work:

Project Name: PARKING STRUCTURE 2—WAYFINDING SIGNAGE

Project Number: 4011104

Description of Work: Partially remove existing signage and provide new signage, monument signage, hanging signage; and paint surfaces as described in the construction documents. Refer to website above for complete description.

Estimated Construction Cost: \$200,000.00

Bidding Documents Available at:

UCLA Online Planroom
Website: <http://www.uclaplanroom.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:
May 29, 2014

Mandatory Pre-Bid Conference/Job Walk:
June 5, 2014
Beginning promptly at 10:00 am
(THERE IS NO GRACE PERIOD)

Bid Submittal Deadline:
2:00 pm, July 8, 2014

License Requirement: C-45 License (Sign)

Prequalification: To be allowed to submit a bid, bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

Request for Proposal Watersheds Capital Construction Management—Consulting 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 Santa Clara Valley Water District is soliciting proposals from consultant firms to provide construction management services for a series of watersheds projects going to construction in 2014 through 2016. The primary objective of the projects is flood protection for various District watersheds. The consultants will provide construction management services throughout the construction phase of projects.

All interested firms are invited to submit a proposal based on your firm's qualifications conducting construction management for projects similar in size and scope to the District's project. 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.

Contact:

For assistance with creating a CAS account, please call **408-630-2992**, or email questions to ContractAdministration@valleywater.org.

In addition to submitting proposals electronically through the district's web portal, 12 hard copies of the proposal must be received by the proposal due date and time specified in the RFP Schedule. Please refer to the RFP for detailed hardcopy delivery instructions.

General questions regarding this solicitation will be accepted by email to [Afshin Rouhani](mailto:AfshinRouhani@valleywater.org) at arouhani@valleywater.org.

5/2014_BA

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Management: Mediation and Arbitration as Alternatives

By Odette Pollar

As our society becomes more and more litigious, it is a pleasure to see the growth in the use of arbitration and mediation to solve disputes. Whether that's a workplace issue, one between a landlord and a tenant, or a vendor and a customer, using alternative remedies for dispute resolution has been on the rise. Litigation can be incredibly costly, time consuming, drawn out, and frustrating.

Issues in the workplace that often result in lawsuits concern matters of equal pay and compensation, racial bias, and cultural differences. Recent newspaper headlines have chronicled huge judgments against some of the nation's largest employers, including Texaco, Ford Motor Company, Interstate Brands Company (Wonder Bread), and others. The Equal Employment Opportunity Commission receives complaints about discrimination based on national origin, race, or religion, and those are on the rise. It appears to be inevitable that disputes will occur. Finding alternative ways to resolve them is beneficial to both parties. Here are the differences between mediators and arbitrators.

Mediation is a problem-solving process wherein a third party who is neutral to the problem assists the parties by providing a structured way to communicate and negotiate. The mediator tries to help both parties analyze their problems and generate solutions by helping them explore options. According to attorney John Scott of Dispute Intervention Services, "The potential result is eventual agreement on a series of steps to be initiated to solve the problems identified. The mediator acts as a guide directing the parties through the conflict that befalls them."

At the end of a lawsuit, it is rare that both parties are still speaking to each other. However, in a mediated situation, since the goal is not only to reduce the specific conflict but also to teach the parties to understand each other more effectively, often the quality of communication can improve the relationship later on down the line. In most mediated situations, both parties learn to understand each other better and communicate more effectively.

A mediator must be knowledgeable about conflict resolution techniques and must be proficient at using problem-solving strategies to guide the parties through the process. Mr. Scott, who also serves on the mediation and arbitration

panel of the American Arbitration Association, explained that the mediator must be aware of the dynamics between people and be able to identify when race-based or cross-cultural disputes are in evidence. The person must be able to identify and present various options for the parties to consider, able to lay out a strategy for approaching the mediation process and offer a reasonable timeline for resolution. Part of the goal in working with a mediator is to prevent the dispute from dragging on for months or years. This person can be a colleague, an associate, a human resource representative, or another mutually accepted person with the necessary skills.

The role of an arbitrator is similar to that of a mediator except that the arbitrator is someone in the legal profession, an attorney, or often a retired judge. Once all of the information is presented, the decision of the arbitrator is final, and both parties agree to live with and abide by the decision of the arbitrator.

Either approach can be very helpful in reducing the length of time that conflicts take to resolve; they are certainly less expensive. The reduced degree of bitterness after resolution is a large positive for both parties. The next time

you think about slamming the door and saying, "I'll sue you," consider a couple of other options first. They may serve you better and in the long run reduce the emotional upheaval of an already distressing situation.

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.



Veteran Entrepreneurs a Vital Part of Small Business . . .

Continued from page 1

called VWISE (Veteran Women Igniting the Spirit of Entrepreneurship), operated through a cooperative agreement with a university, that provides entrepreneurship training for women veterans and military spouses," he says.

"We also have our Boots to Business program, which is part of the new transition assistance program and is designed for vets who are looking to become self-employed. This program better helps prepare veterans who are leaving the service. Included in this is a weeklong program that service members go through before they actually separate from the military.

"The VA has a big package that they deliver (with a lot of information in it on applying for loans, balancing checkbooks, etc.), and the Department of Labor provides an employment workshop as part of that week. That workshop includes everything from resume-building and networking to job searches and other basics of trying to find employment," he continues.

More detail can be found on these programs and others on the SBA's website (sba.gov).

According to the site, the organization uses a public-private partnership to train transitioning service members into being in business for themselves.

"We have worked with our expert network of resource partners, including Women's Business Centers (WBCs), SCORE chapters, Small Business Development Centers (SBDCs), Veterans Business Opportunity Centers (VBOCs), Syracuse University, the VA, and DOD to provide transitioning service members the knowledge, tools, and resources they need to evaluate opportunities and become successful entrepreneurs. Through the Boots to Business initiative, service members will learn the nuts and bolts of how to start and grow a business. They will also be introduced to the SBA's nationwide resource partner network for support throughout the life cycle of their new business," the site says.

It further explains, "The Boots to Business program uses a multi-phased approach to introduce transitioning service members to the fundamentals of small business ownership and to the SBA tools and resources available to them. Building on lessons learned from the Boots to Business pilot program, launched in the spring of 2012, the SBA aims to ultimately provide entrepreneurship awareness and opt-in training nationwide to the 250,000 service members from all branches of the military that transition each year. The Veterans Business Outreach Program (VBOP) is designed to provide entrepreneurial development services such as business training, counseling and mentoring, and referrals for eligible veterans owning or considering starting a small business. The SBA has sixteen organizations participating in this cooperative agreement and serving as Veterans Business Outreach Centers (VBOC)."

