

# SMALL BUSINESS

## EXCHANGE NORTHEAST

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



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## New Funding: Nearly \$3.6 Billion to Make Transit Systems More Resilient in Northeast

NEW YORK—United States Transportation Secretary Anthony Foxx in late September announced that forty projects have been competitively selected to receive a share of \$3.59 billion in federal disaster relief funds to help public transportation systems in the areas affected by Hurricane Sandy to become more resilient, in order to withstand the impact of future natural disasters. Approximately ninety percent of the funds will be invested in resilience projects primarily in New York and New Jersey, where transit systems sustained the worst of the storm damage, with the remainder going toward projects in Connecticut, the District of Columbia, Massachusetts, New Hampshire, and Pennsylvania. A list of all funded resilience projects is available at [http://www.fta.dot.gov/15138\\_16147.html](http://www.fta.dot.gov/15138_16147.html).

“We’ve made great progress rebuilding critical transit connections since Hurricane Sandy, and we want to make sure no one pays for these repairs twice,” said Secretary Foxx. “While no one can predict the future with certainty, we believe these investments will help to harden transit facilities against future storms that

Mother Nature dishes out, supporting President Obama’s call to address climate change now and reducing the risk of service disruptions and future damage to some of the nation’s busiest rail and bus services.”



Secretary Foxx made the announcement at Peter Minuit Plaza, between the South Ferry transit station and the Staten Island Ferry landing. Joining him were White House Counselor John Podesta, US Congressman Joseph Crowley, US Congressman

Gregory Meeks, US Congresswoman Grace Meng, US Congressman Jerrold Nadler, and New York City Department of Transportation Commissioner Polly Trottenberg.

System-wide resilience projects that will benefit future South Ferry subway riders include sealing street-level vents and manholes and protecting underground pump rooms, circuit breaker houses and other underground facilities that deliver power to the South Ferry subway station, and other facilities. Grant funds also will enable the purchase of two new Staten Island ferries capable of withstanding adverse storm and climate change conditions.

“Over the last two years, the Federal Transit Administration has delivered on its promises to provide emergency relief funds as quickly and responsibly as possible, to help transit agencies in the Northeast recover from the worst transit-related disaster in US history,” said Federal Transit Administration (FTA) Acting Administrator Therese McMillan. “As we have said since the day Hurricane Sandy made landfall

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## A Strong Education for a Strong Economy: We Must Enhance STEM Education for All

By Elisa Villanueva Beard and Ana Rold

In January, leaders in science, technology, engineering, and math (STEM) gathered in our nation’s capital for the *Diplomatic Courier’s* “The World in 2050,” a global summit addressing the future of jobs in these fields. Teach For America was among those leaders and, along with *Diplomatic Courier*, we considered our global STEM future.

We confronted a difficult reality: Not all nations are equally preparing their youth with the skills they’ll need to compete in the twenty-first century. This poses a risk to our future—some economies will flourish while others flounder. Young Americans will be competing for fulfilling, stable jobs in STEM fields against a cadre of youth in China and India who may be better prepared to fill them. Globally, we must reconsider how we prepare future generations for their careers.

At the root of this issue are children and schools. When we talk about the “supply” of employees and “demand” of new jobs, we must remember that this isn’t just an issue of economics—it’s an issue of education. It’s an issue of justice.

Our students can lead a future of great discovery, but here in America, we’re not preparing them to do so. This is unacceptable. Our nation lagged in recent world rankings of science and math performance—our students came in below average in math at twenty-sixth in the world, compared to Shanghai’s first place.

We have an incredible history of innovation behind us and we have a shot at an incredible future. But that future must include all of our citizens—and it begins with all of our students. Every child—regardless of their economic

circumstances, ethnicity, or gender identity—deserves a strong STEM curriculum. Our prior generations didn’t have this equality, and it’s reflected in current professional statistics: Just three percent of engineers today are African American and only thirteen percent are female.

In our respective fields, we’re both deeply troubled by these facts, because times aren’t changing fast enough. In eleven states, not a single African American student took the advanced placement computer science exam and, in eight states, not a single Latino student did, either. In two of those states, every single test-taker was male.

This isn’t because Latinos, African Americans, and girls aren’t interested in STEM. It’s because they’re not being afforded equal opportunities to engage with it.

In this country, we need more diverse, high-quality teachers to inspire future innovators. There must be a pipeline of talented science and math educators into struggling schools, and our country must rally support behind them.

Today’s young people are a generation that intuitively knows how to use tablet computers, smart phones, and multiple applications all at once. We can harness those skills. Technology offers us the chance to capture the attention of young students interested in entering STEM fields, but we aren’t doing it efficiently enough: Seventy percent of elementary school students report interest in STEM subjects, but by college, just four percent of them end up studying computer science.

We are failing young women even more. Among women, for every one hundred graduates in a STEM field, just twelve will remain in their chosen career a decade later.

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# Advancing the Dream

I HAVE A DREAM  
MARTIN LUTHER KING, JR.



## The Publisher

Celeste Marie Nuttman wisely says: "If you serve only with your skills, you will burn out. You must also serve with your gifts to stay alive in your [work]."

Cooking is a gift of mine. I feel both relaxed and energized spending hours in the kitchen fixing many ingredients for gumbo and other New Orleans classics; savoring the scents exuding from pots on the stove; listening to country western or New Orleans jazz or Susan Boyle on the stereo. Guests arrive with gusto.

Maybe the last time I used a cookbook was in the 1940s when the US Merchant Marines hired me as a cook. I'd never made bread, and shipmates expected toast in the morning and sandwiches at noon. So I carefully followed a bread recipe, preparing everything the night before. The dough rose nicely in the pans—then suddenly collapsed. I threw the flattened loaves overboard for the fish and tried again. Same thing! Consternated, I went to bed.

"Don't you know it's too hot in the kitchen before midnight?" the purser chided the next morning. "You have to wait till early morning when it cools off. I thought you knew how to bake bread!"

Safely at sea, I replied, "Well, if I'd told you I didn't know how to bake bread, you wouldn't have hired me." I learned how to bake bread and became a popular crew member.

Valerie carefully follows cookbooks. She turns out fine non-New Orleans meals, stressing out over new recipes. She constantly phones our niece Little Val for instructions and welcomes calm *sous-chefs*. Cooking is a skill for Valerie.

At Small Business Exchange for thirty years, Valerie and I have found what we each do best. For example, I savor gathering news from many sources to create content for our newspapers. Valerie's gift for grasping and implementing useful details has helped us to develop our nationwide database and outreach services. Happily, we share the gift of nurturing friendships through our business.

Meals and music enhance all else.

What makes your heart sing? That points to your gift.

What practical tools do you need besides? Learn and use your skills.

Keep the balance, and help change the world for the better.

# Susan Boyle: Businesswoman, "Gift Economy" Generator

By Marie Sheahan Brown

Who can forget the YouTube masterpiece? She strode and sashayed onto the stage with golden stature and confidence. She sparred wittily with the three famous judges, wearied by their long day of auditions in Glasgow, Scotland. She didn't look the part of a "professional singer," although one might perceive that being "currently unemployed" at forty-seven left little extra for beauty-shop pampering. Was she, rather, a comedienne?

Then she sang. The formerly skeptical audience stood enraptured, tears welling as she belted out "I Dreamed A Dream" from *Les Misérables* with stunning clarity and passion.

More than five years after the seven-minute audition video aired on *Britain's Got Talent* on April 11, 2009, and promptly hit worldwide news feeds,



multitudes in America and beyond remember Susan Boyle. Since she first broke Amazon pre-sale records in September 2009, millions have bought her albums. Each year, a new carefully crafted album has been released in time for Christmas. Since 2009, five albums have garnered sixty-three gold and ninety-four platinum sales levels in forty-two countries. Her sixth album, *Hope*, will be released on October 21 in the United States.

Scottish and United Kingdom audiences thrilled to Miss Boyle's first full-length concert tours in 2013 and 2014. Now she's coming to America—home of an immediate and strong support base—starting in San Diego on October 8, and singing her way across the southern half of the United States at venues in twenty cities. A sweep through the northern states could likely follow in the future.

See <http://www.susanboylemusic.com/us/events>

Many have written about Susan Boyle's difficult and graced life. Her 2010 autobiography, *The Woman I Was Born to Be*, is a good source. Now fifty-three, she carefully revealed late in 2013 that, after decades of mistaken assumptions, she had finally been diagnosed with Asperger's Syndrome. The relief of self-knowledge strengthens and encourages her after a lifetime of dealing with debilitating anxiety and panic attacks, and some difficulty in handling emotions and relating comfortably to people.

"This is a point: People may have problems," she states in a documentary, "but they've got other things as well. And they've got a lot more to offer." (Gammon, Lottie, produced, filmed, and directed. "There's Something About Susan." Firecracker Films Ltd. for ITV, 45:37 minutes. 2013)

Fewer analyses have considered her role as a small businesswoman and philanthropist whose personal success has enhanced the lives and

small businesses of countless others not only in her native Scotland but also in, for example, America.

Miss Boyle, easily mistaken for a stately five feet ten in the famous video, is, in fact, barely over five feet tall with soft, dainty hands and feet—a huggable China doll. So she does qualify as a *small* businesswoman despite her multimillions in sales, which also benefit business giants like Sony Music Entertainment UK Limited; SYCOmusic (Simon Cowell); Simon & Schuster, Inc.; Amazon; and, more recently, concert tour bus companies. In significant other ways, she retains her focus on the little ones.

