

Green Business, Green Jobs, and the Green Economy

Some experts say the green economy will be a significant component in bringing an end to the current worldwide recession – primarily because of the enormous investment that will be made in alternative energy. They contend that the solar and wind energy that we use in our homes and businesses and the hybrid electric cars that we drive will help us exit the recession and sidestep another Great Depression.

While there is no single or standard definition of a green job or the green economy, most definitions share common themes. Here are some green terms and definitions to expand your understanding of the concepts and perhaps whet your appetite to learn more.

Green: Green is a term used to imply that a service, product, or technology is environmentally friendly (i.e. sustainable).

Green Business: an enterprise that has no negative impact on the global or local environment, community, society, or economy—a business that strives to meet the triple bottom line. The triple bottom line (also known as "people, planet, profit") encompasses an expanded spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social.

Green Economy: A rapidly growing billion-dollar sector that includes renewable energy sources, organic produce and products, green buildings, alternative fuel vehicles, and more. It is rooted in the development and use of products and services that promote environmental protection, energy independence, and economic development. It is based on the efficient use of energy, especially renewable sources of power. Wikipedia says it is based on the knowledge of Ecological economics and Green economics that aim at addressing the interdependence of human economies and natural ecosystem and the adverse impact of human economic activities on climate change and global warming. http://en.wikipedia.org/wiki/Green_economy

Clean energy is the largest element of the green economy. Clean energy industries include:

- **Energy efficiency** - Energy efficiency is by far the largest element of the clean energy sector. The Environmental & Energy Study Institute (EESI) reported gross revenues over \$900 billion and 8 million jobs created in 2006. Their study includes manufacturing, recycling and construction.
- **Renewable energy** - Renewable energy includes hydroelectricity, biomass, biofuels, geothermal, wind, and solar. According to the U.S. Energy Information Administration, in 2006 renewable energies produced about six percent of total U.S. energy. The industry grossed revenues of \$40 billion and created nearly half a million jobs.
- **Smart energy** - Smart energy takes advantage of digital technology, electronics and "intelligence" when generating, distributing, and consuming electricity.

Green Jobs: those in the energy efficiency or renewable energy arenas, for example, electricians, plumbers, HVAC technicians and installers, weatherization technicians, energy analysts, electric grid technicians PV solar installers and technicians, building inspectors and others.

The White House definition: *"Green jobs are jobs that provide products and services which use renewable energy resources, reduce pollution, conserve energy and natural resources and reconstitute waste."*

Green-Collar Job: a paid position that results in providing environmentally-friendly products or services and suggests high standards regarding fair wages, equal opportunity and healthy working conditions. The employer may be a private business, government, non-profit or cooperative, for example: an organic farmer, a sustainable forestry worker, a recycling technician or a solar panel manufacturer. President Obama has said he wants to create millions of "green collar" jobs.

Green Building: A building designed to be ecologically correct by using resources efficiently, using internal recycling, renewable energy sources, recyclable or biodegradable construction materials, and blending in with the local environment, particularly in out-of-town locations. The aims are to reduce to a minimum the environmental impact, and to take human health factors into consideration.

Green Markets: traditionally a phrase used for farmer's markets, where farmers sold farm products directly to consumers, some now use it to describe carbon trading, green banking and financial investment services.

Green investments: traditional investment vehicles (such as stocks, exchange-traded funds and mutual funds) in which the underlying business(es) are somehow involved in operations aimed at improving the environment. This can range from companies that are developing alternative energy technology to companies that have the best environmental practices.

Green Technology: a continuously evolving group of methods and materials, from techniques for generating energy to non-toxic cleaning products. The goals of green technology include sustainability, "cradle to cradle" design, source reduction, innovation, and viability (creating a center of economic activity around technologies and products that benefit the environment, speeding their implementation and creating new careers that protect the planet). Some examples of green technology subject areas include energy, green building, environmentally preferred purchasing, green chemistry, and green nanotechnology (a combination of green engineering and green chemistry).

Green Wave: refers to the exploding economic activity in the environmentally sustainable sector (i.e. the Green Economy), for example, solar panels, wind turbines, green buildings, hybrid cars, and organic agriculture.

For more Green Information:

[Starting a Green Business](#). At Business.gov, the "official business link to the US government," you will find a website called **[Starting a Green Business](#)**. At this web page you will find a *Green Guide for New Businesses*, *Small Business Guide to Energy Efficiency* and Green Business Case Studies.

[Green Business Network](#), the nation's leading non-profit educator on socially and environmentally responsible consumption and investing, established in 1992. The website has a list of "green festivals" and provides access to the National Green Pages.

[Green Snapshot](#), a just-launched free service of Intuit, the company that makes popular financial management software like Quickbooks and TurboTax, instantly creates a carbon footprint analysis, along with a set of recommendations of ways to lower it. Snapshot is aimed at the same market as those products: millions of small and midsized companies, few of which have the time, temperament, or temerity to calculate their company's carbon footprint, let alone take action to reduce it. The program is fairly straightforward: It automatically mines your Quickbooks data, culls the various payments you've made, and taps an online database that assigns a rough carbon equivalent to each of the payees. It's simple and quick and free. **[Read more in this article](#)**.

[Greenbiz.com](#) claims to list the leading websites, events, and research on business and the environment. It also claims to be the leading resource on how to align environmental responsibility with business success. GreenBiz.com®, offers more than 8,000 resources, including news stories, reports, blogs, checklists, case studies, and links to best practices, organizations, technical assistance programs, government agencies, and recognition programs. GreenBiz.com's newsletter, Greenbuzz, is delivered weekly and reaches over 50,000 readers. The website includes a section for small business.

"To truly transform our economy, protect our security and save our planet from the ravages of climate change, we need to ultimately make clean, renewable energy the profitable kind of energy."

-President Barack Obama, in a speech to Congress February 24, 2009

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

Stony Brook SBDC Senior Business Advisor Ann Garbarino attended a presentation on June 9th, held at the Middle Country Library in Centereach, and entitled "Increasing your sales during difficult economic times". The program, attended by 46 small business owners and presented by three local women entrepreneurs with specific expertise, discussed valuable information on how to generate website sales, the value of online social networking tools, and getting your product to market through various channels such as consignment and licensing.

The Baruch, Brooklyn and the LaGuardia SBDCs collaborated in a CUNY SBDC table at the Crain's New York "The Future of Small Business" conference, which was attended by a few hundred people. Joyce Moy, former LaGuardia SBDC director and now at CUNY, arranged table space for the SBDCs. On one of the panels, Al Titone represented SBA in his role as the Acting District Director for the NYC district.

In February, Career Connections was held at the Oncenter. It is an event hosted in partnership between NewsChannel 9 WSYR and leaders in the workforce development in the Central New York area - CNY Works, Onondaga Community College, and the Metropolitan Association through its Creative Core and 40 Below programs. There were about 30 informational sessions held throughout the day. Onondaga SBDC Senior Business Advisor Joan Powers presented her "Launching a Small Business" workshop twice. Approximately 70 participants attended. One of the OCC SBDC's Hall of Fame clients, Stella Penizotto, was interviewed by WSYR along with OCC's President, Dr. Debbie Sydow.

In June, Stony Brook SBDC Senior Business Advisor Ann Garbarino participated at an evening networking event for the small business community hosted by the Hauppauge Citibank branch. Ann discussed the value and dimension of SBDC counseling and support services, and created awareness for the SBDC that immediately resulted in three new SBDC clients.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

In March, Onondaga Community College SBDC Green Business Advisor Frank Cetera attended the National Grid Energy Efficiency Conference at Turning Stone Resort. At the conference, Cetera learned about the upcoming National Grid Energy Efficiency Program for small businesses. The program will be integrated into the Green Energy Aware program developed by the OCC SBDC, and will provide an additional audit and implementation option for participating small businesses.