When it comes to capital, it's important to note, Mr. Jeppson says, that the SBA doesn't do any direct lending. They offer secondary lending, which means they guarantee the loan that banks make to small businesses, and they have the underwriting criteria that they have to follow and meet.

"There are two programs that relate to lending for veterans. One is a Lending Pledge Initiative with their top one hundred twenty national lenders. The goal is to increase lending to veterans by five percent per year over the next five years—both in the total dollars loaned

as well as the volume of loans made to veterans.

"That program just started in 2013, and at the end of the five-year mark we anticipate there'll be an additional half billion dollars in capital for veterans in the marketplace," he explains, adding that the other program is the SBA Veterans Advantage program. "For FY14, they've reduced the fee on all SBA express loans, which essentially are loans that are \$350,000 and below. For veterans the fee is reduced to zero. So they don't pay a borrower fee on those loans; it saves them about three percent on the loan. For FY15, we're going to expand that program a little bit so that for all SBA loans above \$350,000, the veteran will have to pay only one-half of what the fee is. That will save them about 1.5 percent off the total value of the loan at origination. The goal is that instead of creating new loans just for veterans, we're using the SBA loan portfolio and giving veterans an advantage in taking out those loans."

For companies that are owned by reservists or National Guard members, or which employ reservists or National Guard members in key positions, the SBA offers a loan program that goes up to two million dollars if that person is mobilized. There is zero interest on the loan payment while the person is mobilized. After that time, it reverts to a regular SBA loan.

The third C is contracting, specifically government contracting, which has been known to help many businesses succeed where they might otherwise have not had enough business or revenue to survive financially. There is a preference for contracting with service-disabled veteran-owned small businesses. The statute that establishes that preference sets aside a goal of three percent of all federal prime contracting dollars for veteran-owned small businesses.

"In 2013, for the first time ever, we hit that goal of three percent. That represents about \$12.65 billion in contracting, which is pretty significant. We're one of the few programs that is actually hitting its statutory goal," Mr. Jeppson says.

He believes they hit the goal because people realize the value of the service and skill disabled veterans bring to the table, so it's not just the status, but the value of what they bring.

"The other is that we have an interagency task force that focuses on entrepreneurship, and they make sure that all the agencies come

together and we focus on how we help support the veteran-owned small business, especially the service-disabled veteran-owned small business," Jeppson explains. "In addition, our administrator actually goes over and updates each of the agency deputies in front of their peers as to where their agencies are at on their small business spend. That way they're held accountable in front of their peers on how their agency's doing. We then issue a scorecard at the end of each year that says exactly how each agency did and they are given a grade as to how they did in meeting their small business contracting goals. Our agency has been an advocate for and has made real inroads in our government contracting."

All of the contracting opportunities that the government has are available to everyone, including veterans and service-disabled veterans, adds Stanley Fujii, veterans procurement liaison for the SBA. "But specifically for the service-disabled veteran community, there is a three percent goal, which is a way or means of being able to provide set-aside contracts for service-disabled veterans using a competitive set-aside," Fujii notes. "But there is NOT one just for *Stanley Fujii, SBA veterans* the veterans by *procurement liaison* themselves. Any procurement that is being let out for normal business, the veteran community can bid on it as well."

Contracting opportunities are available in both hard and soft skills areas. Soft skills would include such things as IT services, computing applications, drafting, writing, management consulting, and other such services, as well as supplying the government with products it may need to purchase. Hard skills would include things like engineering, construction, manufacturing, and non-professional services like janitorial and security.

To find available federal business contracting opportunities, interested parties, including vets,

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Certified to Win: City's MWBE Companies

By Phyllis Furman of the *Daily News*

Tamara Nall's Harlem-based data analysis and IT consulting firm, The Leading Niche, is on a fast track.

Launched in 2007, the company has grown its employee ranks from four to thirty-one in just the last two years.

Nall's biggest customer: Uncle Sam.

Some ninety percent of The Leading Niche's revenues come from federal government contracts. Nall, thirty-nine, has no fewer than five government certifications identifying The Leading Niche as a minority-owned, women-owned, and/or small business.

The designations have helped her open doors to opportunities that she otherwise might not have been able to access. Once she landed government clients, and proved herself, others followed.

"We have every certification you can imagine," Nall told a roomful of multicultural small business owners recently who came to learn about government contracting at the Trade Brooklyn business conference.

"For me, it's been very helpful."

Savvy New York City entrepreneurs like Nall are turning not-so-attractive government work into hot profits.

The federal government and New York State set aside a certain portion of their procurement for disadvantaged businesses. Likewise, New York City sets diversity goals for specific types

of contracts such as construction, legal services, and trucking.

Lately, government at all levels has been stepping up efforts to give minority business owners a hand.

Last year, New York City passed Local Law 1. The new law eliminates what had been a \$1 million cap on the type of government contracts that count towards the city's diversity goals.

That means minority- and women-owned businesses can use their designation to compete for much bigger deals.

"The pool of contracts has gone from \$400 million to \$2 billion," Gregg Bishop, deputy commissioner, business development division at the city's Department of Small Business Services (SBS), told the *Daily News*.

Since 2008, when the city launched its Minority- and Women-owned Business Enterprise (MWBE) program, the number of certified city businesses has ballooned from 700 to 3,764.

"We are committed to dramatically increasing that number," SBS Commissioner Maria Torres-Springer told the *News*.

Getting certified is no guarantee of success. In 2012, less than twenty-five percent of certified firms actually won city contracts, according to a study conducted by the Manhattan Borough President's office.

The winners set themselves apart by connecting with programs and services offered by the city and then using those skills and connections to chase down deals.

Last year, Danny Pretto, the owner of Staten Island-based Safeco Construction, participated in the city's Bond Readiness program. The course teaches construction companies how to access bonds, which are required by the city. Afterward, Pretto was able to secure a \$4 million bond—and about \$8 million worth of city construction contracts.

"You have to give blood, sweat, and tears to get bondable," Pretto said. "It was definitely worth it."

Getting certified and doing business with the government isn't easy. Companies should expect to be heavily vetted. There are big capital requirements.