The woman who had "never been married, never been kissed" and remains a virgin has, since 2009, given birth with astonishing fecundity. Lewis Hyde well describes her kind of gift and fertility in his 1983 classic, *The Gift: Imagination and the Erotic Life of Property*: "I have hoped . . . to speak of the inner gift that we accept as the object of our labor, and the outer gift that has become a vehicle of culture. I am not concerned with gifts given in spite or fear, nor those gifts we accept out of servility or obligation; my concern is the gift we long for, the gift that, when it comes, speaks commandingly to the soul and irresistibly moves us."

Mr. Hyde first explores traditional "gift economies," in which citizens are considered wealthy not according to how much they acquire but how much they give. In fictional form, Jean M. Auel's well-researched Earth's Children series (*The Clan of the Cave Bear* and five sequels) describes the creativity and ingenuity that led people to survive, to form communities, and to work cooperatively for mutual benefit. Goods, services, storytelling and musical talents, art, and many other gifts were appreciated in deeper ways than they might be in a typical "market economy."

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## Small Business Voices

*Editor's note: Small Business Exchange Northeast distributes our print and digital publications in eight northeastern states, and occasionally beyond by request. Among over 1.6 million businesses, agencies, and other entities in our database, few have origins earlier than the twentieth century. We were delighted to receive the following email communication from Rabbi Marc Mandel of Touro Synagogue in Newport, Rhode Island—America's oldest synagogue, established in 1763.*



To the SBE-NE Editor:

I enjoyed your article on Stanley Smith.

And, in a follow-up correspondence, he wrote:

Yes, I enjoy your paper and learn a lot from it.

The editors of Small Business Exchange Northeast are very grateful.



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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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# Sub-Bid Requests

Kiewit – Weeks – Massman



Goethals Bridge Replacement

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

## CONSTRUCTION DBE OPPORTUNITIES

The Goethals Bridge Replacement Project is a design-build project for the Port Authority of New York & New Jersey (the Authority). The project will replace the existing Goethals Bridge which spans the Arthur Kill River on I-278 connecting Elizabeth, New Jersey, and Staten Island, New York. The existing bridge, built in the 1920s, will be replaced with 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 for the people of New York and New Jersey. As part of their mission, KWM is also committed to providing meaningful employment opportunities for hundreds of construction individuals in the region, with particular outreach to the DBE community, and desires to meet or exceed federal requirements for diversity on this important construction project. If your DBE firm would like to apply to participate in this project, please use our website as a resource, [www.goethals-kwm.com](http://www.goethals-kwm.com).

### PARTNERING OPPORTUNITIES

- Concrete, Masonry, Paving, and Striping
- Construction and Formwork
- Electrical Work/Utilities
- Fencing and Railings
- Miscellaneous, Metals, Building, and Bridge Demolition
- Services and Supplies
- New York and New Jersey Civil Work
- Signs and Structures

**Diversity Contract Manager**  
137 Bayway Avenue • Elizabeth, NJ 07202  
201-571-2571 • [KWMdivcontracting@kwmjv.com](mailto:KWMdivcontracting@kwmjv.com)

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

## SKANSKA

SKANSKA KOCH INC.

**IS SOLICITING BIDS FROM DBE SUBCONTRACTORS AND SUPPLIERS CERTIFIED WITH THE NEW YORK CITY DEPARTMENT OF TRANSPORTATION**

**Emergency Contract for Restoration of the Electrical and Mechanical Systems for Twelve Movable Bridges**  
NYCDOT Contract No: SANDHB002  
Bid Date: October 17, 2014

This contract involves the rehabilitation of twelve (12) movable bridges for the New York City Department of Transportation that were damaged due to surge tides and high winds from Hurricane Sandy. The electrical and mechanical systems were exposed to salt water and damaged, and must be repaired and/or replaced as part of this contract. These bridges are located over navigable waterways and the movable spans need to operate properly in accordance with US Coast Guard requirements. Besides the rehabilitation of the mechanical and electrical systems, the work also includes the replacement of submarine cables, the installation of temporary drives to operate the spans while the mechanical and electrical systems are being repaired, as well as the performance of bridge operations and maintenance of the bridges during the construction.

Subcontracting opportunities include but are not limited to electrical, plumbing, asbestos removal, marine, HVAC, and MPT. Please see contract documents for further opportunities.

Interested firms please contact John Papagiannakis at Skanska Koch Inc., [john.papagiannakis@skanska.com](mailto:john.papagiannakis@skanska.com)



## SMALL BUSINESS EXCHANGE NORTHEAST

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## 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.

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**Call for more information: 800-800-8534**



# TAPPAN ZEE CONSTRUCTORS, LLC

An Equal Opportunity Employer / Contractor

Is seeking DBE firms for Subcontract Opportunities

## NEW NY BRIDGE 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](http://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](mailto: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](mailto:DBETeam@TZC-LLC.com).

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

# Contracting Opportunities

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



### KOSCIUSZKO BRIDGE PROJECT

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

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

Please explore our revised website page at this direct link:  
[http://www.sbenortheast.com/database/bid\\_database/](http://www.sbenortheast.com/database/bid_database/)

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

## NORTHEAST LOCATIONS

### CONNECTICUT

#### WATERBURY BUS MAINTENANCE FACILITY REPLACEMENT

**Location:** Town of Watertown, Connecticut  
**Respond By:** 11/19/14  
**Ref #:** 431-0006  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Connecticut Department of Transportation  
**Contact:** DOTContracts@ct.gov, 860-594-3390, fx860-594-3378

### NEW YORK

#### REHABILITATION OF TAXIWAY "B"

**Location:** Stewart International Airport, Orange County, New York  
**Respond By:** 10/30/14  
**Ref #:** SWF-164.049  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Port Authority of New York and New Jersey  
**Contact:** Marjorie Crump, 201-395-3453, mcrump@panynj.gov

### MAINE

#### PRE-ENGINEERED COLD STORAGE BUILDING

**Location:** MaineDOT facility, Augusta, Maine  
**Respond By:** 10/29/14  
**Ref #:** PH021243.00CSB  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Maine Department of Transportation  
**Contact:** Jamie Andrews, 207-446-1768

### RHODE ISLAND

#### RESIDENTIAL REENTRY CENTER SERVICES AND HOME CONFINEMENT SERVICES

**Location:** Within the state of Rhode Island  
**Respond By:** 11/25/14  
**Ref #:** RFP-200-1265-ES  
**Pre-Bid Conf:**  
**NAICS:** 623990  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Department of Justice, Bureau of Prisons  
**Contact:** William R. Prebble, Contract Specialist, 202-307-2541, wprebble@bop.gov; Linda D. Townsel, Contract Specialist, 202-616-6150, fx202-307-1146, ltownsel@bop.gov

### MASSACHUSETTS

#### LABOR TO REMOVE AND INSTALL GLASS

**Location:** Suffolk County Jail, Boston, Massachusetts  
**Respond By:** 11/10/14  
**Ref #:** BD-15-1098-NSJ-SDS03-00000001923  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Suffolk Sheriff's Department  
**Contact:** David Moy, Contract Administrator, dmoy@scsdma.org

### VERMONT

#### ROADWAY / SAFETY ENGINEERING SERVICES

**Location:** Various, Vermont  
**Respond By:** 10/21/14  
**Ref #:**  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** Vermont Agency of Transportation  
**Contact:** And Morse, fx802-828-5545, And.Morse@State.vt.us

### NEW HAMPSHIRE

#### TREE PRUNING, REMOVAL, AND STUMP GRINDING CONTRACT

**Location:** Various locations, New Hampshire  
**Respond By:** 10/27/14  
**Ref #:** 1677-15  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** State of New Hampshire  
**Contact:** Robert Lawson, 603-271-3147, prchweb@nh.gov

### NEW JERSEY

#### ENVIRONMENTAL MITIGATION ON ROUTE 72 MANAHAWKIN BAY BRIDGES

**Location:** Stafford and Brick, New Jersey  
**Respond By:** 10/30/14  
**Ref #:** NHP-0019(125)  
**Pre-Bid Conf:**  
**NAICS:**  
**License Req:**  
**Description:** Available through electronic services  
**Owner:** New Jersey Department of Transportation  
**Contact:** Project Manager, 609-530-2469, fx609-530-3853, trnsport.support@dot.state.nj.us

## SKANSKA

SKANSKA KOCH INC.

### IS SOLICITING BIDS FROM SBE SUBCONTRACTORS AND SUPPLIERS CERTIFIED WITH THE NEW JERSEY DEPARTMENT OF TRANSPORTATION

**New Jersey Route 7 Hackensack River WittPenn Bridge Contract 3**  
**NJDOT Proposal No: 14129**  
**Bid Date: October 16, 2014**

The project consists of the replacement of the existing WittPenn Bridge, a 2,169-foot-long, low-level movable bridge built in 1930, with a new vertical lift bridge on a new alignment immediately north of the existing bridge. The project includes the replacement of the existing east and west approaches, including the Fish House Road Interchange, with new structure and grade-separated roadway. The new vertical lift bridge will increase the vertical clearance over MHW from 35 feet to 70 feet in the closed position and retain the 135-foot clearance in the open position. Replacement of the bridge with a higher-level movable bridge will improve traffic flow by reducing interruptions from bridge openings.