Onondaga Community College SBDC Green Business Advisor Frank Cetera participated in The Building Performance Institute's Building Analyst training along with partnering representative Oliver Luisi from the Northside Collaboratory in Syracuse. The training was held at the New York State Weatherization Directors' Association facilities in East Syracuse. Completion of the training provides certification for Cetera and Luisi that will enable them to perform energy audits as a part of the Green Energy Aware program, as well as being able to better communicate with partnering contractors and participating workforce development students at the Northside Collaboratory's GreenTrain program.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

In June, the LaGuardia SBDC was featured on New York 1 for an entrepreneurship workshop series at the Artisan Baking Center. The nine-week class for entrepreneurs, teaches them everything they need to know to run a business, including bookkeeping, working with an accountant, collecting bills from clients, marketing the product and locating target clientele."

In April, Onondaga SBDC Senior Business Advisor Joan Powers participated in two breakout sessions called "Ask the Experts: What Do I Need to Know NOW?" at the WISE (Women Igniting the Spirit of Entrepreneurship) Symposium. The sessions were panel discussions with an attorney, banker, insurance agent, SBDC Advisor and SBA Specialist. The WISE program was presented by The Falcone Center for Entrepreneurship at Syracuse University and KeyBank. This year 1000 women attended the symposium, and approximately 60 women attended the two breakout sessions.

In April 2009, York College SBDC Business Advisor Brian Yeung was both presenter and moderator at the CUNY Conference on Asian American Economic Empowerment, held at the Baruch College campus for aspiring entrepreneurs planning to start their businesses in a difficult economy. The topic of Brian's interactive seminar was business structures, business planning, and business financing.

In May, Mid-Hudson SBDC Director Arnaldo Sehwert participated in a presentation in Ellenville about the Stimulus Package and funding options for local businesses. The event was sponsored by the Ellenville Economic Development Office and the Ulster County Development Corporation. Forty five local business owners and entrepreneurs were in attendance.

In order to better serve the current and emerging business community in Onondaga County, the Onondaga Community College (OCC) Small Business Development Center opened a satellite office at the North Campus in Liverpool, NY. The office is located in a shopping mall with ample convenient parking. Business Advisor Bernadette Mroz provides business assistance to entrepreneurs, and in collaboration with the Liverpool Chamber and library is planning various training programs.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

In April, fifty-three local lenders attended the Partners in Economic Recovery information session held at Onondaga Community College (OCC) by the OCC SBDC and SBA. Topics included "Recovery Act Enhancements for SBA and Small Business" and "7(a) and 504 Loan Program Policy Updates to SOP 50-10(5)(A)". An update on happenings at the Onondaga SBDC and a networking session rounded out the program.

On May 1st, the Stony Brook Small Business Development Center held a conference called, "What's Next for Small Business on Long Island?" that was attended by more than 70 people. There were several speakers including State Senator John Flanagan, the Town of Brookhaven Director for Economic Development, and Al Titone, the acting District Director for SBA's NYC District Office. The keynote speaker was Dr. Pearl Kamer, chief economist for the Long Island Association, who spoke about the future Long Island economy. The second part of the program was a panel discussion, 'Diversifying Your Business and Finding New Markets'. The panelists were prominent people from various industries including real estate, alternative energy, banking, marketing and government contracting. The panel inspired numerous questions from the audience and a very positive tremendous response.

In February, the Onondaga SBDC, NYBDC and the SBA co-sponsored "Survive and Thrive: Building Your Business in Challenging Times." A variety of guest speakers addressed the following subjects: the current economic and credit environment, business opportunities and resources, and running a business in a changing financial environment.

TECHNOLOGY

Onondaga Community College SBDC *Green Business Advisor Frank Cetera* participated in the 2nd Annual SUNY College of Environmental Science and Forestry's Green Building Conference. Cetera networked with many other green energy and construction contractors and vendors from around the state of New York, and promoted SBDC to a growing community of green building advocates.

SPECIAL PROJECTS - GREEN BUILDINGS

In April, the Onondaga Community College SBDC partnered with the Green Train workforce development program at the Northside Collaboratory to do business assessments. The Green Train educates and trains immigrant refugees and unskilled workers in basic green construction skills, and places them in jobs upon their graduation from the program. The Green Train participants will get added Building Analyst skills to their repertoire for increased job placement possibilities, while acting as an additional contractor option for businesses receiving energy audits through the Green Energy Aware program.

ABOUT THE GAZETTE

The SPD Gazette is a brief newsletter distributed via email and posted on the Internal Web Site. It will feature a column to be titled, What's New This Week, in which the network will share best practices in strategic objectives. A series of articles in the Gazette will explain the program's statewide approach to strategic objectives in six key areas:

- Marketing
- Professional Development and Certification
- Program Development: Products and Services
- Special Projects
- Strategic Partners and Alliances
- Technology, Information and Communication

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Silver/Grey/Mid-Life/Third Age/Encore/Mature Entrepreneurs

One of the priorities of the program is assisting baby boomer entrepreneurs and there have been numerous items in the media recently about this group. Over the last 18 months or so, every business magazine and most general news magazines – in print and online - have featured at least one article about this group: *Entrepreneur*, *Inc*, *Forbes*, *US News and World Report*, and so on. Numerous studies have been done. The consensus is that baby boomer entrepreneurship is not a new trend but with a significant number of baby boomers entering retirement, it is a big story. The literature uses several descriptive words and phrases for this group, but in general they all refer to entrepreneurs 50 years and older.

According to a recent study from the Kauffman Foundation – [The Coming Entrepreneurial Boom](#), published in June 2009 - in every single year from 1996 to 2007, Americans between the ages of 55 and 64 had a higher rate of entrepreneurial activity than those aged 20-34, averaging a rate of entrepreneurial activity roughly one-third larger than their youngest counterparts.

The study shows that as the economic recession impacts the job market, more and more baby-boomers are becoming entrepreneurs. The decline of lifetime employment, the experience and knowledge of the age group, longer lifespan, and the effect of the current recession are all factors contributing to the increase in entrepreneurial activity in the baby boom generation.

There are many sources of information if you want to learn more about this group and the issues that differentiate them from other entrepreneurs. Did you know that the SBA has web pages with targeted assistance for 50-plus entrepreneurs [here](#)? The site includes a "self-assessment" tool to help a boomer determine his or her business readiness. You also may want to [visit the SCORE website](#) to review its lengthy list of web resources for older entrepreneurs.

If you're interested in following online conversations by and about 50-plus entrepreneurs, the following blogs might be good for you:

- <http://2young2retire.com> – "tools and tips for your bonus years"
- <http://thebabyboomerentrepreneur.com> - marketing strategies and motivation
- <http://boomerstips.blogspot.com> - information on entrepreneurship, home business, real estate investing, retirement planning, travel, health & lifestyle, career tips and future trends.
- <http://www.encore.org/news> - work that matters in the second half of life

North Country SBDC Director Rick Liebowitz is leading a major update of the business planning guide for "late blooming" entrepreneurs that was originally created by the Mid-Hudson SBDC. It should be available for distribution later this year.

"Boomers will use self-employment as a bridge to retirement," said Lynn Karoly, a senior economist with the RAND Corp. "They're creating jobs that give them more control over their lives and more self-fulfillment," said Ms. Karoly, who co-wrote a report on Americans 50 and older who have become their own boss.