"From the time you apply for a contract to the time you are awarded a contract could take twelve to eighteen months," said Candace Waterman, chief of staff at the Women's Business Enterprise National Council. It took some time for Brooklyn-based multicultural marketing firm Highbrid Media to get up to speed on nailing government work, said Juan Perez, the company's CEO.

But now Highbrid is making tracks.

This year, twenty-five percent of the firm's business will come from government clients including CUNY, which has tapped Highbrid to help recruit minority students.

"It's all about planning and being smart about contracting," Perez said. "It's a huge way to grow our revenues."

Source: *New York Daily News*



Amazing Asian Origins of Our Earliest Immigrants . . .

Continued from page 2

reached its native region after years of absence, but it is not yet home. Among many mingled options, its destination must be only that *one* stream of that *one* tributary of that *one* river.

The Chinook's color has now changed to include swathes of red. Swimming against the current, flinging itself again and again up fish ladders that make dams passable, overcoming stout waterfalls, avoiding animal and human predators—all while unerringly sensing the traces of origin—the battered Chinook relentlessly revisits the hundreds of freshwater miles of its youthful outbound journey.

At last reaching its own particular home waters, the exhausted king salmon has a final purpose to fulfill, in partnership with another returning salmon: to spawn its next generation. Within a few months, among millions of recently hatched salmon teeming toward the Pacific, the living parable of yet another Chinook could be tracked, symbolic of many and more.

The dramatic Chinook salmon migration is reminiscent of another enormous migration, the greatest in human history.

Long before Comcomly or any other humans lived on the two continents later named America, a distinct group of people continued a northeastward migration, settling in a river valley in a mountainous region of Siberian Central Asia before moving onward. By some unconquerable motivation, they traveled to the ends of the earth, crossing from Siberia to Alaska—perhaps by a land bridge—and then ranging in family groups from the extreme North to the extreme South of the two uninhabited continents.

How many generations of these extraordinary people answered the primordial call to extend the frontier from pole to pole, never really knowing how far they would go? Eventually, the tribes spoke a thousand different languages and built diverse cultures in their varied environments.

But, notably, the Asian features of Indians from Alaska to Argentina persist to this day.

Confirming the visible likeness are the genetic identifiers found through extensive DNA research. Native Americans throughout the two continents share unique chromosomal markers with those living in the Altai Mountains of Siberian Central Asia—people identified as Altai, along with their genetic and linguistic twins, the ancient nomadic Kyrgyz who still range to the Altai foothills from their primary location several hundred miles southwest in mountainous Kyrgyzstan.

Interestingly, a handy English-Kyrgyz dictionary shows that the Kyrgyz words for "six" and "month" are transliterated *alty ai*. Altai. A Kyrgyz professor explains this as a nomadic timetable for an excursion to the Altai region. Also fascinating is the Kyrgyz word for "distant," transliterated *alysky*. Alaska.



Kyrgyz people have a history spanning millennia. Archaeological records tell an intriguing story, and their rich oral tradition is epitomized by the heroic *Manas* epic, a lengthy poetic mixture of history, fiction, and drama that the Kyrgyz have cherished for centuries. But written records have been mainly the work of others. Only since the early 1900s has the Kyrgyz language been committed to writing, although the form of alphabetic script was

not settled until decades later, after the Kyrgyz people were absorbed into the Soviet Union. Since 1940, written Kyrgyz has consisted of the Cyrillic letters used in the Russian language, with extra characters for unique Kyrgyz sounds. Excellent Kyrgyz authors now abound, expressing their ideas and information in Kyrgyz or Russian or occasionally even English.

Kyrgyzstan became an independent nation in 1991, and the free people with a nomadic heritage have been struggling to reclaim their identity and fulfill their hopes for a stable democracy and economic progress. Corrupt dictatorial rulers, popular revolutions, and heartbreaking conflicts have come and gone since 1991. Up to a million young Kyrgyz workers—one fifth of the population—have moved to Russia to find basic employment.

Kyrgyz people are also coming to America—likely fewer than ten thousand so far in this modern migration. Many of these Central Asians are gently aware that their genetic descendants are the American Indians, but it is mostly a relationship beheld from afar. Yet even without a tangible handshake or hug, the revelation is ennobling, like discovering hidden royalty in family bloodlines. In essence, the Kyrgyz—now clinging to sovereignty in their own small, mountainous, landlocked home territory—once commanded the domain of two continents and endless ocean shorelines, with no human rivals but themselves for untold centuries.

By the grace of adoption, one little Kyrgyz boy holds the personal inheritance title to forested acres of Chinook lands in the Pacific Northwest, and also to a brick home in Brooklyn. He will remain here for many seasons of nurturing, growth, education, and experience. But in his heart is the visceral understanding that some



day he will return—perhaps as a *baatyr*, a heroic leader—to that *one* stream of that *one* tributary of that *one* river of his birth, to which he also holds the personal inheritance title. Eventually, his story could be seen as a living parable, symbolic of many and more.

Readers of the Small Business Exchange Northeast newspaper might appreciate knowing that Kyrgyz immigrants from Central Asia assist with the production of the monthly print editions, preparing them for distribution among diverse groups of small business owners, large corporations, and public agencies. You hold in your hands a token of friendship and trade.

In fact, the twin sister editors—one living in New York and the other again living in their tiny childhood community along a Chinook salmon spawning stream in the Pacific Northwest—are direct descendants of Chief Comcomly, the wise and persistent welcomer of European and American immigrants and their expedition leaders.

We still cannot adequately explain the marvelous works of our Creator.

About beautiful Kyrgyzstan: <http://www.youtube.com/watch?v=vRvYwEVh7BU>

SMALL BUSINESS EXCHANGE NORTHEAST

News and Information

AECOM Hired to Study Sites for New Buffalo Bills Stadium

By Tom Precious of *The Buffalo News*

A California architectural and planning firm has been tapped by the Cuomo administration to quickly begin scouting locations for a new stadium for the Buffalo Bills, and to come up with a detailed financial feasibility report in just two months for up to four possible sites in Western New York.

AECOM, a Fortune 500 company that has worked on numerous professional, college, and Olympic stadium projects, began earlier this month to identify and review potential stadium sites. The state hopes to use the resulting economic impact report to persuade the next owners of the Bills to remain in Western New York, according to information obtained by *The Buffalo News*.