There are subcontracting opportunities in concrete and concrete testing, landscaping, drainage, MPT, signs, vibration monitoring, removal of pavement, soil testing, fence, traffic signals, pile driving, bearings, steel decks, structural steel fabrication and erection, bridge railings, bridge work, barrier, electrical, steel orthotropic deck, cast-in-place rebar, etc. Please see contract documents for further opportunities.

Interested firms please contact John Papagiannakis at Skanska Koch Inc., [john.papagiannakis@skanska.com](mailto:john.papagiannakis@skanska.com)



**Route 7 Hackensack River WittPenn Bridge Contract 3**  
**New Jersey DOT No: 14129**  
**Bid Date: October 16, 2014**

### Construction DBE Opportunities

American Bridge Company is seeking DBE firms for subcontracting opportunities for the Route 7 Hackensack River WittPenn Bridge Contract 3, Main Lift Span and Kearny Approach project. The new bridge will be located north of the existing bridge. The new vertical lift bridge is to provide a minimum vertical clearance of 70 feet above Mean High Water (MHW) EL 2.19, in the closed position as compared to 35 feet for the existing lift bridge.

Please contact the estimating department at [estimating@americanbridge.net](mailto:estimating@americanbridge.net) if interested in bidding or for further information.



**INVITATION TO BID**  
**Bridgeport Route 8**  
**Rehabilitation of Bridges**  
**Design-Build, CTDOT 15-363**  
**Location: Bridgeport, Connecticut**  
**Subcontractor Quotations Due: December 2, 2014**

All subcontractors and other firms, including those who are certified as a DBE, are encouraged to respond to this invitation. Interested parties should contact Rob Nies at [rnies@jfwhite.com](mailto:rnies@jfwhite.com) or visit <http://www.jfwhite.com>.

**WORK INVOLVED:** Steel Erection, Structural Precast, Paving, Electrical, Traffic Control, Utility Installation, Site Work, Waterproofing, Concrete, Resteel, Bridge Joints, Line Striping, Environmental, Landscaping/Erosion Control, Fence and Guardrail, Retaining Walls, Curbing, Sidewalks, Others are in development.

**J. F. White Contracting Co.**  
(Is an EEO/AA Employer)  
10 Burr Street, Framingham, MA 01701  
Tel: 508-879-4700 • Fax: 617-558-0460

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**Our extra Small Business Exchange Northeast digital edition that usually includes one informational article and all current sub-bid requests and other advertisements**

**Access to our expanding clickable trapline of bid and procurement site links in the Northeast states**

*When in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they declare the causes which impel them to the separation. We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.—That whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute new Government, laying its foundation on such principles and organizing its powers in such form, as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, dictates that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shewn, that mankind are more disposed to suffer, when*

# Public Legal Notices



**CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF PUBLIC WORKS**

**Contract No. 2473J  
(ID No. FCE15021)**

**VARIOUS LOCATIONS PAVEMENT  
PRESERVATION FY 2014-2015 NO. 2**

Sealed bids will be received at 1155 Market Street, 4th Floor, San Francisco, California 94103 until **2:30 pm on November 5, 2014**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at [www.sfdpw.org/biddocs](http://www.sfdpw.org/biddocs), or purchased on a CD format from 1155 Market Street, 4th Floor, San Francisco, CA 94103, telephone 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to "Department of Public Works." Please visit the DPW's Contracts, Bid Opportunities, and Payments webpage at [www.sfdpw.org](http://www.sfdpw.org) for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work is at various locations throughout San Francisco and consists of pavement preservation using type 2 and type 3 micro-surfacing, traffic routing, temporary pavement markings, and all other associated work. The time allowed for completion is 90 consecutive calendar days. The engineer's estimate is approximately \$1,250,000. For more information, contact the project manager, Ramon Kong, at 415-554-8280.

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

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

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

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is **12% LBE**. Call James Soncuya at 558-4080 for details. In accordance with SFAC Chapter

14B requirements, all bidders, except those who meet the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to CMD Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-bid conference will be held on **October 22, 2014, 1:00 pm**, at 1680 Mission Street, 4th Floor.

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

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

**Class "A"** license required to bid.

In accordance with SFAC Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the mayor or the mayor's designee approves the contract for award, and the director of public works then issues an order of award. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the controller as to the availability of funds.

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

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

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

9/30/14  
**CNS-2677021#  
SMALL BUSINESS EXCHANGE**



UCLA

**ADVERTISEMENT FOR BIDS**

The following is a summary of a full Advertisement for Bids posted on the UCLA Online Planroom Website (<https://www.uclaplanroom.com>). **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 CM at Risk contract (utilizing Best Value Selection methodology) are invited for the following work:

**Project Name:** FOOTBALL PERFORMANCE CENTER

**Project Number:** 943971.01

**Description of Work:** Football Performance Center: Project constructs a 72,000 gsf building to accommodate the football program at UCLA. Site Precinct Scope: The site precinct scope shall upgrade existing infrastructure including sewer, storm drain, electrical, and telecommunications to support the new building and future development within the adjacent area. Refer to website for complete description.

**Anticipated Contract Value:** \$44,000,000.00

**Bidding Documents Available at:**  
UCLA Online Planroom  
<https://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:** October 7, 2014

**Mandatory Pre-Bid Conference:**  
October 9, 2014  
Beginning promptly at 10:00 am

**Bid Submittal Deadline:**  
3:00 pm, November 6, 2014

**License Requirement:**  
B License (General Building)

**Prequalification:** University has prequalified CM/ Contractor bidders for this Project and posted a list of said firms on the ULCA Online Planroom website.

9/30/14  
**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA**



**UNIVERSITY OF CALIFORNIA  
SANTA CRUZ**

**ADVERTISEMENT FOR BIDS**

Subject to conditions prescribed by the University of California, Santa Cruz, sealed bids for a lump-sum contract are invited for the following work:

**Alterations to Room 301B JBEB BME Lab  
Project Number: 2746**

**Description of Work:** Construction of Biomolecular Engineering Instructional Lab in the Baskin Engineering Building on the UCSC campus.

**Procedures:** Bidding documents will be available at **1:00 pm, Tuesday, October 21, 2014**, from UCSC's Online Planroom website at [www.ucscplanroom.com](http://www.ucscplanroom.com). Plans and specs may be downloaded at no charge. Bidders must attend a mandatory pre-bid conference and mandatory pre-bid job walk on **Thursday, October 23, 2014, at 11:30 am**. Participants shall meet at the Office of Physical Planning and Construction. For further information, contact Kevin

Foiese at 831-459-4663. Bids will be received only at: PHYSICAL PLANNING AND CONSTRUCTION, CONTRACTS OFFICE, UNIVERSITY OF CALIFORNIA, SANTA CRUZ, 1156 HIGH STREET, SANTA CRUZ, CA 95064.

**Bid Deadline:** Sealed bids must be received on or before **3:00 pm, WEDNESDAY, NOVEMBER 5, 2014**.

The successful bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid: **GENERAL BUILDING CONTRACTOR—B**.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the university within the limits imposed by law or university policy. Each bidder may be required to show evidence of its equal employment opportunity policy. The successful bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the bidding documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

**Estimated Construction Cost:** \$510,000.

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA**

**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, universities, institutions, and organizations to consider.**



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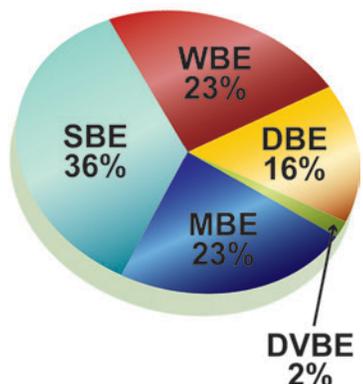
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**AUDIENCE PROFILE**  
Small Business Exchange Northeast



**SKANSKA-PICONE JOINT VENTURE  
IS SOLICITING COST PROPOSALS  
FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS/VENDORS**

**26th Ward Wastewater Treatment Plant  
New York City DEP Contract No: 26W-21  
Bid Date: October 22, 2014  
Response of Interest: October 17, 2014**

**Description of project:**  
High level main sewage pump improvements at the 26th Ward Wastewater Treatment Plant.

**Subcontracting opportunities include, but are not limited to:**  
CPM, Janitorial Services, Photography, Rodent Control, Concrete Demolition, Curb and Sidewalks, Asphalt Paving, Tile Work, HVAC, Plumbing, Structural Steel (Fabrication and Installation), Miscellaneous Metals, Concrete Work, Electrical, Spray Applied Fireproofing, Reinforcement Bar Supply and Installation, Painting, Asbestos Abatement, Instrumentation, Installation, Crack and Spall Repair.

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



## Effective Business Development: Dining to Do the Deal

By Odette Pollar

When you conduct business with a client over a meal, you want to create an atmosphere that puts you and your company in a very favorable light. The goal of the meal is to present an environment that helps make the client predisposed to buying your products, services, or ideas.

Unfortunately, an experience that should make that client amenable to your point of view oftentimes does just the opposite when they become so annoyed or appalled at nonexistent or even rude manners. Ellen Kaye of Perfect Presentations, a Phoenix-based organization that specializes in teaching business protocol and etiquette to many top executives of the leading corporations, as well as coaching in the areas of communication, presentation, and image, shares some sad-to-say typical horror stories.

A vice president of a major corporation was entertaining a client at lunch. This famished executive quickly downed his meal, then noticed that his client seemed to be finished as well and had left a sizable portion of her cordon bleu. He looked over and asked, "You gonna eat that?" She shook her head no and looked on slightly stunned as he reached across with his fork and snatched the remains.