From e-newsletters

High-tech Immigrant Entrepreneurship

The SBA Office of Advocacy just released a report on high-tech immigrant entrepreneurship in the United States that finds that immigrants play an important role in founding high-impact, high-tech companies in the United States. About 16 percent of the companies have at least one immigrant among their founders. High-impact, high-tech companies founded by immigrant entrepreneurs and those founded by native-born entrepreneurs are similar in many ways. One important difference is their location. Immigrant-founded companies (IFCs) tend to be located in states that have large immigrant populations. IFCs are about twice as likely as their native-founded company (NFC) counterparts to have a strategic relationship with a foreign firm. A copy of the report is located at: <http://www.sba.gov/advo/research/rs349tot.pdf> and the research summary can be found at: <http://www.sba.gov/advo/research/rs349.pdf>.

R&D Performed by Industry within U.S., Per State, 2003-2007

California led the country with \$64.2 billion in R&D funding from industry in 2007, almost one-quarter of the nation's total. This was followed by Massachusetts (\$19.5 billion), New Jersey (\$17.9 billion), Michigan (\$15.7 billion), and Texas (\$13.9 billion). These top five states represented 49 percent of the country's industrial R&D funding in 2007. Washington, Illinois, New York, Pennsylvania, and Connecticut rounded out the top ten states. New York's funding increased from 8,556 in 2003 to 10,916 in 2007, a 27.6% increase in R&D spending. In 2007, NY ranked 8th in US for R&D spending. The data comes from Table 5 of the National Science Foundation's annual briefs describing industrial spending for R&D, which is available at: <http://www.nsf.gov/statistics/industry/>. SSTI's table is available at: <http://www.ssti.org/Digest/Tables/071509t.htm>. This item comes from *SSTI Weekly Digest* - A Publication of the State Science and Technology Institute, July 15, 2009.

E-Commerce for Artists Curriculum

CraftNet is pleased to announce the public beta release of Ecommerce for Artists, a fully integrated, modular curriculum that introduces artists to the fundamentals of using the Internet to strengthen their arts-related businesses. It primarily is a tool to help teachers working with artists who want to develop their business skills, but it also seeks to support individual artists who want to explore these strategies on their own. To learn more about this new resource, go to <http://craftnetglobal.com/>.

This item comes from the July-August 2009 *Rural Entrepreneurship Newsletter* from the RUPRI Center for Rural Entrepreneurship in Lincoln, Nebraska.

WHAT'S NEW THIS WEEK?

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MARKETING & ADVOCACY

In June, the Mohawk Valley SBDC was featured in front-page lead articles ("SBDC ramps up service center for government sales") in the *Mohawk Valley Business Journal* and *Central NY Business Journal* that touted its "service center for government sales" - the Procurement Assistance Center. Director Dave Mallen was quoted as saying, "The important thing to remember is the government buys just about everything."

In April, the *Binghamton Press and Sun Bulletin* ran an excellent article about how the SBDC at Binghamton "propels business start-ups." The author of the article attended and reviewed the center's 20 hour start-up course. Director Doug Boyce, Business Advisor Ginny Thompson and several clients are quoted in the very positive article.

Director Rick Leibowitz and the North Country SBDC hosted a meeting with B.J. Paprocki, Valerie Shouty and Virginia Smith from the SBA Syracuse District Office and some local business leaders to discuss the stimulus package and the new programs the SBA is created in response to this legislation. Mr. Paprocki noted that the \$35,000 emergency bridge loans and the increase in guarantees up to 90% with no servicing fees will probably be utilized the most.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

In May, Binghamton SBDC Advisor Ken Homer traveled to Rochester to attend an all day seminar presented by PTAC that comprised three classes covering various aspects of government procurement.

Binghamton SBDC Advisor Laura Knochen-Davis spent a day at Binghamton University's Center of Excellence in Small Scale Systems Integration and Packaging assessing and learning about that center's analytical and diagnostics laboratory as part of the developing relationship between the University's research providers and the SBDC.

Brooklyn SBDC Business Advisory Jose Manuel deJesus completed his MBA and graduated on May 2, 2009 from Regis University with an MBA in Marketing. Congrats, JM!

In June, Associate State Director Mary Hoffman attended the New England SBDC Professional Development Conference in Bretton Woods, NH. The conference comprised two half-day sessions with 2 concurrent 3-hour seminars held each day. There were two sessions on marketing the SBDC using Web 2.0 tools, a session on helping small businesses with debt issues, and one on psychic counseling – assisting clients in emotional (and business) distress. The conference planners said they would welcome NYS SBDC attendance at future training conferences.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

The Niagara SBDC is running its popular "*Summer Sizzlers*" series again! The four-part program is designed for those who want to learn more about the facets of starting a small business. The topics are: How to Write a Business Plan, Business Formation, Marketing, and Record Keeping.

In April, Binghamton SBDC staff participated in two all day trade shows: The Cortland Business Show for consumers and the Greater Binghamton Business Trade Show - a business to business show. The Cortland show attracted almost 4,000 participants and more than 200 vendors. The Greater Binghamton show attracted more than 2,000 attendees to about 250 business booths. The SBDC staff had a booth at both shows, talking to and providing information to the attendees throughout the day.

In April, North Country SBDC Director Leibowitz met with Marti Mozdier from the Tupper Lake Chamber of Commerce to discuss bringing better outreach services to the Tupper Lake area. They coordinated a presentation titled "Keeping Score to Win/Increasing Your Bottom Line" that was presented in May.

In April, Binghamton SBDC Advisors Ken Homer and Ginny Thompson visited Chenango Valley High School and Broome-Tioga BOCES to discuss entrepreneurship and small business ownership with students.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

In May, Mohawk Valley SBDC Director Dave Mallen presented at a HUBZone program at Herkimer County Community College that was sponsored by Congressman Arcuri's office. Jim Quackenbush from the SBA Syracuse District Office also participated as a presenter. The SBDC will hold a similar program at SUNYIT in July - also sponsored by Arcuri's office. The SBDC coordinated with Joe Johnson from Congressman Arcuri's office in planning both events.

The Niagara SBDC enjoyed a standing-room only crowd at the Strategic Exporting Seminar held on June 3 at the Niagara County Center for Economic Development. Representatives from the US Department of Commerce, Empire State Development, and the Upstate New York District Export Council, and Niagara SBDC Director Rick Gorko spoke to a diverse audience of business owners about how their respective agencies can help businesses find markets overseas. Niagara SBDC Business Advisors Maureen Goodlander and Pauline Soeffing attended to enhance their knowledge base regarding the various ways to help SBDC clients to "go global."

Binghamton SBDC Director Doug Boyce made a presentation to the Binghamton Success Network about the recent results of the SBDC counseling efforts and discussed how small businesses can best protect themselves during this time of recession. The Success Network is a business association whose members are organized to assist each other in providing and receiving business leads. The objective of these lead exchanges is to create more business for our members and to increase their profit margin. Networking, leads, business information exchanges, and networking education occur at each meeting.

The Brooklyn-City Tech SBDC organized a successful event along with SBA, SCORE and the Women Business Center. The event presented by Congresswoman Yvette Clarke on July 1st had the title "From Survival to Success: how to access SBA resource partners" and was held at the Brooklyn Public Library. Approximately 120 business owners attended and submitted excellent evaluations.

The North Country SBDC co-hosted a Lenders Forum with the SBA and the Plattsburgh/North Country Chamber of Commerce. At the event, local lenders reviewed lending programs and underwriting requirements with a special emphasis on changes due to the stimulus package.

Mid-Hudson SBDC Business Advisor Myriam Bouchard and Director Arnaldo Schwerert participated in the seminar "The Stimulus Package and its Benefits to Small Businesses" at SUNY New Paltz. The event was sponsored by US Congressman Maurice Hinchey, the keynote speaker. The event attracted more than 80 participants, mostly small business owners.