The location scouts will confine their work to the “Buffalo region”—avoiding Ontario—to develop detailed projections on everything from the number of seats to how to incorporate a new football facility into other economic development projects in a community.

Sources close to the effort said the company could look at a dozen sites before reducing the list to a “workable” three or four new locations. The company also is charged with doing an economic analysis of keeping the Bills in their current stadium in Orchard Park.

Site visits by AECOM executives started May 12 and will conclude June 17, with a draft report due to the state by June 17 and a final report by July 11. The work is being fast-tracked because of the

effort by the trust of the estate of the team’s longtime owner, the late Ralph C. Wilson Jr., to sell the team, possibly as soon as this year. It also comes after the state, county, team, and National Football League last year approved a new stadium lease to keep the Bills in Buffalo for ten years, though there is an escape clause in the contract’s seventh year.

The state’s work with AECOM, as well as *The Buffalo News*’s report in early May of the rehiring by the state of a Manhattan law firm to represent its interests in Bills’ matters, shows a growing interest in making sure the team does not slip away from New York under new owners.

The Cuomo administration is hoping to negotiate a new stadium lease deal with the next team’s owners with terms as long as thirty years.

“We want to present a long-term solution that will keep the Bills in Western New York for decades to come. Someone is going to buy the team, and we want them to have the best information available in order to give them confidence in the region and the widespread support the team has,” said Irwin Raji, co-chairman of the sports industry legal team at Foley & Lardner, which represented the state during the 2012–2013 stadium lease negotiations and was recently retained again by the state.

The audience for the report is not only Cuomo and Erie County—so officials can know the economic and financial implications of any new stadium project—but also buyers of the team and the National Football League (NFL), whose

owners have to approve the sale of the team.

For the state, keeping the Bills in Western New York was a major prize when it secured its deal with Wilson last year. That pact included a \$400 million penalty if the team—and any future owners—leaves the region within the deal’s ten years, with the exception of a cheap escape clause during year seven of the contract.

Now, as he faces re-election this fall, Cuomo has realized the growing importance of trying to get a long-term deal with a new owner. Many potential buyers’ names have been floated—from a local consortium led by Delaware North’s Jacobs family to former Buffalo Sabres owner Tom Golisano to billionaire developer Donald Trump.

“Governor Cuomo and this administration want to send a very strong message to the new owners and the NFL that we are committed to keeping the Bills in Buffalo and are prepared to do the legwork to make this a reality,” said Howard Glaser, Cuomo’s director of state operations, who was the point person during the 2012–2013 stadium lease talks.

AECOM’s fees will be taken out of the \$350,000 the state recently awarded Foley & Lardner as part of a three-year contract. AECOM’s total price tag was not revealed, though portions of it—such as \$5,000 for each rendering the firm completes for new stadium sites—were contained in a document obtained by *The News*.

The report will include an array of architectural, infrastructure, and financial information, but it

■ Continued on page 10

Proper Stewardship Yields Profits at Many Levels . . .

■ Continued from page 1

establishing Sims Municipal Recycling as the curbside recycler for the city’s five boroughs. Getting the recyclables from curbs to processing plants took nearly six million miles of truck trips a year. Many scores of trucks stuffed with plastic bottles and other comingled recyclables crossed bridges over the city’s waterways en route to varied destinations, guzzling oil-derived fuel, ramping up the city’s notorious traffic and fumes in the pursuit of ecological recycling. Meanwhile, beneath those bridges, garbage barges floated with relative serenity among the boroughs.

Farooqi, Andrews, Pelech, Lilly, and Sims each looked at a story problem, considered it from various angles, and came up with an entrepreneurial equation:

Plastics + Waste = Opportunity

After learning the ropes at Revlon and at least one other company, Khalid Farooqi decided to start his own business. “Until the 1990s, my company made plastic goods and sold them for \$5.99 per gross to distributors who then sold them to 99-cent stores in New York City.” Then, China started manufacturing and exporting similar goods. The distributors bought them for \$1.99 per gross, and the stores would sell them for the same price as before. Who profits?

“I paid my employees \$13 to \$15 or more per hour—the people who ran the machines and other equipment. We have to pay decent money so people can afford an apartment, car, food. But how do we compete with manufacturers that pay twenty-five cents an hour?”

Mr. Farooqi turned his gaze to the other end of the manufacturing stream—the landfill end—and saw resources. He launched Nu Mercury Polymer LLC in New Jersey. “We started collecting, processing, and recycling paper, metal, cardboard, and various types of plastics—things of value especially to manufacturers overseas. For example, American cardboard is number one; it’s heavy and dark brown. China’s cardboard is

faded and thin, has been recycled more often, and is not as strong.” He easily rattles off the acronyms and numbers of various types of plastic.

In 2007, Mr. Farooqi observed, nearly all plastics collected for recycling—including his company’s output—were shipped to China.

Writing for *Quartz* (qz.com), Gwynn Guilford reports in September 2013, “[W]hen American households and businesses recycled their plastic, for the most part what they were really doing was sending it for collection at US recycling companies. Some of that plastic trash would be



shredded, granulated, and packed into bales, while other types were simply bundled up as is. US recycling companies would then export it to China.”

China would turn these often sugar-sticky, smelly resources into myriad products for export.

Remember those 99-cent-store products? China has been producing and selling those and more sophisticated products, like computer casing, around the world. Ms. Guilford writes, “The US may have Save the Earth campaigns

to thank for the embrace of recycling. But more likely, it was made possible by China’s emergence as a manufacturing powerhouse. The more China made, the more it needed used plastics, eventually sucking up around two-thirds of the US’s plastic scrap each year, worth several billion dollars.”

But China’s plastics recycling plants, mostly mom-and-pop operations, were cheap-labor intensive and polluting. For example, in order to tell one kind of plastic from another (a necessary distinction), workers might burn and sniff the plastic—a noxious practice. And unusable materials ended up in massive growing refuse piles. On a large scale, the polluting processing factories led to . . .

Green Fence. In 2012, China’s government put up a virtual Great Wall to keep out all but the cleanest, most tidily sorted bales of plastic. The policy bars some types of plastic altogether. This created an economic tsunami temporarily injurious to plastics recycling in America.

Ms. Guilford quotes David Kaplan, CEO of Maine Plastics (a post-industrial recycler in Illinois): “[Plastics] 3–7 are absolutely going to a landfill—[China’s] not taking that any more . . . because of Green Fence. This will continue until we can do it in the United States economically.”