An executive was at an awards event where a buffet was being served. Every time he went back

to the buffet, he placed his napkin on the table instead of in his chair. Each time he would return, his place was cleared. After the third clearing, he voiced his frustration to those at his table, thus making his boss and colleagues aware that he didn't know that you only place the napkin on the table when you're finished, which is the server's indication that you are done.

When you handle business over a meal, your clients form opinions of you, both conscious and subconscious, by your behavior at those meals. A basic understanding of some business lunch dos and don'ts can go a long way to helping you create a more favorable environment for representing yourself, your company, and your products. Here are some of Ellen's suggestions.

**Select an Appropriate Restaurant.** When discussing business, you don't want to compete with noise and distracting activities in the restaurant. To be safe, select restaurants where you have been before so you know what to expect. Nothing kills a deal faster than the wrong atmosphere, loud music, a fashion show, or a belly dancer.

**Reservations and Reserved Tables.** If possible, select a restaurant that takes reservations so you do not have to wait. Also try to reserve a table that has some privacy so your client can talk freely without the fear of being overheard. If papers need to be spread out, a standard table for two may be too small.

**Seat Selection.** You want to control the

seating at your table. Place your guest with his or her back to the crowd so there are fewer distractions. This is just the opposite of how you would seat a guest in a social setting.

**Confer with the Server.** It would be advantageous to let your server know, prior to your guest arriving, that you are having an important business luncheon. You want the server to be attentive but not intrusive. Ask him or her to check regularly without disturbing the conversation. Tip your server in advance for the extra attention.

**Food Selection.** Of course, let your guest order first. If your guest does not order alcohol, you should refrain as well. Order a meal you can eat with minimal mess. This is not the best time for cracked crab, BBQ ribs, or even artichokes. Avoid food items that may cause gas or a bloated feeling.

**Watch Your Manners.** Your napkin should be placed on your lap when you first sit down. When the food arrives, invite your guest to start by saying, "Bon appetite." Wait until your guest begins to eat before you do. Remember that once you use a utensil, make sure that it doesn't touch the table. If you need to leave the table, your napkin goes neatly on your chair until you return. When you are finished, your knife and fork are either crossed on your plate or placed side by side at an angle, tines up. This is your server's indication that you are finished with your plate.

**Check Please.** Motion to your server for the check before you plan to leave so you don't

have to wait. As soon as it comes, make sure you place it beside you to avoid any awkwardness from your guest. You might want to prearrange for the check to be paid. When you leave, place your napkin neatly on the table.

Do manners matter? Certainly they do. That is why social events are still held and meeting face-to-face is often critical to cementing the deal. Polish your manners. It really makes a difference.

*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.*



## A Strong STEM Education . . .

Continued from page 1

Students don't just need to know how to interact with technology; they need to learn how to think critically and deeply about processing data. All the data in the world is useless without the ability to understand what it means. And this is where teachers are, and will remain, forever invaluable.

We must take action and find ways to support the teachers who commit to this critical mission in challenging environments. The current state of education in the US is not good for attracting and retaining teaching talent. Changing this environment for teachers is the start of changing the future of work for our younger generations.

By cultivating the immense influence of tomorrow's teachers, Teach For America will make a difference. By raising awareness of the barriers facing young men and women around the world, *Diplomatic Courier* will inspire action. Together with our partners, we will create a strong education for a strong economy.

*Elisa Villanueva Beard is co-CEO of Teach For America, a nonprofit working to increase educational opportunity in high-need communities nationwide. Ana C. Rold is the founder and editor-in-chief of Diplomatic Courier, a global-focused publication that connects the next generation of leaders to current policy professionals.*

Source: US News and World Report

# Science Technology Engineering Mathematics



## Next Generation of Cities

By Bob Graves

Are we truly entering an era of "Cities 3.0"? Sacramento Mayor Kevin Johnson is an advocate of that notion, and few elected officials are in a better position to look at cities from a broad, historical perspective than is Johnson, the new president of the United States Conference of Mayors.

He laid out that perspective in his inaugural speech as the conference's president, describing how the first generation of cities was built around ports, rivers, and transportation routes. Then came the Industrial Revolution and Cities 2.0. In addition to factory smokestacks, they had electricity, transportation systems, and other modern services. In the new era of Cities 3.0, Johnson said, "The city is a hub of innovation, entrepreneurship, and technology. It's paperless, wireless, and cashless."

Plenty of municipal leaders, of course, are working to make that vision a reality. This strategy, however, presents tremendous challenges from an infrastructure perspective because Cities 3.0 will be operating in the older centers of most metropolitan regions.

The structural patterns of these cities, laid down like the growth rings of trees, tell a great deal about the influences at work during various stages of their histories. Geography, climate, culture, economy, and technology shaped the modern cityscape. For example, a beltway circling the city center illustrates the impact of the automobile in facilitating suburban sprawl. The car, however, didn't start that transformation. Credit that to the streetcar and the desire of predominantly white-collar workers to live in pleasant and healthy surroundings removed from their dirty, noisy downtown workplaces.

Throughout much of the twentieth century, the desire for a better living environment led to an almost unfettered growth of suburbs. The development of new homes, schools, commercial centers, malls, restaurants, parks, and libraries captured the majority of interest and most of our infrastructure dollars, and all too often the older urban cores descended into decay and blight.

Today, in contrast, we see the beginnings

of the rebirth of many downtowns, with people increasingly choosing them as places to live and work because of their perceived economic and quality-of-life benefits. Unlike the sameness of suburban communities, the look and feel of older cities benefit from the uniqueness of their geography, culture, and architecture. What an amazing turn of events: Cities, unlike trees, can apparently "grow" back inward.

Whether or not this trend continues and Cities 3.0 become a reality will depend on the ability of civic leaders to effectively guide the rebuilding and enabling of existing infrastructure to meet the needs of this new and growing population. Modern lifestyles are much more resource-intensive than those of fifty to sixty years ago. This places tremendous strains on maxed-out transportation systems as well as on the aging infrastructure of the "unseen city"—the communications, energy, water, and waste networks that serve the urban metabolism.

Mayor Johnson has it right: "The bottom line is cities must provide services and infrastructure that residents and businesses need and do it quicker, faster, and cheaper." Technology, to be sure, will play an important role, just as it did in enabling Cities 2.0.

To begin with, Cities 3.0 will be built on ubiquitous and untethered world-class broadband. These cities also will incorporate intelligent infrastructure in its many variations: smart grids for energy and water, virtual environments for health care and education, and intelligent systems for transportation and buildings. At the core of successful 3.0 cities will be connected intelligence, sustainability, and resiliency, all enabled by emerging technologies and innovative new companies.

But it is the urge to both live and work in the dynamic environment of a city, more than technology itself, that will drive the creation of Cities 3.0. Where civic leaders understand this and harness technology to enable it we will find remarkable cities that are great places to work, live, and play.

Source: Governing

### SBE Online

Visit [www.sbenortheast.com](http://www.sbenortheast.com)

to download the latest edition of the SBE Northeast newspaper





## SBA Spurs Economic Growth, Awards Fifty Accelerators

In September, the United States Small Business Administration announced, after reviewing more than eight hundred applications, the fifty winners of the first Growth Accelerator Fund competition. The recipients represent thirty-one states, the District of Columbia, and Puerto Rico. The accelerators come from a broad set of industries and sectors—from manufacturing to tech startups to farming—with a focus, as well, on a diversified range of demographic groups.

“The SBA is empowering accelerators and startups that are on the cutting edge of successful, innovative new endeavors,” said SBA Administrator Maria Contreras-Sweet. “We’ve seen the enormous success of the accelerator model in communities like Silicon Valley. We believe we can export this type of sophisticated support structure across the country to help startups become commercially viable and create jobs more quickly. I want SBA to stand for ‘Smart, Bold, and Accessible,’ and these accelerators encompass all three of these goals.”

Winners were selected by a panel of seven judges who are experts in entrepreneurship, investing, and business plans both inside and out of the federal government. The judges reviewed the applications and pitch videos submitted by the one hundred finalists in the competition.

Each organization will receive a cash prize of fifty thousand dollars from the SBA. In accepting these funds, the accelerators will also be committing to quarterly reporting for one year. They will be required to report metrics such as jobs created, funds raised, startups launched, and corporate

sponsors obtained, among other pieces of information. This will allow the SBA to create a useful database of accelerators and their impact, and to develop long-term relationships with the startups and constituents in these innovative and entrepreneurial communities.

The purpose of the competition was to draw attention and funding to parts of the country where there are gaps in the entrepreneurial ecosystem. There are entrepreneurial activities taking place in all fifty states, but some are better supported by private sector ecosystems than others.

The first year of this contest presents an opportunity for the SBA to engage with and support organizations whose sole purpose is to help startups to grow, become commercially viable, and have real and sustained economic impact. The SBA will honor the winners at a Fly-In day in Washington, DC, in November during National Entrepreneurship Month, in partnership with the Global Accelerator Network.