TECHNOLOGY

Two issues of the *NYS Incubator Newsletter* published by the Business Incubator Association of NYS have featured SBDCs. In February, there was a case study about the Albany SBDC's Technology Entrepreneur in Residence program run by Bill Brigham. The July issue featured a story from *NY1*, in which LaGuardia SBDC Brian Gurski was interviewed

SPECIAL PROJECTS

The Oswego SBDC and SUNY Oswego Chapter of Students in Free Enterprise (SIFE) formed a partnership last fall to broaden both the services offered and student horizons. Students are enlisted to provide in depth assistance to clients in such areas as market planning, basic accounting, bookkeeping, and business operations. This alliance proved to be very beneficial to SIFE as they won the Regional Championship in Cleveland and earned a spot in the National Competition in Philadelphia. According to Jason Jupio, Chapter President, "Our partnership with the SBDC definitely gave us an edge at the competition." Congratulations to SUNY Oswego SIFE.

Director Doug Boyce served as a judge as part of the Annual /Southern Tier DaVinci Festival Invention Convention. The Invention Convention is a program that involves students in grades K to 8 in both public and private schools in the Southern Tier. The program calls for creative designs and visual conceptualization in the initial stages of invention, and for models to be built by the semifinalists and finalists in each region. In conducting this program, the learning link between science, math, technology, as well as the arts, is demonstrated. In addition to stimulating a student's creativity and imagination, the event brings families together through prototype creation. Most of the inventions are both insightful and humorous. One highly notable success story is a young inventor in the Binghamton region who in 1993 invented and filed a patent application for a 'Snake Light' and later assigned the resulting U.S. patent to Black & Decker Corporation. Every year, scores of invention disclosures are received from students as young as five years old that include patentable ideas.

Mid-Hudson SBDC Director Arnaldo Schwerert participated in the Ulster County Business and Trade Mission to China as part of a delegation that included the president of the Ulster County Chamber of Commerce, the president of Ulster County Development Corporation, the NYS SBDC State Director and the NYS SBDC Director of International Development, among others. The Mission led by State Director Jim King held meetings with pre-qualified business and government officials in six major industrial centers in China.

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Strategic Planning: Considering Competitive Advantage

We are in a period of great economic stress and uncertainty, the kind of challenging time in which an organization can show its true strength and resilience. By planning well and making good decisions about our priorities, we can differentiate ourselves from competitors and plot a course that makes best use of our resources for meeting our core mission. Part of the strategic planning cycle involves assessing the status of the organization in relation to its competitors and considering its competitive advantage. We can use our competitive advantage in the area of small business assistance to differentiate ourselves from the competitors.

What is a competitive advantage? It is an attribute or combination of attributes that enables an organization to outperform its competitors. What unique skills resources, capabilities, and assets set the NYS SBDC apart in the marketplace?

- Consistency: One of the hardest and best advantages is the ability to deliver the same product or service time after time after time. To do so, a company must have rock solid processes that deliver consistency no matter what. The SBDC's professional development program and SOP manual demonstrate the network's commitment to consistency.
- Brand development: Growing and developing your brand over time can be a core competency worth more than all the past years' marketing budgets combined. Developing your brand happens by reinforcing your image in the marketplace through everything you do.
- Expertise: The expertise of SBDC's business professionals is a key strength of the program. Many of them have experience as a small business owner in addition to having a degree in business.
- Access to information: This is essential to maintaining a competitive advantage. The Research Network can help entrepreneurs obtain the timely, relevant, and detailed information they require to make sound business decisions.
- Continued innovation and improvement: Shared best practices among members of the SBDC network demonstrate our organization's continued innovation and improvement.
- Longevity: The SBDC Network in New York has delivered high quality small business management and technical assistance for 25 years, creating a solid reputation in the small business community.

How strong is our competitive advantage? Very strong.

Here are some things to consider as we plan for the future of the NYS SBDC:

- Will our customers see a consistent, superior difference between our product/service and those of our competitors?
- How difficult will it be for competitors to imitate our advantages?
- Is the NYS SBDC on the right track? Does it meet the needs of service users, clients, and other stakeholders?
- Can the NYS SBDC continue to improve?
 - What do we want to achieve that we have not yet achieved?
 - What do we do that we want to continue to do and do well?
 - What do we want to avoid as the organization continues to grow and improve?
 - What things can we eliminate as we improve the organization?

In your next staff meeting, discuss the answers to these questions in the context of the challenges you think the SBDC will face in the next few years.

Trade Mission to China and participated with Ward Todd, President of the US Chamber, and Lance Matteson, President of Ulster Co. Development Corp., were also present.

In July, Mid-Hudson SBDC Director Arnaldo Sehwerert was interviewed by Paula Mitchell for the Chanel 6 Cable TV News about the recent Business and Trade Mission to China.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

Farmingdale SBDC Business Advisor Dorothy Harris attended the *Government Ready: Certified Federal Government Supplier Level One Certification* training on July 7th and 8th in Baltimore, MD. The two day training program covered such topics as understanding FAR, the federal procurement process, elements of a solicitation and marketing to the federal government. At the end of the course a Government Ready Level One certificate was provided to the advisor.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

Binghamton SBDC Business Advisor Laura Knochen-Davis presented an evening marketing seminar for businesses in Tioga County through both the Tioga County Chamber of Commerce and the Tioga County Department of Economic Development. The seminar attracted 18 business owners and has generated five new clients for further counseling with the center.

In May, North Country SBDC Director Leibowitz met with Howard Lowe from the Technical Assistance Center to discuss how the SBDC can partner with them on a grant to help improve usage of broadband internet by small businesses as part of the CBN Connect project. The Director has proposed offering training on marketing opportunities with broadband, operational and productivity savings businesses can achieve using e-communication and other technical assistance training programs.

In June, Binghamton SBDC Business Advisor Steve Amell worked with the Otsego County Chamber of Commerce and SUNY Oneonta's Center for Economic Development to plan a series of five or six 2-hour seminar events for chamber members throughout the winter months. Planning for those October through March events continues at this time. In late June, Steve also participated in a Business to Business Networking event in which the SBDC was one of five presenters in a general group discussion. After the group discussion, the event's 45 small business attendees separated into five groups to meet with each presenter separately in separate locations. It was a unique format which seemed to work well as seven or eight clients were generated through that event.

In July, Mid-Hudson SBDC Director Arnaldo Sehwerert addressed a meeting of the Hudson Valley Angel Investor Network about the details of the Stimulus Package and its benefits to small business. Approximately 35 people attended the meeting.

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The SUNY Canton SBDC was "spotlighted" during the St. Lawrence County Chamber of Commerce's "*Business in the Spotlight*" event on Tuesday, June 16, 2009. The Chamber holds Business Spotlight events throughout the county to draw attention to small businesses and strategic partners in the area. At this particular event the Chamber chose the SBDC to spotlight as a non-profit service provider that dedicates its services to the small business community, resource partners and educational institutes. Canton SBDC Director Dale Rice spoke about the SBDC as a valuable tool for businesspersons and entrepreneurs, especially in a recession when everyone is facing economic challenges. He stressed the importance of developing resource partnerships with the community and the Chambers. The event started with a tour of the lodge and grounds followed by presentations, food and refreshments. The event was very well attended and was very enjoyable, and a great opportunity to showcase the SBDC.