Likely to continue indefinitely, Green Fence drastically shrank the export market for American companies. Maine Plastics went out of business in March 2014. Mr. Farooqi’s company, Nu Mercury Polymer LLC, downsized, closed its plastics-grinding and processing warehouse in New Jersey, and agilely morphed into a home-based international recycling middleman operation.

“I currently buy recyclable materials from collection sites that have done the sorting but not necessarily the cleaning.” He markets and sells those materials to buyers from third-world countries, the United Kingdom, Germany, “all over.” He says, “I have a small profit margin, so I need a huge quantity to export.”

His work, however, makes it possible for recycling centers with their “million-dollar machines” to do what they do best while not

having to seek out and close deals with markets.

Mr. Farooqi’s entrepreneurial agility is fueled in part by deep gratitude for his adopted country. “This is a land of opportunity. You don’t know what you have. Get some education. Get your children educated. Right now, I’m able to help the environment and make money. Everybody needs to make enough money to feed and house themselves and their families. If we can stay busy, it helps us to stay healthy. And I can feel proud that I can do something.”

Focusing his entrepreneurial binoculars, Matthew Andrews spied resources and markets closer to home in Central New York.

Like the resourceful homemade-clothing mothers of yore, who made beautiful quilts out of leftover scraps, Mr. Andrews discerned a market for the plastics scraps hauled to dumpsters by his manufacturing employers. In 2012, he started Andron Plastics & Recycling, LLC. “I was in the plastic injection molding business for twenty years, saw the potential, and decided to start my own business in plastics recycling.” He had developed his initial contacts during that score of years.

■ Continued on page 11


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Marketing on a Shoestring Budget, Part 5: Have a Website and Hire Us to Review Grammar, Punctuation, Style

By Marie Sheahan Brown

Most of the time, in the beginning at least, a potential customer ain't no friend o' yours.

Social media sites like Facebook, LinkedIn, Twitter, Google+, and the next new thing can help small businesses publicize their services and products. But many potential customers or collaborators, such as a prime contractor bidding on a large construction project, just want information. They aren't ready for a personal commitment or a ring—telephone, that is. They don't want to register, befriend, or join a particular social medium to find out more about your company. They first want to learn something about your company from afar.

We at Small Business Exchange Northeast know these things from experience. We look up small businesses all the time when we're researching for stories; outreaching on behalf of prime contractors, agencies, or other small businesses; or updating information in our database. Here are a few things we've found on our cyberhunts and some suggestions we offer:

1. Generic Websites. Manta, Yelp, and similar sites download public records and list your company without current input from you. Then these sites invite you to "claim your company profile." Unless you do that, the information listed might be inaccurate. While these sites helpfully offer a first glance at your company, you have little control over the content.

For example, I did a web search for "Small Business Exchange, Inc." Manta lists us—with some incorrect information. I doubt that we'll sign up for Manta or any number of similar sites to correct their information. Fortunately, Manta's listing includes the right website address for our main office, so anyone wanting to know

more can easily find us directly. Sometimes Manta and others guess at your likely website URL and list it. Clicking on that link and finding no such website implies that your company never existed or that you're out of business.

2. Your Company Website. So put up your own website! We're surprised that so many small businesses have not gotten around to doing this during the past nearly twenty years. In the mid-1990s, company websites became increasingly more common and eventually expected.

Your website needn't be elaborate or require frequent updating, but it ought to look like you care about how your company comes across to people who click on your URL. It needs to describe your goods or services clearly and tell readers how to reach your company directly. Make sure the contact information is current. Not a few companies change their physical addresses, phone numbers, or email addresses but forget to update their websites.

Several national online companies make it easy for you to build your own website with very little technical proficiency on your part. You just follow the simple steps: select a design that works for you, change the suggested text to fit the details of your company, upload graphics and photos, and pay about fifteen or twenty dollars a month to keep it up and running.

If you're absolutely not a techie, and putting up even a template website seems daunting, these same online companies also give you the option of paying one of their professionals to do the work for you. Be prepared to provide some rough text, graphics, and photos for them to refine.

You might prefer to do business locally, finding and paying a nearby website designer who can handle the technical aspects and be readily available for a quick call from you. Remember that a simple, good design with pleasing, accurate information is better than a cluttered layout with a lot of fancy elements.

If you don't feel technically confident and able to update the information frequently, and you don't want to pay someone else for routine

maintenance, then avoid posting quickly outdated content. Readers won't be persuaded when your latest posted event happened two years ago.

Also, while you might wish to include in your website links to other websites, keep in mind that you will need to audit and update these from time to time. They can change or become defunct.

3. Grammar and Punctuation. Teachers and editors aren't the only ones who are picky about proper grammar and punctuation.

Years ago, a college sophomore went through an impressiveness phase, and a research paper reflected that. Her professor was not impressed. That professor gave excellent advice: "This is tedious to read. Just stop it. I know you can write better than that."

4. Maybe We Can Help. We know that many small business owners perform the work, create the product, or sell the goods very, very well. But let's face it: Not everyone has an equal gift for writing. Small Business Exchange Northeast offers a new service to ease the writer's block. We can review your website and suggest editorial changes, for a reasonable fee.

Several years ago, one of our editors was visiting an embassy in Washington, DC, helping a friend with a routine passport matter. The new ambassador happened to be in her office and invited them in for a moment. Our editor gently offered, as a gift of welcome, to update the English on the official website. The ambassador, a former newspaper publisher in her small Central Asian country, immediately said with great relief, "Oh, yes, please!" From that moment, a nice friendship was born that continues to this day, with far-reaching effects.

Remember, a key purpose of your company's website is to attract and inform potential or actual customers. If your site looks honest, competent, and attractive, the web surfer is more likely to take the next step toward a positive business-to-business friendship.

Addendum: It's good advice for advice givers to follow their own advice! In auditing our own Small Business Exchange Northeast website, we've noticed that some features and content need updating. Please be patient while we attend to these necessary changes. For example, available technology has made it much easier for small businesses quickly to find bidding opportunities with their favorite agencies; thus, some of our earlier services have become less crucial for our small business customers. We invite you to visit our website (a work in progress) at www.sbenortheast.com.

Let's eat Grandma!



Let's eat, Grandma!

Punctuation saves lives.

Readers appreciate clear communication that doesn't leave them scratching their heads wondering what you're trying to say. Industry insiders might understand your jargon, but are they your only audience? Can you say what you really need to say with both expertise and clarity? And, even if the content isn't technical, does the writer seek more to impress readers with high-blown language, or does he seek to be understood?