### The Fifty Winners

Rocket City Launch; Madison, Alabama  
 Arizona Center for Innovation; Tucson, Arizona  
 Edson Student Entrepreneur Initiative; Scottsdale, Arizona  
 My Startup XX; La Jolla, California  
 Telluride Venture Accelerator; Telluride, Colorado  
 The Refinery; Westport, Connecticut  
 EatsPlace; Washington, DC  
 Starter Studio; Orlando, Florida  
 Sunshine Labs; Longwood, Florida  
 Venture Hive; Miami, Florida

GVS Transmedia Accelerator; Kailua-Kona, Hawaii  
 Iowa Startup Accelerator; Cedar Rapids, Iowa  
 James E. Hogge Technology and Entrepreneurship Center; Nampa, Idaho  
 Good Food Business Accelerator; Oak Park, Illinois  
 Park Forest Maker Space; East Hazel Crest, Illinois  
 712 Innovations; Topeka, Kansas  
 Bioscience Technology Business Center; Lawrence, Kansas  
 UpTech, Inc; Covington, Kentucky  
 XlerateHealth; Louisville, Kentucky  
 Smarter in the City; Boston, Massachusetts  
 Accelerator for the Commercialization of Technology; Columbia, Maryland  
 Coolhouse Labs; Harbor Springs, Michigan  
 Prosper Women Entrepreneurs Startup Accelerator; Saint Louis, Missouri  
 Center for Innovation and Entrepreneurship; Wilmington, North Carolina  
 City Startup Labs; Charlotte, North Carolina  
 RevTech Labs; Charlotte, North Carolina  
 Rutgers Food Innovation Center; Bridgeton, New Jersey  
 Center for Unique Business Enterprises; Reno, Nevada  
 Cumberland Business Incubator; Harriman, New York  
 Manufacture NY; Brooklyn, New York  
 Southern Tier Hardware Accelerator; Ithaca, New York  
 The Brandery; Cincinnati, Ohio  
 Portland State University Business Accelerator; Portland, Oregon  
 Sustainable Valley Technology Accelerator; Medford, Oregon  
 AlphaLab Gear; Pittsburgh, Pennsylvania



Neo Lab; Pittsburgh, Pennsylvania  
 Bridgeworks Enterprise Center; Allentown, Pennsylvania  
 Jump Start Incubator; Reading, Pennsylvania  
 Piloto 151; San Juan, Puerto Rico  
 Dirt Works Incubator Farm; Charleston, South Carolina  
 SDTBC Business Launch Boot Camp and Accelerator; Sioux Falls, South Dakota  
 Jumpstart Foundry; Nashville, Tennessee  
 Start Co Integration Accelerator; Memphis, Tennessee  
 Break Fast and Launch; San Antonio, Texas  
 Dream It Ventures; Austin, Texas  
 SURGE Accelerator; Houston, Texas  
 Sustainable Startups; Salt Lake City, Utah  
 Peninsula Technology Incubator; Hampton, Virginia  
 Launch Box Growth Accelerator; Kenosha, Wisconsin  
 Vetransfer; Milwaukee, Wisconsin

Source: Small Business Administration

## Susan Boyle: Singer and “Gift Economy” Generator . . .

Continued from page 2

According to reviewer JoAnn Schwartz, “Above all, Hyde is interested in examining the effect our current immersion in the market economy and the myth of the free market has both on our view of gifts and on our ability to give and receive them. The market economy is deliberately impersonal, but the whole purpose of the ‘gift economy’ is to establish and strengthen the relationships between us, to connect us one to the other. It is this element of relationship which leads Hyde to speak of gift exchange as ‘erotic’ commerce, opposing *eros* (the principle of attraction, union, involvement which binds together) to *logos* (reason and logic in general, the principle of differentiation in particular). A market economy is an emanation of *logos*.”

“In a market economy,” Ms. Schwartz continues, “one can hoard one’s goods without losing wealth. Indeed, wealth is increased by hoarding—although we generally call it ‘saving.’ In contrast, in a gift economy, wealth is *decreased* by hoarding, for it is the circulation of the gift(s) within the community that leads to increase—*increase* in connections, increase in relationship strength. Through this book, Hyde helps us focus on the importance of gifts, their flow and movement, and the impact that the modern market place has had on the circulation of gifts.” (<http://southerncrossreview.org/4/schwartz.html>)

Susan Boyle does appreciate the financial security that she had never known, especially in the fearsome years after her mother died in 2007, when Miss Boyle kept her house cold so that she could afford the heating bill. Yet more important, Susan Boyle has said all along, “I sing to make people happy.” When she was a girl, the gift spoke “commandingly to the soul”—her soul. She honed, honed, honed the gift to perfection over decades of world obscurity. She sees with gratitude and humility the effects of this gift on people worldwide. When this gift is pointed out to her in personal conversation, she bows her head and lowers her eyes shyly. “Thank you.”

Miss Boyle’s fame and financial success have boosted tourism modestly in West Lothian, Scotland, with its pastoral more than spectacular scenery, a region that has suffered from bouts of economic depression and unemployment over the past few centuries. In February 2013, for example, following a centuries-old pattern, the main employer in the area—Halls of Broxburn meat processing plant—was closed by foreign owners, leaving 1,700 unemployed.

Lorraine Campbell co-owns and manages The Balbairdie—a nicely refurbished old hotel and



pub in Bathgate, West Lothian. When the economy suffers, The Balbairdie feels it. Asked how she copes, Ms. Campbell replied, “You just keep going.” Happily, the local economy has improved some since 2013, according to Ms. Campbell in April 2014.

Miss Boyle has engaged experts like Andy Stephens, manager; Nicola Phillips, publicist;

and Andrew Pantou, creative and vocal director, to name a few. She has provided jobs for local personal assistants who handle correspondence, scheduling, wardrobe consultation, and myriad other details; gardeners; carpenters to renovate the council house she grew up and still lives in (her first big post-*Britain’s Got Talent* purchase); a housekeeper; women who fix her hair, do her nails, and apply her makeup for special public appearances and photo sessions; and others who tend to basic needs of a now-busy celebrity who still prefers to live in her home village, stop in at her favorite small shops and establishments, and take the bus.

Miss Boyle has also given seed money and sponsorship for creative business and charitable ventures in her local community and beyond. One start-up, Boyle’s Boutique, is an extended-family cottage industry that sells, among others, products featuring the new Boyle Tartan created for the family. Products may be ordered online.

Susan Boyle’s very capable personal assistant Sadie Boyle (no relation) says Miss Boyle gets about four hundred emails weekly, many requesting her generosity. This kind of response to another’s fame and fortune is not uncommon.

More unusual, and a clearer example of the fruits of the “gift economy,” is the generation of a worldwide community of Susan Boyle supporter-fans who have formed friendships, discovered or rekindled their own creative gifts, invested thousands of volunteer hours, spread financial generosity, and—to a small extent—started creative cottage enterprises for profit or merely to cover expenses.

Several unofficial Susan Boyle fansites live on the Internet. The first and largest, still flourishing, is [www.susan-boyle.com](http://www.susan-boyle.com). On April 11, 2009, Paul Wood, a London construction worker, watched Miss Boyle’s audition on TV and immediately put up a website. Starting within hours after the

audition aired, people from many continents to whom Susan Boyle’s gift spoke “commandingly to the soul” were “irresistibly move[d]” to find out anything they could about her on the Internet. They frequently stumbled across Mr. Wood’s hastily launched site with its prolific discussion threads generating hundreds of written comments every day in the first two months of Miss Boyle’s fame.

To bring some order to the conversational chaos, Mr. Wood launched a companion Forum in June 2009 with more sophisticated software, accessed through the main website. Anyone could (and still can) join for free. The main rules are that one not be an Internet troll (a term and experience many had never heard of), that one behave reasonably civilly as outlined in posted guidelines, and that one not use the Forum itself for commercial purposes (more on that later).

Volunteer moderators and techies keep the discussions and online experience on an even keel. Online advertisements generated by Google AdSense and Amazon sales linked to the website (“SuBo Store”) help pay for the normal operational expenses.

In early 2010, Mr. Wood announced that he was going to auction off the website (some fifty thousand registered members) and its Forum (a few thousand registered members at the time). The worldwide member community could not bear the prospect of being taken over by some unknown commercial entity with other goals. So they decided to bid on the fansite themselves. A few members—by no means wealthy—each voluntarily loaned trusted fellow members a few thousand dollars to buy the fansite during the auction. The effort succeeded in July 2010.

Navigating through some tensions and hurt feelings (typical in any community anywhere), the worldwide Susan Boyle Fans International, Inc. (SBFII) community established itself as a non-profit corporation registered in Delaware, USA. SBFII elects a multinational volunteer board of directors;

Continued on page 8

# News and Information

## Hiring Veterans is Good for Business and for America

By Howard Schultz

America's wartime heroes and their families need our help. That's what I thought recently when I sat down with a twenty-years-plus military veteran who won more than thirty medals during a dozen combat deployments serving his country. Behind a powerful physical presence is a father, husband, leader, and buddy who is struggling with the inevitable re-entry into civilian America.

Now, his family's sacrifice continues. He suffers from post-traumatic stress disorder; is adjusting to life at home; and still hasn't found work, despite the discipline, leadership, and adaptive learning skills he acquired from military service.

There are thousands of combat veterans just like him among the 2.5 million 9/11-era veterans who are facing a range of trying challenges as they make the transition to civilian life. In fact, over the next five years, another one million servicemen and women will return to civilian life as our military drawdown intensifies.

If we assume that the government has a clear strategy for the social, emotional, and economic

integration of these vets, we'd be wrong. We're not ready for them. While there are effective programs in place, together they make up a patchwork that's simply too small and fractured.

It's time for the rest of us to get personal about the aftermath of war. If you were among



the many who may have opposed the wars but supported the troops, this is your chance to step up.