Mid-Hudson SBDC Business Advisor Sam Kandel met in Monticello with the President of the Sullivan County Chamber of Commerce, which is entertaining the idea of developing a business incubator in that city and requested the meeting with Mr. Kandel to discuss the project. Mid-Hudson Business Advisor Don Dods met with the Mayor of Port Jervis, which also is thinking about initiating a business incubator

SPECIAL PROJECTS

In July, the Onondaga SBDC hosted a *Go Green and Save Green* event. It was held to help business owners learn how existing businesses can become energy efficient and save on utility bills. Also discussed was the process of applying for the Energy Savings Program sponsored by the NYS SBDC and NYSEERDA. Other topics of discussion included measurable "Green" goals, renewable energy and energy efficiency, funding programs for becoming "Green," and programs offered by NYSEERDA (New York State Energy Research and Development Authority). The event was sponsored by NYBDC, the WBC at Canisius College, the Niagara County Chamber, and the Niagara County Center for Economic Development.

Stony Brook University has recently concluded its DARE Student Entrepreneurship competition for 2009, and announced three winners sharing a total prize of \$50,000. Eighteen very bright and talented students from Stony Brook entered the competition, and were mentored by Business Advisors at the Stony Brook SBDC, as well as faculty from many departments on campus. The program is sponsored by the Brookhaven and Suffolk County Industrial Development Agencies, the SBU Offices of the Vice President for Research and for Economic Development, and the Long Island Angel Network. First place prize of \$25,000 went to Sean Orelli, who is a fifth year senior majoring in computer science and was mentored by Stony Brook SBDC Business Advisor Bernie Ryba.

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Measuring Performance

How do you know that you are effectively delivering services?
How do you know that you are meeting your goals?
How do you know that your efforts to assist clients are successful?

It is simple, right? Establish some goals and milestones, and then check periodically to see if you are meeting them. Metrics will answer the question, "How effectively and efficiently is the agency achieving its mission?"

How do you develop meaningful performance measurements (metrics)? The following article excerpt offers a few suggestions:

Principles of developing effective strategic metrics*

1. Limit the number and type of measures to those that most directly reflect your achievement of the organization's vision and goals. Measures should be specific and focus on key areas of concern. Using too many measures dilutes the effectiveness of measuring and may cause confusion about which measures are most important.
2. Select the right mix of measures. Identify a group of measures that address a broad range of dimensions and that have a cause and effect relationship. In so doing, you ensure measures are diversified, which makes for a more successful implementation of your plan.
3. Set measures that focus on what you want to achieve. What you measure is what you get. For example, don't measure what you don't care about, as this will be wasted effort producing meaningless results. Ensure that the measures you set are congruent with your organization's mission. Understand that the usefulness of the measure is only as good as the data used to measure it.
4. Emphasize outcome measures over process measures.
5. Useful measures should be both conceptually appealing and easily measured (i.e., relatively simple to collect and calculate). Be sure that you have the means to measure what you care about.
6. Be aware that some data are not possible to track.
7. Keep in mind that measures can lag. Recognize and accept the intrinsic delay and limitations in obtaining some data. Some measures have a shorter lag time (e.g., staffing/productivity and financial performance), while others have a longer one.

*Excerpted from: *Staying on Course with Strategic Metrics* by Susanna E. Krentz, Aaron M DeBoer, and Sasha N.Preble, in *Healthcare Financial Management*, May 1, 2006

Metrics on an organization's performance offer critical information to policymakers so they can oversee the efficiency and effectiveness of strategies and programs. Together with the state strategic plan, metrics assist organizations in allocating funds to programs that achieve desired results.

From e-newsletters

New e-Commerce Curriculum for Food Retailers Unveiled:

The National e-Commerce Extension Initiative, in coordination with the Southern Rural Development Center, is pleased to announce the release of Marketing Food Specialty Products Online, an online learning module, researched by Stan Ernst and designed by the National e-Commerce Extension Initiative team. The learning module was made for use by grocery store managers and marketers of specialty food products. Whether the food business is large with many employees or a small operation with very specialized sales, all can benefit from this self-paced learning module. With this new tool, food managers can evaluate the role of technology in their business, examine the strategies necessary to institute the technology and weigh out cost/benefit measures. If the business is already using technology, the module also presents ideas on how to refocus and evolve current uses. To view this exciting module, visit http://srdc.msstate.edu/ecommerce/curricula/rural_retailing.

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

In August, the Stony Brook SBDC hosted an all-day event, "Is Entrepreneurship an Option for You?" which was attended by more than 50 people. Speakers talking about everything from how to operate a home-based business to whether a franchise is a good option in today's economic climate. Representatives from Suffolk County and the Town of Brookhaven spoke about Licenses and Permits, an accountant explained legal structures, a business owner discussed the hot topic of "green businesses", and a website developer talked about establishing an e-commerce or E-bay business. becoming an entrepreneur. The topics of discussion were chosen with this in mind. The program ended at 3pm but many people lingered and continued in animated discussion. All in all it was a resounding success!

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

In July, Brockport SBDC Business Advisor Drake Thomas conducted a successful workshop in conjunction with the Rochester Procurement Technical Assistance Center. After participating in Nancy Fisher's Contract Reporter training earlier in the year Drake was comfortable in guiding the business participants at the workshop on a tour of the information found on the NYS Contract Reporter and the NYS Office of General Services websites. Ms. Fisher, Deputy Director of Empire State Development's Small Business Division, in an email to Jim King, said "This was exactly the result I hoped to achieve in conducting the training and I commend your staff in applying and utilizing the information learned in the training. I was pleased that Drake called to let me know, and I hope to hear of other events like this at other SBDCs around the state."

In August, the Brooklyn SBDC, in conjunction with Olé, sponsored a two-hour workshop on Understanding Legal Structures hosted at La Marketa in Williamsburg. The event was made possible with the collaboration of the Neighborhood Entrepreneur Law Project and Brooklyn Development Corporation BEDC. The event, which was a complete success, was presented entirely in Spanish, and more than 20 Hispanic entrepreneurs attended.

Safety is a major issue on every construction site. As of July 2008, all workers on any public works project (state or municipal) in excess of \$250,000 must be certified as having completed a 10 hour U.S. Department of Labor OSHA-approved safety course. The program is intended to provide a variety of construction safety and health training to construction workers, foremen, job supervisors, and anyone involved in the construction industry. Stony Brook SBDC Senior Business Advisor Ann Garbarino coordinated an OSHA safety program on August 19-20 for construction companies in the area. The program was offered at a participant cost of \$30, attracting a class of 39 whom upon completion received OSHA construction health and safety certification. Maureen Moynihan-Fradkin, authorized Outreach Trainer and OSHA Compliance Assistance Specialist, conducted the training.

Mid-Hudson SBDC Business Advisor Don Dods and Director Arnaldo Schwerert attended a meeting with NYS Comptroller Thomas DiNapoli at the Orange County Chamber of Commerce in Montgomery. The event highlighted the state's support for venture capital investment funds as it applies to small business funding.

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In August, the Corning SBDC provided an informational session at "Navigating the New Road to Success: Identifying the Challenges and Opportunities for Upstate NY Small Businesses," an event hosted by the Corning and Watkins Glen Area Chambers of Commerce. The event featured Congressman Eric Massa from the 29th District and speakers from the US Chamber of Commerce, SBA, NYS Department of Labor, NYS Economic Development Council, and Business Council of NYS.

Staten Island SBDC Director Dean L. Balsamini was installed as President of the South Shore Rotary Club on Staten Island on July 1, 2009. Previously, during his nine years in Rotary, he served as President-elect, Vice-President, Secretary, and Membership Chairman of the organization. He also serves as a trustee on several Boards in the Staten Island community. Dean is an Adjunct Professor of Marketing in the Business Department at the College of Staten Island and is a member of the Provost Council at the College.