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Veteran Business . . . Young Entrepreneurs Raising Capital

Continued from page 6

can visit FedBizOpps at www.fbo.gov. “This site is like the classified ads of federal procurement,” Mr. Fujii says. “Everything that the government is preparing to buy is posted there.”

People can also follow what the government has previously bought by visiting the database for the Federal Procurement Data System—Next Generation at www.fpds.gov. “Here you can track all the past procurements practically in real-time. The goal reports that Rhett was talking about are posted on this site also. So people can actually see how different agencies did against their small business goals.”

Mr. Fujii continues, “Anyone wanting to do business with the federal government must be certified. Veterans and service-disabled veterans who own a small business, as well as many other minority-owned businesses, can essentially self-certify by stating that their business is fifty-one percent owned and controlled by a veteran or service-disabled veteran, or other minority, including being woman-owned; that they’re small; and that they’re in the business that they claim to do.”

“And if a small business owner goes to www.sam.gov, they will find a database used by the government where business owners can essentially list their certification information. If someone wants to do business with the Department of Veteran Affairs, that department has a separate system and they themselves verify firms that want to do business with them.”

Or simply visit www.sba.gov and click Contracting. That will lead to these sites and many more that can offer assistance with business development, operations, and contracting opportunities.

About the Office of Veterans Business Development

The mission of the Office of Veterans Business Development (OVBD) is to maximize the availability, applicability, and usability of small business programs for veterans, service-disabled veterans, reserve component members, and their dependents or survivors.

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By Leslie McMillan

Purposeful and articulate young Brooklynite Christian Valencia, age nineteen, was in a quandary as he entered his teen years. He was old enough to want to earn some serious spending money, but he was too young for any business to want to hire him.

So he became an entrepreneur and hired himself.

In the beginning, the self-reliant home school scholar collected recyclable bottles and cans, like many a New York City gleaner, and redeemed them at local stores for a nickel apiece. With his flexible yet effective education schedule, he invested his time and energy in both study and work. It was a good start.

Then he noticed the scrap metal salvage yard not far from his home. People would awkwardly wheel in shopping carts overloaded with jagged mountains of metal objects of all shapes and sizes, and then smoothly roll out with cash in hand and carts available for the next profitable delivery of formerly unwanted material. Christian, in his early teens, began the next phase of his enterprise.

Keeping his own schedule, he can make a hundred dollars on a good day, and he can string several good days together.

In Brooklyn, it is standard operating procedure for people to leave household items of all kinds on the curb for collection, either by the garbage trucks or by watchful neighbors who might need or want some useful thing. It’s like a grand cost-free garage sale or yard sale in a city with few garages or yards.

As he wheels, laden, through the labyrinth of city streets packed tightly with small homes and large apartment buildings, compact businesses and ubiquitous construction sites, Christian occasionally stops for people who flag him down, wanting to give him that big bunch of metal something or other that they just can’t handle. He can. Profitably.

Now Christian has another young entrepreneur accompanying him—his cousin Jared Valencia, age fourteen. Also a home school scholar, Jared applied for several jobs but his age was a barrier. He knew of Christian’s success, so he started the next firm in the family franchise. Total investment: one cart, two gloves, extra laundry detergent, time, and energy.

Sometimes, the industrious metal men have another person keeping them company on the streets. Christian’s mother and home school teacher, Noelle Valencia, likes to walk along with them on their rounds. The friendly and intelligent forty-something mom has a passion for providing refined education and preparing the next generation to be responsible members of society.

Increasingly, Americans are turning to home schooling as a very effective way of educating their children, not only academically but also socially and appropriately according to the individual needs and aspirations of the students. Every state in the country recognizes home schooling as the intrinsic right of parents and children, and the states have developed their own regulations to provide varying degrees of oversight. New York has some of the more detailed rules, but they are not overly burdensome. Parents need not hold

New Buffalo Bills Stadium Sites . . .

Continued from page 8

will not include what the state might be willing to spend on a new stadium. That would come down the road, assuming the new owners want a new stadium and want to stay in the region.

Sources say the next owners will certainly want to perform their own stadium analysis but that AECOM’s work will be an important tool the next owners—or prospective bidders—can use in judging the value of keeping the team here.

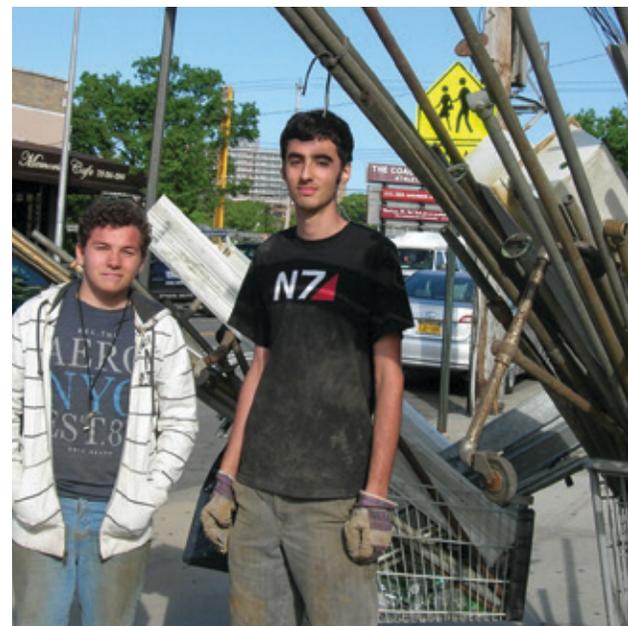
AECOM has been a key partner in stadiums for the NFL’s Seattle Seahawks and baseball’s Arizona Diamondbacks. It was involved in the renovations at Lambeau Field for the Green Bay Packers and the Olympic Stadium for the 2008 Olympic Games in Beijing, as well as a number of major college football stadiums.

With 45,000 employees worldwide, the company is headquartered in Los Angeles.

The timetable is short, given the amount of work the state and the law firm want from AECOM. The company will look at whether it makes financial and economic sense to build a stadium with, for instance, 60,000 to 80,000 seats, and whether the right parcels exist in downtown Buffalo or other areas for a new stadium. Infrastructure, such as existing or new roads that might be needed, will be a part of the work, as well as how many acres a stadium would need and, most obviously, construction cost estimates.