A few years ago, my wife, Sheri, and I began a journey to learn more about our all-volunteer military. We've visited the United States Military Academy at West Point. We've had a number of conversations with former Defense Secretary Robert Gates, who is on the Starbucks SBUX 0.00% board of directors. And we have spent time with distinguished retired military leaders, veterans, and active-duty service members, all of whom have sparked our conscience about our personal responsibility.

Here's what Sheri and I have learned so far: The experience, discipline, and mission focus of these men and women are national assets, yet this generation of veterans has unemployment rates nearly double the national average. We've also learned that twenty percent of combat

veterans self-identify as having post-traumatic stress while nearly half say they know someone who has tried to commit suicide.

Here's what we are going to do. This week, the Schultz Family Foundation is making an initial pledge of thirty million dollars to mobilize leading practitioners and researchers who will help veterans make a productive transition to the civilian workforce, and who will study and remedy the consequences of post-traumatic stress and traumatic brain injury.

We hope that our effort, along with the efforts of many others, will set off a contagion of commitment and an epidemic of understanding.

Commitment means that the ninety-nine percent of Americans who never served in the military must find more ways now to match the contribution that the uniformed one percent have made. Businesses can do this by hiring veterans. Starbucks and other companies have announced plans to hire thousands of veterans over the next few years. Citizens can do it by building more programs to help veterans apply their remarkable skill set—leadership, grace under pressure,

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## Susan Boyle: Singer and "Gift Economy" Generator . . .

Continued from page 7

keeps meticulous financial records and files annual tax returns; maintains bylaws; and holds online annual meetings and elections engaging active members. Technically not a charity, SBFII uses AdSense and SuBo Store income to cover modest expenses and keep a healthy bank balance. Funds left over from voluntary collections (often for tasteful gifts for Miss Boyle for special occasions) are donated to a charity of Susan Boyle's choice, frequently benefitting children in Scotland. By December 2011, SBFII repaid all interest-free loans given by members to buy the website; it remains debt free. No member gets paid for services to SBFII or personally benefits financially.

From the beginning, even silver-haired grandmothers proficient only with email learned to navigate the fansites in order to participate in a community of people who have experienced an inexplicable response to Susan Boyle—both her singing and her unique way of being—unlike their response to other favorite singers. Within months, members began gathering in person around the globe (often in restaurants, boosting local economies). They attended (and surreptitiously filmed and posted to the fansites for the enjoyment of those who could not attend) Miss Boyle's performances in various cities (*Britain's Got Talent* tour venues in the UK; Los Angeles, Chicago, New York, Tokyo, and more). Supporter-fans flocked to these events even though—until only 2013, when she first tried her own full-length

concerts in Scotland—Miss Boyle was slated to sing just one, two, maybe three songs. These gatherings supported local hotels, B+B's, restaurants, cab drivers, shops, and other travel-related businesses.

Miss Boyle and her team soon experienced that supporter-fans who came to these early events were older or at least more mature than stereotypical rowdies at, for example, Justin Bieber concerts. They saw that typical Susan Boyle supporter-fans are responsible, respectful, fun loving, generative. They include retired or active professionals—teachers, nurses, techies, writers, musicians, artists, farmers, truckers, businesspeople, social workers, radio hosts, professors, lawyers, homemakers, construction workers, postmasters, foresters.

To most gatherings (usually at restaurants) supporter-fans bring homemade memorabilia to share, including commemorative buttons and red scarves to identify themselves in various venues. The popularity of such items led SBFII to add another linked site, "Fan Creations," linked in turn to the creators' individual websites. Products include non-Susan-Boyle-related fan creations. Currently, three members offer SuBotique Hand Painted Apparel; Creative Images by tweek (Buttons, Mugs, etc.); and Susan Boyle Professional Singer chronicles gathered from news and other sources.

SBFII members often post creative ideas and images to discuss in writing with one another. Memorably, in 2009, a member from Texas, one from Iowa, and other volunteers, coordinated an international quilting bee. Supporter-fans from every continent, including Antarctica, created and mailed squares for a handmade quilt presented to Miss Boyle at a brunch following her debut solo appearance on the *Today* show on November 23—the day her first album, *I Dreamed A Dream*, was released in the United States and quickly broke world records in several categories.

Members can upload Susan-related videos that they have created; share poems that they've written; upload posters that they've designed digitally to document Miss Boyle's career and accomplishments; upload news reports of supporter-fan activities, complete with photographs; post fine pencil drawings or paintings displaying talent the artists had only recently discovered; and offer a place where members can contribute their own essays. These essays, sometimes written

in French or other non-English languages, often try to explain how the wee singer with the big voice; the shy woman who communicates profoundly—*cor ad cor loquitur*—through music others have written; the multimillionaire who stays in her small lifelong home and still takes the bus—the essentially inexplicable Susan Boyle—"irresistibly moves" them.

SBFII and other volunteers take responsibility to daily and positively post or re-post Susan Boyle news, photos, and encounters on Twitter, Facebook, and other social media. Their Internet involvement began immediately when Miss Boyle became famous—and once again experienced the bullying known since childhood, only this time inflicted by some members of the media and anonymous commentators. She writes in her autobiography, "What I didn't know then, because I didn't have a computer at the time, was that every time there was a mean comment about me in the press, a dozen messages of support would appear in response. On the Internet there was a growing community of fans. I had no idea how many people out there in the world felt moved to stick up for me, and I want to thank everybody for that." (*The Woman I Was Born to Be*, pages 188–189)

Miss Boyle's professional team also encourages creativity from fans. Starting with the first documentary of her life, *Susan Boyle: I Dreamed A Dream*, produced in 2009 by Talkback Thames, fans were invited via the official [www.susanboyle-music.com](http://www.susanboyle-music.com) site (picked up and promoted by volunteer sites) to send short videos of themselves saying "Hello, Susan!" with backdrops representing their locations. Several clips from around the world were chosen for the documentary. As a lead-up to Miss Boyle's second album, *The Gift*, she held a worldwide "Susan's Search" competition, inviting any amateur singer to upload a brief selfie singing "Silent Night." The winner, Amber Stassi, a thirty-three-year-old paramedic from Brewerton, New York, sang "Do You Hear What I Hear?" with Miss Boyle on the album and at the 2010 outdoor *Today* show appearance in New York City.

In the 2013 and 2014 concert tours in Scotland and the United Kingdom, Miss Boyle and her team selected local choirs to serve as back-up choruses in every city, receiving standard financial compensation. Already individual choir members in the United States are tweeting: "Aaliyah Buchanan@Itsuko\_Sora I'm to pumped, i get to sing for Susan Boyle!!!!" and "Drew Mikuska@

DrewMikuska Hahahahaha I'm singing backup for Susan Boyle."

Already in the twenty cities spanning the southern United States, supporter-fans from as far away as Australia and Scotland are buying tickets. They are organizing pre-concert dinner-camaraderie gatherings for supporter-fans, some of whom they have never met in person but know through their written posts on fansites. Restaurants, hotels, theaters, airlines, public transportation providers, cab drivers, and many small businesses will benefit. Susan Boyle, her team, and numerous music-related vendors will profit.

Yet in Susan Boyle's "gift economy," which she neither forecasted nor manipulated, money can facilitate but cannot possibly buy the greatest benefits to the community in which she finds herself to be the generator and principal member. In this higher economy, she is both blessed herself and a blessing to countless others.

As recently reported on her official website, Susan says about her upcoming United States concert tour: "This is a brilliant moment for me. The past five years have been incredible, and it just keeps getting better. I have spoken so often about wanting to tour America and be able to visit different cities for the first time—I'm so excited. This really will be fantastic, and I can't wait for October. The US embraced and supported me from the beginning, and it really feels like a second home. So I can't wait to get on the road and perform there."

  
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# Marketing on a Shoestring Budget, Part 9: Why the Advertisements We Include Are Worth Reading Every Time

By Leslie McMillan

Teresa Daily grew up fascinated with books and business.

Reading led her into far-flung adventures without leaving her chair—or perhaps prompted her to leave her chair to take that trip, to learn about and appreciate different climes and cultures.

Later she discovered a knack for training, organizing, and motivating people in sensible and profitable ways. Her resume lists years of experience managing smaller branches of nationwide banks and department stores.

Reading feeds her latest passion to use her business gifts in the nonprofit world, where she is learning about the day-to-day lives, struggles, and values of neighbors she has not had close contact with before.

Teresa thinks one day she might like to open her own purpose-driven independent bookstore.

As it is for Teresa, your mission in life is to fulfill your purpose. Certainly, that is true on a personal level. It can also be true in your business or community enterprise.

One of Teresa's gifts for success is her thirst for acquiring knowledge, often in places that are cost-free to her, like libraries and the Internet. The resulting potpourri of factoids nourishes her business creativity.

You are receiving this message—and others like it—from Small Business Exchange Northeast because somehow, sometime, somewhere, you took concrete steps to participate in the great and worthy purpose of public involvement through business or service. Your valuable purpose includes building or supplying public projects or institutions.

If you are a small business owner, you can leverage your efforts to market on a shoestring budget just by paying attention.

James Burke, a science historian who created the popular BBC documentary television series *Connections* in 1978, demonstrated how seemingly unconnected inventions led from one to another. For example, the invention of internal workings for player pianos lay along the idea trail leading to punch cards used to convey data in computer systems until the mid-1980s. A small business owner who sets aside time to ingest information from various sources, even information on seemingly unrelated topics, and then allows time for the mind to remain nutritiously fallow, will often find new ideas pushing up through the rich soil of creative connections.