In August, two of the Research Network information specialists were nominated to hold leadership positions on the Executive Board of the Upstate NY chapter of the Special Libraries Association (SLA) – Amelia Birdsall and Alexis Mokler. Following in the footsteps of Mary Beth Bobish, a former RN staffer, Amelia is a candidate for President-Elect of the chapter and Alexis is a candidate for director of membership and recruitment. Neither Amelia nor Alexis has a contender for her respective position. Participation in the SLA results in personal and professional networking opportunities with information specialists from numerous organizations, which benefits the NYS SBDC. Best of luck to Amelia and Alexis!

TECHNOLOGY

Mid-Hudson SBDC Director Arnaldo Sehwerert contacted Michael DiTullo, Managing Director of the newly created Orange County Business Accelerator, a high tech incubator in New Windsor scheduled to open in October. Discussions are under way to establish a working relationship.

Over the summer numerous advisors have used the NYS SBDC Listserv to get information from advisors in other centers throughout the state to assist clients.

SPECIAL PROJECTS - International

The Mid-Hudson SBDC is one of the founding members of the Ulster-China Business & Trade Group, which was formed in order to guide and support business relations between China and the Ulster Region. The members are the Ulster County Development Corporation, The Ulster County Chamber of Commerce and the Mid-Hudson SBDC. In early August, Director Arnaldo Sehwerert and the Ulster-China Business & Trade Group attended a meeting in Albany with a delegation from Dezhou City headed by Mayor Cuiyun Wu. The following week, the Mid-Hudson Center hosted the visit by Mr. Wenjin Xu, US Representative for the Tianjin Economic-Technological Development Area (TEDA) to promote business in the Mid-Hudson Region and showcase the area as a tourist and capital investment destination. The visit was arranged by Mr. Jinshui Zhang, Director of International Business Development Program and supported by both the Ulster County Chamber of Commerce and the Ulster County Development Corporation.

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Should our Delivery of Services be Proactive or Reactive? Would You Believe Both?

At the recent directors meeting in Rensselaerville, the directors met in small groups to consider the core issues in the NYS SBDC strategic plan. The group that discussed *Special Projects* concluded that the program can be both proactive and reactive. In fact, they concluded that the program is more effective if it is both proactive and reactive. Here, briefly, are some comments about the concept of being both proactive and reactive.

Our program is *proactive* in the sense that we test new programs on a small or regional scale, as in a laboratory – a small business laboratory. New client service tools and strategies are tested, evaluated, and then refined prior to implementation or deployment throughout the network. Some programs currently developing in one of our “small business laboratories” are the Technology-entrepreneur-in-residence (TER) program in Albany, the Restaurant Institute in Buffalo, and the OLE project in NYC.

Our program is *reactive* in the sense that it engenders the commitment to monitor and capitalize on opportunities, to respond to current trends and opportunities, to locate and utilize resources supporting the SBDC mission and client need. A glaring example is our response to the disastrous terrorist attacks of September 2001. Advisors from around the state mobilized and went to the scene of the disaster to provide assistance and bolster the efforts of advisors located in the disaster zone. The concept also is illustrated by the Contractor Readiness Training workshop series hosted by several of the regional centers, which was launched in response to a need identified at the highest levels of state government. A third illustration of our ability to respond to current trends and opportunities is our application and success with winning portability grants to fund projects including a web portal in the North Country, an at-risk business outreach program in the Bronx, and a contractor training program in Queens.

An additional significant component of our reactive strategy is the programmatic ability to field a rapid, flexible, well-configured response to unusual occurrences – SBDC as the *small business first responders*.

Though this may seem an odd descriptor for a small business assistance provider, the US Small Business Administration and Congress have recognized the SBDC in this role. There is language in legislation that refers to SBDCs as first responders, for example, “SBDCs will assist local entrepreneurs in the event of a natural disaster by serving as first responders in their communities. SBDCs will aid in the preparation of disaster applications and coordinate the federal response for small business disaster victims.” The media also has referred to the SBDCs as first responders assisting small businesses and communities in distress during this economic recovery (from the recent recession).

Strategic duality ensures the currency of the SBDC in multiple, fast-changing business environments, advances client services and improves client outcomes.

From e-newsletters

President Obama Outlines National Innovation Strategy

Earlier this week, the National Economic Council and Office of Science & Technology Policy released a brief report presenting the guiding principles and priorities for the administration's innovation agenda. "*A Strategy for American Innovation: Driving toward Sustainable Growth and Quality Jobs*" outlines three broad objectives, each with specific action items. While many of the goals of the plan have already received significant investments through the Recovery Act, there are several more initiatives that are still in the proposal stage or call for additional investments beyond the Recovery Act. Highlights include:

- **Invest in the Building Blocks of American Innovation**
- **Promote Competitive Markets that Spur Productive Entrepreneurship**
 - Increase access to capital for new businesses, including eliminating the capital gains tax on small businesses;
 - Provide training and mentoring to entrepreneurs;
 - Create competitive communities by promoting regional innovation clusters;
 - Stimulate entrepreneurship through increased access to government data through portals like data.gov;
 - Open markets abroad while enforcing trade agreements;
 - Protecting intellectual property rights; and,
 - Ensure working financial markets.
- **Catalyze Breakthroughs for National Priorities**
 - Double the nation's supply of renewable energy in the next three years;
 - Harness science and technology to address the "Grand Challenges" of the 21st century.

If you are interested in reading more about it, the National Innovation Strategy is available at:

<http://www.whitehouse.gov/administration/eop/nec/StrategyforAmericanInnovation/>.

[From the SSTI Weekly Digest, September 23, 2009]

WHAT'S NEW THIS WEEK?

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MARKETING & ADVOCACY

On October 5th, Research Network Information Specialist Roger Green participated on Barbara Weltman Internet radio show, Build Your Business Radio, which airs each Monday from 4pm to 5pm/ET. A podcast recording of the interview will be available at the website - <http://www.wsradio.com/internet-talk-radio.cfm/shows/Build-Your-Business-Radio.html> .

Mid-Hudson SBDC Advisors Myriam Bouchard and Don Dods participated in the Orange County Business Expo in New Windsor. The event, sponsored by the Orange County Chamber of Commerce attracted over 500 visitors.

On October 19, Brooklyn SBDC at City Tech Director Catalina Castaño was interviewed in Spanish on the Program "*Dialogo the Costa a Costa*" from The Hispanic Information and Telecommunications Network (HITN). The topic of the program was: "Opportunities for small businesses" broadcast all over the United States and went live for 1 hour. *Dialogo de Costa a Costa* is hosted by the well known Hispanic presenter Malin Falu. The President of the Coalition of Hispanic Chambers of Commerce of New York State also was guest speaker. Catalina answered several questions regarding the needs of Hispanic business owners, resources available for them, SBA, SBDC's at national level, the importance of education for small business owners as well as questions about the economic stimulus package and SBA guarantee loans.

Onondaga SBDC's Green Business Advisor Frank Cetera spoke at the July monthly meeting of REICNY - the Real Estate Investors Club of Central New York. The meeting was held at the Genesee Grande Hotel on East Genesee Street in Syracuse, NY. Cetera discussed energy assessments for the residential rental properties that many of the investors hold as landlords, and provided information about Onondaga SBDC's Green Energy Aware program and how it can be used to obtain free energy audits. Four properties from the investors club have to this point been serviced with energy audits.

Mid-Hudson SBDC Advisors Myriam Bouchard, Sam Kandel and Barbara Voerg participated in the Business Showcase sponsored by the Ulster County Chamber of Commerce in Stone Ridge.