Sources said the sites will be as specific as possible and won’t be listed as just “downtown Buffalo.”

Ancillary mixed-used real estate developments for a new stadium site—such as possibly incorporating a stadium into some



any particular education credentials. Many outstanding curricula are available, and the possibilities for adaptation and specialization are endless. The effectiveness of home schooling is well known in the admissions departments of universities, colleges, and vocational schools across the nation. From Harvard to the local community college, home school students are enrolled and thriving. Noelle says she made the valuable commitment to home school because she knew what she had missed during her own education and she wanted the best for her family.

The studious teen businessmen are enthusiastic not only about the money they can make, but also about their practical contribution to the quality of the environment and the reusability of resources. They are glad when they consider the various ways to profitably preempt landfills as a final destination for discarded items. Christian says excitedly, “Metals can be recycled endlessly, over and over! They can always be made into something new!”

In the near future, Christian plans to pursue electrical training so he can have a skill that is needed rain or shine, in any season, in any kind of economy. But his more compelling dream is to start his own larger business related to recycling. We are making the educated guess that he will succeed.



New Buffalo Bills Stadium Sites . . .

kind of year-round venture—also will be a key part of the study. Revenue estimates for everything from ticket sales to parking and concessions also will be projected for each site, and the firm will have to estimate costs for purchasing seats and “soft” costs, such as marketing.

The company is assigning a number of executives to the project, including Jon Niemuth, the Kansas City-based director of AECOM Sports, Americas. Others include urban planners and transportation experts.

The review calls for “lessons learned” by up to five other stadium projects to help determine how everything from the size of a stadium to revenue projections and public sector financial support “might apply to a new Buffalo Bills stadium.”

They will look at revenue potential from advertising and sponsorships for each stadium site and even whether certain features—such as a retractable roof and the kinds of general admission and premium seating—should be considered.

The final three or four sites selected by AECOM will be done, the document notes, in consultation with both Raji’s law firm and the Cuomo administration’s economic development agency.

The contract calls for AECOM to come up with one rendering for each site based on information from Google Maps and “massing of the proposed stadium and ancillary development.” The company is not expected to show actual architectural designs, but the “scale and mass” of a stadium development.

Source: *The Buffalo News*



Policy Issues

Proper Stewardship Yields Ingenuity Profits at Many Levels . . .

■ Continued from page 8

"I'm still in my first two-year plan," he explains. Towing his attractive enclosed collection trailer, he visits nearby manufacturers. They give him their scrap plastic material, which he takes to his small warehouse and sorts.

Initially, three or four manufacturers accounted for eighty to ninety percent of his supplies. Now eight to ten companies use his pick-up service. With his small trailer, Mr. Andrews "can collect smaller loads that big [recycling] companies don't want to bother with."

During these first two years of business, Mr. Andrews keeps focused on the longer view.

"While in many cases I sell the plastics to larger sorting facilities, I'm also sorting and building inventories of different types of plastic, which I will then be able to sell in larger quantities to various manufacturers."

He's convinced these are better destinations than landfills for a valuable resource.

John B. Pelech took his business degree, a few years of other work experience, and his oil-dragon aversion and founded Poly Recovery, LLC, in 2008.

He told his alma mater's publication: "I founded Poly Recovery to eliminate landfill dumping, reduce carbon waste, and sustain both the environment and the local economy. We are a plastics processor and full service recycler, and I've created a company with people who want to go slay the dragon. We love what we do and are the pioneers who have defined what we call sustainable recycling."

A distinguishing feature is Poly Recovery's "100 Mile Model" of sustainability, in which raw recyclable resources, processing, and other-end manufacturing interoperate within one hundred miles of Portsmouth, New Hampshire.

According to the company's website, "Poly Recovery owns its own state-of-the-art processing center and warehouse facility as well as trains and employs its own staff. More important, all material purchased by Poly Recovery gets analyzed, lab tested, and processed at its own facility. Finally, the material gets manufactured into new products locally!"

The Recycling Trifecta, a six-minute video linked to Poly Recovery's website, <http://vimeo.com/46328924>, demonstrates both the model and the personal commitment of three different companies within the radius.

1. Redhook Brewery in Portsmouth generates surprising volumes of waste plastics in discarded packaging materials.
2. Poly Recovery buys and picks up this resource material across town, then turns it into clean, separated, usable plastic granules or flakes.
3. Foss Manufacturing, 11.7 miles down the road in Hampton, buys these granules from Poly Recovery and transforms them into astonishingly diverse kinds of products, including clothing fabrics, sold throughout the country. Watch a fascinating video here: <http://www.wmur.com/new-hampshire-chronicle/Thursday-August-2nd-turning-bottles-into-fabric/15703678>

The 100 Mile Model provides both cost savings for clients and the satisfaction of knowing that resources are not going to waste. Poly Recovery's website says, "Allowing our clients to know exactly where their recycled materials go, we give our clients certified peace of mind."

Resourceful, determined, Chinese speaking, fifty-something, and out of a job in New York City, Lilly "Cheesy" Anonymous sought more than peace of mind. She needed the basics to sustain life: food, clothing, and shelter honorably gained. She became a tenacious plastics-recycling entrepreneur—one of the urban ecosystem "gleaners" featured in the 2013 Academy-award-nominated documentary, *Redemption*.

Carrying her burdens in the age-old manner of her people, Lilly makes the rounds of New York City's trashcans. She fishes out five-cent deposit bottles—mostly plastic ones, lighter to carry than glass—and stuffs them into the large plastic bags dangling from her shoulder pole.

Like a chipmunk returning to its burrow with full cheek pouches, she carries her full trash bags to nearby deposit-refund machines, the kind found at many grocery stores. She patiently feeds the bar-coded five-cent treasures into the machines, pushes buttons for the receipts, and redeems them for cash inside the store.

Then she goes out and does it all over again, twenty hours a day, exercising her important role in the sustainable recycling system.



Confronting the refuse of all five New York City boroughs, Lilly with her shoulder pole would look like an ant contemplating the Augean stables. Like Hercules, Sims Municipal Recycling comes to the rescue.

When Sims Metal Management's North America Division acquired the New York City curbside recycling contract in 2004, the city had just "finished a recycling contract that was so costly, it nearly forced the city to end plastic and glass recycling altogether," according to Sims. This experienced recycling company "took this opportunity to offer the city a new deal that was customized for its needs." The city agreed and signed a twenty-year contract with Sims, creating Sims Municipal Recycling.