For thirty years, Small Business Exchange has existed to help connect small businesses, prime contractors, large businesses, agencies, organizations, and institutions, enabling them cooperatively to fulfill specific projects and opportunities.

Thirty years ago, it seemed to be a disconnected fact that the future editor of Small Business Exchange Northeast, while working as a fairly young staff person researching new laws in the Washington State Legislature, just happened to learn a lot about public contracting goals for businesses owned by minorities and women. The knowledge remained personally unapplied for nearly three decades, but providentially resurfaced as valuable preparation during an impromptu phone conversation (about completely different subjects unrelated to business) with Gerald Johnson and Valerie Voorhies, the owners of Small Business Exchange.

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

From the basic value of expanding useful knowledge to the potential gain of landing a

articles, but especially the advertisements. These alert you to specific projects and point out active companies with which you might connect.

Even if you have seen a particular advertisement before, the latest edition might have some new information—or you might be in a new situation that warrants another look at a familiar opportunity.

We encourage you to scroll down the pages of our digital publications to consider the particular opportunities and companies; and don't forget to click the page to finish the lead article, read others, and check the Small Business Exchange Northeast website.

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

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

Your regular investment of a few minutes of reading and positively responding could result in progress that you had not previously considered in fulfilling your purpose. We invite you to make that worthwhile commitment.

And who knows? Like Teresa, you might find yourself on undreamt adventures with a figurative passport issued by your local library.

Like the creative minds and connections science historian James Burke talks about, your fallow yet fertile mind might process the details of an advertisement, match a need to what you can do, and find a solution to improve the infrastructure that is necessary to the lives of fellow citizens.



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## Public Contracts, Working Capital Needs Hiring Veterans . . .

By Wilson Galyean, Dealstruck

*Editor's note: This article was originally published by the National Small Business Association, established in 1937 to advocate on behalf of America's small business entrepreneurs.*

Government contractors often face financial strains due to the delay between expending working capital and receiving payments from clients by invoice, often not receiving payment for sixty to ninety days post performance. The need for working capital to perform on these contracts, cover operating expenses during the waiting period, and execute upon other projects makes any business with small margins susceptible to regular cash shortages. Short-term financing can be quite helpful in the interim, but it is important to understand your options.

### Factoring versus a Line of Credit

Utilizing an asset-based line of credit secured by the business's accounts receivable (A/R) is a common solution during these periodic shortages. Unlike factoring, where entire invoices are purchased from you at a large discount, a line of credit allows you to draw on only the amount you need. A line is also a true credit product, which allows you to build your credit over time, whereas factoring is not.

As an example, let's say a contractor has \$100,000 of outstanding A/R that will be received steadily throughout the coming month, but needs \$50,000 to cover payroll on the first of the month. Using an asset-based line of credit, the owner can draw the \$50,000 for payroll, and as the month progresses, that \$50,000 debt is steadily reduced. If there are no other cash needs, then the principal is paid down as invoices are collected.

### Alternative Lending versus Bank Financing

While bank financing always offers the best interest rates, the primary drawback of applying for a traditional bank loan is that there is a significant delay between applying, getting approved, and then receiving funds. To minimize risk, traditional banks use extensive underwriting processes that can often take up to three months for an approval decision. When it comes to the particular problem of managing cash shortages between pay periods, bank financing cannot always meet your timing needs.

If you are securing government contracts, it is important to determine 1) how much you will need to meet demands until your invoice is paid; and 2) how quickly you'll need that financing. If you have questions about your options, see [www.dealstruck.com](http://www.dealstruck.com).



### About National Small Business Association

Celebrating its seventy-seventh anniversary in 2014, NSBA continues to advocate on behalf of America's entrepreneurs. A staunchly nonpartisan organization, NSBA reaches more than one hundred fifty thousand small businesses across the country and is proud to be the nation's first small business advocacy organization. They have accomplished a great deal in the last seventy-seven years, from the enactment of critical access to capital programs and important small-business tax deductions to repealing some of the most potentially damaging laws and regulations.

While their efforts are focused on federal advocacy, NSBA is continually providing a snapshot of what's on the mind of America's small business community through its two biannual economic reports and various targeted surveys. NSBA has been recognized as a pragmatic, non-political small business organization and is proud to represent the seventy million owners and employees that comprise American small business.

### About Dealstruck, Inc.

The Dealstruck lending marketplace connects profitable, small- and medium-sized businesses with individual and institutional accredited investors. Unlike the one-size-fits-all approach offered to them by banks and the high-cost, short-term credit offered to them by alternative lenders, Dealstruck provides more patient growth capital that allows businesses time to plan and execute for maximum success.

Sources: National Small Business Association and Dealstruck

### Continued from page 8

teamwork under the most complex circumstances—to civic life. Think of how our neighborhoods, our cities, and our national politics could change if we put more veterans in charge.

Which brings us to another imperative: to change how people see and understand this generation's veterans. Understanding means bridging the empathy gap between civilians and veterans.

Many civilians, for their part, don't know how to engage veterans on a personal level. Our society has gotten very good at expressing generalized gratitude—at sporting events, at airports, in advertising. Americans also have done a good job of expressing compassion for wounded warriors, and supporting the families of those who've been harmed by war. Compared with previous eras, today's combination of gratitude and compassion represents progress.

At the same time, it's just not enough. One message I've heard from many vets is that civilians too often perceive them either as super-human heroes or as needing charity. There are many veterans, of course, who fit both perceptions. But there are many more who simply want to be contributors at home just as they were contributors abroad—vets who don't want to be idolized or pitied but judged by their actions, experience, and capabilities.

The Greatest Generation of the World War II era was truly an entire generation—tens of millions of Americans who fought or who were activated on the home front in an all-out war. This generation's wars were different, fought by relatively few service members, all of them volunteers, while the home front paid gradually less attention. It's time to pay attention again. And it's time to recognize that this era's veterans have a chance to be our nation's "catalyst generation"—people whose patriotism and effectiveness, honed and proven, can now spark in all of us a renewed spirit of citizen responsibility and power. Let's give them that chance. With commitment and understanding, let's help our veterans help America once again.

*Mr. Schultz is the chairman and CEO of Starbucks.*

Source: Wall Street Journal



## Measuring the Strength of Ten Small Business Ecosystems

By Genevieve O'Mara, ICIC

City leaders across the US are embracing the role of small businesses in generating vibrant urban economies. Most cities have a number of organizations and initiatives focused on stimulating small business growth. These organizations and initiatives form small business support networks often called ecosystems. But what makes one small business ecosystem stronger or more effective than another?

While many people talk about small business ecosystems, few try to understand their components or measure their strength. In a recent study funded by the JPMorgan Chase Foundation as part of JPMorgan Chase and Co.'s new Small Business Forward initiative, ICIC took a step in that direction by developing a conceptual framework of small business ecosystems and applying it to the nation's ten largest cities (New York, Los Angeles, Chicago, Houston, Philadelphia, Phoenix, San Antonio, San Diego, Dallas, and San Jose), allowing us to make cross-city comparisons. Our framework identifies six key players that are important to the structure and, therefore, the effectiveness of small business ecosystems:

- City government
- Small business development centers (SBDCs)
- Economic development authorities
- Community development organizations (e.g., community development corporations)
- Financial institutions, including microlenders and CDFIs
- Community colleges and other workforce development organizations

For our study, we interviewed fifty-four experts representing organizations in these six categories in each of the ten cities for insight into what's happening and, more importantly, what's working in their small business ecosystems. Our conversations unveiled compelling examples of where their cities are getting it right.

### City Government

Strong leadership by city government is essential to coordinate small business support resources and organizations and to develop a citywide small business growth strategy. The Bloomberg administration in New York City was recognized as a leader on this front, streamlining and increasing the effectiveness of small business support across the city. According to the experts we interviewed, the city of Dallas also stands out in its strong intentional effort to coordinate initiatives across public and private organizations.

### Small Business Development Centers (SBDCs)

SBDCs play a substantive role in providing technical assistance, mentorship, and educational programming to startups and established businesses in most cities across the US. In San Antonio, the SBDC housed at the University of Texas San Antonio Institute for Economic Development (IED) has an astonishing impact on small businesses. Last year alone, the IED—in which the largest program is the SBDC—served over thirty-six thousand businesses, trained twenty-three thousand participants, and generated \$350 million in new small business financing.

### Economic Development Authorities

Economic development authorities, as part of their mission to drive economic growth, are important leaders in developing small businesses. In Philadelphia, the Philadelphia Industrial Development Corporation (PIDC) was identified by the experts we interviewed as one of the most robust small business support organizations in the city. Known for its direct and efficient delivery of capital to small businesses, PIDC is also an important connector to CDFIs, banks, the city, and a number of small business initiatives.

### Community Development Organizations

The key player in a small business ecosystem that is perhaps most knowledgeable about what's happening with small businesses

on the neighborhood level is a city's community development organizations. Chicago is one city that has a number of CDCs, some of which have entrepreneurial training centers providing technical assistance and consulting support to neighborhood businesses. An example is New Covenant CDC, which primarily serves low-income and underserved minority residents and businesses in Chicago's Lawndale neighborhood, which is on the west side of Chicago.

### Financial Institutions

Since one of the greatest obstacles to small business growth is access to capital, financial institutions are an essential part of the ecosystem. The experts we interviewed in San Antonio and Dallas cited Accion Texas, a nonprofit lender headquartered in San Antonio, as a fundamental and wide-reaching resource that provides opportunities for small business owners unable to access capital from traditional sources.