Mid-Hudson SBDC Advisor Myriam Bouchard attended the meeting of the Rondout Valley Business Association in Accord and was a presenter in the panel "The Art of Business Financing". Approximately 35 small business owners were in attendance.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

In September, LaGuardia SBDC Business Advisor Freda Thomas attended the Social Networking and Your Business seminar at the Brooklyn Business library. At the seminar, Freda learned about promoting businesses using social networks LinkedIn, Facebook and Twitter.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

Business Advisor Tania Hanouille at the Onondaga SBDC developed the business planning module for "Early Childhood Education: An Introduction." The course is an online course and was developed through a Kauffman Foundation grant in order to teach future child care providers the skills to develop their own child care businesses. Tania also developed a workbook to go with the business planning portion, entitled "Your Child Care Business: Steps for Building a Business Plan." There are a total of 165 students taking 3 online sections and 2 face-to-face sections. The SBDC will be making presentations on business plan development and business start up in the face-to-face sections. Tania will be involved with grading business plans on a pass/fail basis that the students will be writing as teams as well as acting as a mentor in the online course.

In September, LaGuardia Community College SBDC Business Advisor Rui Wang was the presenter and moderator for a 4-week workshop series for the Chinese community in Mandarin. The topics included Successfully Launching Your Own Business, Choosing the Right Legal Structure, How to Write a Business Plan and Get Financing, and Marketing. The number in attendance was approximately 20 people per seminar.

The Onondaga SBDC held MWBE Contractor training in 5 Tuesday evenings in June. Twenty one out of the twenty two participants who started completed the program.

In a related event, the Onondaga SBDC hosted a "Meet and Greet" with Clark Construction group, LLC and local contractors on September 9, 2009. Clark Construction, a Chicago business, has the contract for the new edition for the Syracuse VA Medical Center. The company is interested in subcontracting \$65M to local small businesses. Over 35 contractors attended the session to learn about the available opportunities.

Mid-Hudson SBDC Director Arnaldo Sehwerert met with SUNY New Paltz School of Business Dean Hadi Salavitar and IRS Stakeholders Liaison Officer Richard Torres to coordinate joint small business programs for the first half of FY 09-10.

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Mid-Hudson SBDC Director Arnaldo Sehwerert met in Loch Sheldrake with Steve Mitchell, Dean of Continuing Education of SUNY Sullivan to coordinate the Center's participation in the college's entrepreneurial program.

Mid-Hudson SBDC Advisor Sam Kandel presented the seminar "Small Business Management" as part of the for-credit entrepreneurial program at SUNY Delhi. The program aims at integrating the theory of academia with the hands on experience of SBDC counselors.

The Home HeadQuarter's Block Blitz took place on North Townsend Street in Syracuse on Thursday August 6th. Onondaga SBDC Green Business Advisor Frank Cetera participated in this event (assisting in landscaping improvements) which included loads of volunteers from local businesses, nonprofit organizations, and residents. Home HeadQuarters is a not-for-profit organization committed to creating housing and related opportunities that improve the lives of underserved Central and Upstate New York people and revitalize the communities in which they live.

SPECIAL PROJECTS - Sustainability & Energy Efficiency

Onondaga SBDC Green Business Advisor Frank Raymond Cetera gave a podium presentation at the 2009 International Healthy Buildings Conference in Syracuse, NY on Thursday, September 17th, 2009. Cetera spoke on his authored paper "Effectiveness of Offering Free Energy Assessments to Small Businesses through a Local Non-Profit Organization". The talk offered results, discussion, and lessons learned regarding the Green Energy Aware energy assessment program for small businesses administered by the Onondaga SBDC. This international meeting, hosted by the Syracuse Center of Excellence in Environmental and Energy Systems (SyracuseCoE), brought together researchers, business professionals, and academics from across the globe to discuss built environments and how to make them healthier, more productive, and more sustainable places to live, work, and learn.

Mid-Hudson SBDC Director Arnaldo Sehwerert met in Kingston with Lance Matteson, Melinda Beuf, and Paul Rakow of the Ulster County Development Corporation and Chris Marx, Director of Continuing Education at SUNY Ulster to coordinate a joint response to a RFP from NYSERDA involving support for emerging small businesses in the alternative energy area.

The Center for CleanTech Entrepreneurship, a NYSERDA-funded initiative focused on developing clean technology companies in Upstate New York, and the Onondaga SBDC host monthly "Green Business Development Days" for entrepreneurs and small businesses. The CleanTech Center offers support for entrepreneurs and early stage companies through incubation, acceleration and retention. Collaborators include angel and venture investors, financial institutions

and other lenders, colleges and universities, service providers, utilities, industry associations and government agencies providing technical and financial assistance to foster clean technology business development. Entrepreneurs meet with SBDC Advisor Joan Powers, as well as staff members of the CleanTech Center.

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New Mission and Vision Statement

At the directors meeting in early October, there were substantive discussions about the core issues of the strategic plan as well as the existing vision and mission statements. The fundamental role of the program has not changed, but a refreshed mission statement gives sharper focus to what the NYS SBDC has been doing, and what it must continue to do going forward, recognizing that future issues the program faces could be challenging.

After a series of discussions, the directors agreed on new vision and mission statements for the program:

The vision of the NYS SBDC is to create economic sustainability for all New Yorkers – one business at a time.

The mission of the NYS SBDC is to provide professional business advisement, education, network resources, and to advocate for small business and entrepreneurs.

In general terms, the difference between the vision and mission statements is that the Vision sets the broad, long term direction, purpose and goals of the organization. It inspires ongoing participation and enthusiasm, and expresses what the organization wants to be in the future as the program continues to evolve and improve. The Mission statement describes the path to reaching it. It expresses the purposes of the organization in a way that provides context, a way to assess success, identifies the intended audience, identifies the intended outcomes, and guides planning and decision-making. A Values statement outlines the guidelines for day to day activities. Our *Customer Service Principles* serve as our values statement:

Our goal is to treat customers as we expect to be treated.

Working together

We never stop learning

We are committed to making a difference

We believe there are no limits to human activity

We do what is right and we do what we say

In the News:

Senator Gillibrand Launches Innovation Agenda to Spur Growth in High-Tech Industries, Create Good-Paying Jobs

In response to ongoing job loss month after month, U.S. Senator Kirsten Gillibrand launched a new Innovation Agenda - a comprehensive plan that includes targeted investments in STEM (Science, Technology, Engineering, and Math) education, legislation to promote business incubators and regional economic development strategies, and an event next week in the nation's capital to showcase high tech companies and research

institutions from every region of New York State. County by county analysis from the New York State Department of Labor suggests that strategic investments in research and development and STEM education will spur economic growth in the high-tech sector.

"No other state is poised to lead in the high-tech economy of the future like New York," Senator Gillibrand said. "Our state is home to the universities, businesses, laboratories, researchers and the bright minds we need for long-term economic strength. My Innovation Agenda harnesses all of our state's potential to spark new industries, attract businesses and create new jobs. We'll arm our classrooms with the math and science teachers we need to prepare all of our students for the jobs of the future, and we'll make sure every hardworking student has the opportunity to achieve their full potential, and become the innovative leaders that New York needs to compete and win in the global economy."

New York remains a worldwide hub of technology and innovation. In fact, from 2004 to 2008, New York grew its high-tech industry by nearly 2,000 businesses and nearly \$5 billion in increased wages.