Sims Metal Management exclusively processes all plastic, metals, and glass collected by the New York City Department of Sanitation at curbsides throughout the five boroughs. For the first ten years, the trucks transported these resources to Sims's processing facilities in the Bronx and Queens. But what about those garbage barges floating serenely beneath the bridges . . .

Sims and New York City pooled their money for a better idea: a new state-of-the-art facility on a repurposed Brooklyn waterfront site, where barges could carry and unload recyclables.



"This recycling facility will reduce the distance that our collection trucks currently travel by more than 260,000 road miles each year by allowing recyclables to be delivered by barge," said former Mayor Bloomberg during the facility's October 2010 groundbreaking ceremony at the South Brooklyn Marine Terminal in Sunset Park. "This will help advance two of the biggest goals of PlaNYC: cleaning the air we breathe and shrinking our city's carbon

footprint. The Sims recycling facility will also help us revive Brooklyn's working waterfront."

According to the plan, "The facility will receive collections from Brooklyn by no more than one hundred trucks per day, while the remainder of the city's metal, glass, and plastic recyclables will be delivered to the facility via barge from two existing Sims facilities in the Bronx and Queens."

And who says a recycling plant must be unattractive and dull? Not New Yorkers.

The City of New York invested \$60 million and Sims Metal Management, \$50 million. They hired toney Selldorf Architects of Manhattan to design the facility (see adjacent article) and created at least eighty new permanent jobs at the site—including a small staff for classrooms, where New York's schoolchildren can see and learn how this remarkable system works.

A city press release noted that the Selldorf Architects design embraces "sustainable design elements, including green roofs, renewable energy generation, and on-site storm water treatment among others. In July 2010, the recycling facility won an Award for Excellence in Design from the Public Design Commission."

The press release also quoted a chief executive of the project's construction management firm: "As one of the top green contractors in the country, Skanska is deeply committed to sustainability, both on our job sites and in our offices," said Richard Kennedy, co-chief operating officer of Skanska USA Building, the construction manager of the project.

"Whether it's building the new Brooklyn Bridge Park or renovating the Brooklyn Bridge

itself, we work hard to keep our construction sites as green as possible. We look forward to working with the City of New York and Sims Municipal Recycling to help New Yorkers reduce their environmental impact even further."

Among its range of metal and glass products, the facility's website lists several products created from recycled plastics. The site packages, markets, and ships these new raw materials to manufacturers in America and abroad. Two of the common plastics that the facility processes are:

High Density Polyethylene (HDPE #2)—pre-recycled use as bottle caps, laundry detergent bottles, milk and juice bottles—post-recycled use as laundry detergent bottles, plastic lumber, plastic pipe, plastic trash cans, toys, etc.

Polyethylene Terephthalate (PET #1)—pre-recycled use as containers for bottled water and carbonated beverages—post-recycled use as carpeting, clothing, pillows, new PET bottles.

The Sims Municipal Recycling Facility received its first barge delivery of recyclables in December 2013—including, perhaps, a load of plastic five-cent-deposit bottles fished from trashcans by Lilly "Cheesy" Anonymous. This testament to ingenuity, ecological sustainability, education, beauty, and job creation is a joint project of the Department of Sanitation, the Department of Small Business Services, New York City Economic Development Corporation, Sims Metal Management, and, informally, the gleaners of New York City.

By the way, many streets in America are, indeed, paved with polymers. That's worth another article sometime.

Architecture Review: A Grace Note for a Gritty Business

By Michael Kimmelman of *The Times*

Recycling in New York is a scrappy business. Billions have gone toward building water tunnels, power plants, subways, and sewage treatment facilities, but little toward an infrastructure of recycling. In turn, New Yorkers have been slow to separate bottles and cans the way they flip a light switch or swipe a MetroCard: Recycling remains less an everyday fact of life than a do-good option, like tipping the mail carrier at the holidays. But a Sims Municipal Recycling Facility will open shortly [December 2013] at the South Brooklyn Marine Terminal in Sunset Park. The city's first big, state-of-the-art plant for processing discarded plastic, metals, and glass, it promises jobs to nearby residents and, as the cost of exporting garbage out of state rises, some savings for the city.

Did I mention that it's an architectural keeper? No, it doesn't resemble a giant egret or stegosaurus skeleton, or sport flying titanium panels. And its designer didn't cost some obscene premium. The facility is understated, well proportioned, and well planned—elegant, actually, and not just for a garbage site. It is an ensemble of modernist boxes squeezing art, and even a little drama, from a relatively meager design budget. Sanitation projects are usually the ultimate NIMBY flash point. This one makes a good case for the social and economic benefits of design—and for old-fashioned industrial waterfront development as an abiding urban virtue.

Barges loaded with metals, glass, and plastic

from the five boroughs will converge on the site, cutting, Sims estimates, about 250,000 miles that sanitation trucks now travel around town, a windfall for city air quality and traffic congestion. The project started a decade ago. The sanitation department was seeking a long-term recycling partner. Sims Municipal Recycling won the job. It proposed to build a plant on an eleven-acre decrepit pier, a former police tow pound, at the Marine Terminal. The facility would handle most of the city's recyclables, up to 20,000 tons a month, and include an education center that wasn't just a repurposed closet with an instructional video to torture captive schoolchildren.

The city committed to fixing up the pier. Sims, in turn, reviewed projected sea-level rise—this was years before Hurricane Sandy—and decided to elevate vulnerable parts of the site by up to four feet above city requirements (using recycled glass and crushed rock from the Second Avenue subway project). Spending the additional \$1 million for that purpose kept the pier dry last year when Sandy's twelve-foot surge flooded nearby streets and crippled other waterfront businesses.

And instead of letting engineers design the plant, as often happens at an industrial site, Sims hired Selldorf Architects, a glamorous New York firm known for doing Chelsea art galleries and cultural institutions. This was not an unprecedented move. The city enlisted Ennead Architects to design the Newtown Creek Wastewater Treatment Plant in Greenpoint, Brooklyn. Even so, it was something akin to A&E getting Pierre Boulez to compose a soundtrack for "Duck Dynasty."

The idea?

Partly to game the public review process, but also to build a well-designed plant—welcoming to the public, beckoning from the waterfront.

Recycling is a high-minded although notoriously low-margin, capital-intensive, volume-based

■ Continued on page 12