### Community Colleges

Community colleges play a special role in the ecosystem. Not only do their workforce training programs prepare workers to meet the skill demands of local businesses, they also provide direct support to small businesses themselves. LaGuardia Community College's programs in New York City exemplify this active participation in driving local small business growth. Its accessible suite of business services includes three different technical assistance programs and an incubator for small design and technology firms.

Together, these six key players within the small business ecosystem help bind the fabric of business support resources in a city. All ecosystems need diverse, complimentary, and coordinated elements in order to thrive and sustain. By understanding the effective role of these key players, we can have a more productive dialogue.

Source: Initiative for a Competitive Inner City



## For Your Consideration: How Big Cities Push Big New Ideas

By Peter Harkness

Four years ago, I attended the sixth annual Richard J. Daley Global Cities Forum, designed by the University of Illinois in Chicago to convene more than two thousand public and private leaders “to discuss, analyze, and propose pragmatic and innovative solutions that will enhance the lives of city-dwellers around the globe.”

Underline “around the globe.” Mayors came from everywhere: scores of large and mid-sized US cities, but also from the likes of Abu Dhabi, Amman, Bogotá, Guadalajara, Istanbul, Kathmandu, Paris, Warsaw, and others. Hosted by Mayor Richard M. Daley (the son), it was an amazing assemblage dedicated to learning from each other about solutions to common problems.

Less than a year later, I participated in a planning session for something called Citiscope, an ambitious global reporting service that was the vision of Neal Peirce, my first editor at *Congressional Quarterly* back in 1969. Ironically, Neal’s real interest was not so much Washington as states and cities; and in 1975, he became the only national columnist concentrating on state and local trends and issues.

Citiscope is now a reality, thanks to Neal’s energy and tenacity, as well as funding from the Ford and Rockefeller foundations. His idea was sparked by something he learned covering a global urban summit in 2007. “Inventive solutions to various cities’ challenges were hard if not impossible to find in popular media,” he told me.

“The skills and energy that professional journalists bring to bear on investigative reporting of official malfeasance need to be matched by vigorous, objective reporting that covers cities’ most original new policies and solutions to their tough problems.” And, he added, it cannot be confined to one region or country, but must cover the entire globe.

Citiscope is not alone in shining a spotlight on this issue. Atlantic Media, along with its magazine, has been operating an international news service called Atlantic Cities for a few years, though it is not as program-and-solution oriented as Citiscope. But one of *The Atlantic* magazine’s best-known journalists, James Fallows, recently authored a fascinating article called “Why Cities Work Even When Washington Doesn’t.” He reports that “once you look away from the national level, the American style of self-government can seem practical-minded, non-ideological, future-



oriented, and capable of compromise.” And he gives examples, comparing Greenville, South Carolina, and Burlington, Vermont—two cities in different political time zones but seeking solutions in very similar ways.

It isn’t just disillusioned Washington

journalists writing this stuff. The advent of international cities is the mantra of some respected academics, most recently Benjamin R. Barber, a senior research scholar at the City University of New York, whose new book, *If Mayors Ruled the World: Dysfunctional Nations, Rising Cities*, was published late last year. Barber’s message is pretty clear. He wants to change the subject “from states to cities, from independence to interdependence, from ideology to problem solving. The city is the right subject today because hope has always been an urban currency

contemplate cross-border actions, demonstrating forcefully that however collaborative and trans-territorial cities may regard themselves, they remain creatures of state power and subsidiaries of national sovereignty.”

Sure enough, as Barber’s book was being published, the *American Political Science Review* ran the results of an academic study showing just how disadvantaged large cities have been over more than a century in thirteen state legislatures. In all, bills benefiting large cities of more than one hundred thousand were twice as likely to fail as those supported by small and medium-sized towns. “Year after year,” it concluded, “while most bills affecting smaller districts pass, most big-city bills fail.”

Perhaps most interesting in this international urban movement is the new venture of New York’s recently retired mayor, Michael Bloomberg. After serving three terms, he is launching Bloomberg Associates, a sort of “mayors’ mentor” consulting firm that will help urban governments around the world solve problems—free of charge. It is being staffed in large part by former top aides in his administration, including the chief executive who was the city’s tourism director and presided over record increases in visitors to the Big Apple, to an astounding fifty-four million last year. The firm expects to work intensively with four to six cities from around the world every year.

Big ideas are propelled by big numbers. The World Health Organization reports that the majority of the world’s population now lives in cities. Within the next three decades, that number will increase to seventy percent, adding some sixty million new residents a year. In developing countries, urban growth is expected to double by 2050 to 5.2 billion people from just 2.5 billion in 2009.

That huge wave building around the globe helps ensure that Neal Peirce, Benjamin Barber, Michael Bloomberg, and others are on to something in predicting the international surge of the city.

Source: *Governing*

## How Do We Increase Diversity in the Technology Industry?

By Rebecca O. Bagley

Our economy is one driven by technology and innovation. New industries are emerging rapidly and traditional industries are changing radically through the application of advanced tech. In order to stay globally competitive in this Innovation Economy, we must develop an economic base that constantly innovates, optimizes the use of technology, and leverages diversity of talent.

In a previous column, I pointed out that we are not doing so well in the latter area. For too many Americans—including African Americans, Latinos, and women—the Innovation Economy is an invisible economy. Minority tech-employment and entrepreneurship in the United States does not reflect population levels despite study after study showing that diverse start-ups fail less often and have higher rates of return.

Silicon Valley has gotten a lot of attention for its lack of diversity, but the problem permeates almost every corner of our country. The question is what can be done about it. How can we increase minority entrepreneurship and employment in the Innovation Economy?

“If we want more diverse citizens to become tech-entrepreneurs, we should expose them to entrepreneurship at a young age,” says my colleague Johnathan Holifield, our vice president of inclusive competitiveness, who heads up our efforts to connect minorities to opportunities within Northeast Ohio’s Innovation Economy. “That

exposure hasn’t happened to the degree it needs to happen.”

The lack of exposure to technology jobs and entrepreneurship is of particular concern in our cities, which tend to have large minority populations. Ironically, while our cities have a disproportionately high concentration of our Innovation Economy assets—including businesses, research institutions, and investors—too few inner-city residents are even aware, let alone equipped to take advantage of the opportunities that exist within the Innovation Economy.

“In the agrarian and industrial economies, prosperity was easy to see,” Johnathan says. “My family worked in the auto industry in Detroit and we knew what prosperity looked like: a plant with several thousand people walking in and out, producing things. It’s different now.”

These days, it’s much harder to see the opportunities. In the Innovation Economy, many jobs are behind desks, in front of computers, or in research labs. Entrepreneurial opportunities are focused on research, technology transfer and commercialization, and private equity investments. In the Innovation Economy, there are no crops, hard hats, and smokestacks to see; there are petri dishes, t-shirts, and quiet buildings. These opportunities are invisible to those who are not connected to them already.

“An important part of the economic inclusion work these days is making the invisible visible,” Johnathan says. “Because how can you hit a target you cannot see?”

Changing the status quo is an economic imperative. Some studies suggest that diversity is among the most important predictors of revenue and profitability. Unfortunately, current economic inclusion efforts are not really connected to twenty-first-century economic priorities. In other words, they are not targeting tech entrepreneurship and careers.

What we need is a new kind of economic development, an interdisciplinary approach that brings together educational institutions, human services organizations, and businesses to provide students with internships at our most exciting tech companies; bring these companies into classrooms to share their stories with students; and create mentoring and leadership opportunities for tech entrepreneurs.

In Northeast Ohio, we have begun that effort through a new partnership with Saint Martin de Porres High School, which runs an innovative internship program that places students at over one hundred forty companies including the Cleveland Clinic, Eaton Corporation, and Lubrizol. We are also partnering with Esperanza, which runs a tutoring and mentoring program in Cleveland’s Hispanic community.

“Our students aren’t exposed to the technologies that are ahead of us,” says Victor Ruiz, executive director of Esperanza. “If we are to close the economic gaps that we have, we need to prepare them for the jobs of the future that have a real impact.”

We are connecting Saint Martin and Esperanza to businesses in Northeast Ohio’s emerging industries to get students into the companies and bring the companies into the classrooms. The effort is a small

first step. The hope is that other businesses will see the benefits of engaging with young, diverse students and reach out, as well.

“We have learned that the program is a win-win for both the corporation and the students,” says Joe Pophal, associate general counsel at Parker Hannifin. “The program allows both the students and the sponsoring corporation an opportunity to get to know each other and determine if there is a right fit for future permanent employment. After spending an extended period of time together, our employees recognize the talents the students possess that assist greatly with our day-to-day tasks. Most important, we have a diverse quality individual as part of our lives.”

“Innovation-based companies like ours need young, talented individuals to fill a wide variety of technology positions,” says Dr. Albert Green, CEO at Kent Displays. “A fertile resource for technical talent is the minority community—of which I am a member. Not only am I a minority technologist, I am also a CEO and member of several boards of directors. I proudly wear all these hats and am committed to help and support others successfully enter technology-oriented professions.”

Economic inclusion is about creating opportunities for both individuals and businesses. If we succeed at it, our economy will flourish and stay globally competitive. So I encourage you to commit to diversity as you grow your business. It will increase your innovation capacity and benefit your bottom line.

Source: *Forbes*