[Read the whole October 21, 2009 press release.](#)

From the e-newsletters:

Authors Use Metrics to Identify NYC's Challenges

Building New York City's Innovation Economy authors Jim O'Grady and Jonathan Bowles incorporate data from an innovation index examining 48 comparative metrics of NYC's five boroughs and the greater New York City metro region. The authors identify many of the existing components that should make New York City fertile ground for future entrepreneurial efforts. For example, in the five boroughs there are six institutions among the top 100 universities for life science R&D spending in the U.S. Generating discoveries also has been lucrative for universities in the city, as NYU collected \$791 million in royalties in 2007, while Columbia University generated \$135 million in the same year. The report states no other university in the U.S. bested \$100 million in royalties in 2007. Even though these knowledge-based assets are in place, the authors contend there are an insufficient number of tech-based companies arising from these resources. The report explains the shortfall occurs, in part, for the following reasons:

The city lacks the engineering presence that provides the impetus for commercialization and New York's academic leaders have not invested heavily in engineering programs; The leadership of New York's educational and medical institutions have done little to foster a culture that promotes entrepreneurship, especially by under-investing in technology transfer programs; A comparatively small number of existing tech-based entrepreneurs are local, producing a shortage of people with tech-management experience who can provide mentoring and attain capital; The city has a small number of venture capital firms and angel investors concentrating in technology companies; and, New York state economic development leadership has been more assertive helping the state's other regions and the "lion's share" of funding goes to every part of the state but NYC.

Besides providing additional recommendations for city and state government, the report calls for the state to overhaul Empire State Development (ESD), one of the state's economic development organizations, realigning its efforts to concentrate more on supporting the innovation economy. Both reports, *Building New York City's Innovation Economy* and the *2009 Index of the New York City Innovation Economy*, are available [here](#). [From the *SSTI Weekly Digest*, October 14, 2009]

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

This spring, Jamestown SBDC Business Advisors attended Chautauqua County's Business Veterans program and staffed an information table. During the event, the advisors spoke to approximately 60 veterans.

In June, as a part of the Watertown SBDC's ongoing Youth Entrepreneurship program, Business Advisor John Gould spoke to an economics class and a computer class at General Brown High School in Brownville. He discussed what is needed to prepare a business plan and provided brochures, business cards, business plan workbooks, and business plan samples. He led a lively discussion about selecting a business as a prelude to preparation for end of the year business plan projects.

In September, Canton SBDC Dale Rice attended the St. Lawrence County Chamber of Commerce and Franklin County joint meeting at the Mohawk Casino. This event provided both counties opportunities to meet and showcase various businesses within their respective counties. Dale networked and provided information regarding the SBDC program and services.

In September, Baruch SBDC Business Advisor Lendynette Pacheco participated in an all day "Seminar for Latino Business Associations". Ms. Pacheco is the center's representative to the Hispanic community and a key player in their partnership with NYC Business Solutions, a city agency.

Onondaga SBDC Business Advisor Joan Powers writes articles for *CNY Business Exchange* magazine on an ongoing basis.

In September, North Country SBDC Director Rick Leibowitz was featured as a guest speaker at a Business Institute training sponsored by the Adirondack Economic Development Corporation. He provided facilitation to the class on the key components of writing an effective business plan. The three hour class had 20 attendees and the presentation was very well received.

In early October, *USA Today* reporter Laura Petrecca spent the day at the Rockland SBDC, sat in on a counseling session - with the client's permission - and wrote "Entrepreneurs turn to small business development centers for free help," a positive piece about her experience. The article was published in the national edition of the paper and proved to be a great marketing coup for the client as well as the program.

In October, Martha Pollock and Mary Hoffman attended the Business Teachers Association of NYS annual conference to promote EntreSkills™ and the Office of Entrepreneurial Education. They presented Jon Greenwalt, Business Education Specialist, Career and Technical Education Office at the NYS Education Department, with the Entrepreneurial Educator of the Year award at the association's annual luncheon.

This fall, the North Country SBDC center continued its ongoing collaboration with the School of Business in producing the newsletter, *Business Essentials*. Administrative Assistant Linda Willett is involved with layout and design of the newsletter and contributes articles to the publication.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

In June Oswego SBDC Business Advisor Larry Perras attended a seminar on Financing Your Green Business. He was pleased to note that the assistance available at the Oswego Outreach was mentioned by three of the five speakers. Approximately 150 businesses attended the event held at the Central New York Tech Garden in downtown Syracuse.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

In May, the Jamestown SBDC offered three 'From Boots to Business Shoes' courses that were well attended.

In July, Canton SBDC Business Advisor Julie Williams conducted a presentation for a group participating in an adult education summer session at the Norwood BOCES. The group consisted of carpenters and electricians interested in obtaining business start up information. The advisor discussed the services offered by the SBDC, resources available for assistance, preparing a business plan, and various sources of funding.

In September, Mid-Hudson SBDC Director Arnaldo Sehwerert met with Richard Torres, Stakeholders Liaison Officer of the IRS, to coordinate joint small business programs to be deployed during the first half of fiscal year 09-10.

In September, 2009 North Country SBDC Director Rick Leibowitz met with the President and Vice President to discuss

detailed the extensive services provided by the SBDC. The President is interested in fostering a more active partnership with the SBDC, as he is committed to developing more community outreach to business owners. The Director discussed some partnership opportunities that they could consider for the future.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

In September, the Bronx SBDC and Lehman College co-hosted a successful open house for its entrepreneurs club. The Club was established a year ago.

In September, North Country SBDC Director Leibowitz attended a hearing co-hosted by the Plattsburgh-North Country Chamber of Commerce and Unshackle Upstate. A number of small business owners offered riveting testimony on the new challenges they are facing due to new fees, administrative requirements and changes in the Empire Zone program. Topics discussed included: requirement to renew the Certificate of Authority to collect sales tax (that for the first time, includes a fee); increases in the LLC filing fees for companies that have achieved a certain gross sales figure; increases in tobacco license fees; increases in liquor license fees; increases in motor vehicle fees; and the need to recertify for the Empire Zone program.

In October, the Bronx SBDC participated in a Welcome Home Career Day for Veterans at the Bronx VA Medical Center for returning combat veterans and significant others. Veterans met with private & government employers, school officials & VA benefits counselors. There were resume writing & USA Jobs Search sessions.

In October, the Mohawk Valley SBDC and SUNY Institute of Technology co-hosted a Rural Development Grants Workshop sponsored by the Office of Senator Kirsten E. Gillibrand. The event focused on economic development for rural communities. Topics covered included searching for grants, Federal agency programs and building a successful application. The event featured a Q&A session with a USDA representative.

This fall, the Mohawk Valley SBDC, in collaboration with MDA-CNY and Upstate Regional Alliance, is looking for the most innovative, growth-oriented entrepreneur or emerging business in the region. The competition will provide \$200,000 in an Emerging Business Competition, \$5,000 in a Student Business Idea Competition (with no entrance fee), and \$15,000 in an Agribusiness Competition (with no entrance fee). The Regional Alliance is a 12-county public private consortium that works on a variety of regional issues and opportunities. The contests are open to New and Existing Businesses and Students.

TECHNOLOGY

Onondaga SBDC Advisor Tania Hanouille has completed the portion of the online course EDU 180 to assist students with learning about starting a child care business and also to write a business plan for their business. She will be grading team project business plans on a pass/fail basis, and also will be making business planning presentations in two face-to-face classes. 140 students were registered for fall and 120 students are scheduled for spring. In addition, Tania completed work in collaboration with an OCC professor on a course entitled "Technology, Energy and Entrepreneurship." This course will serve as an interdisciplinary survey course in the Computer Studies Department that will lead students into a variety of career or professional paths to keep them in the Central New York Area. This course is on the schedule in fall 09. For both classes, the SBDC will assist with information on business plans and sources of funding and capital and will provide information about opportunities in entrepreneurship in this area.

SPECIAL PROJECTS - International

In April, the Jamestown SBDC participated in a European Union Export Seminar that was hosted by the Chautauqua County Industrial Development Agency. The program, attended by 30 people, covered new European Union trade directives, legal issues, contract negotiation, cross-cultural issues, and assistance available to exporters by state and local agencies. Business Advisor Beth Reed discussed services provided by the Small Business Development Center. Other agencies and legal firms involved in the program included Empire State Development, World Trade Center – Buffalo/Niagara, U. S. Department of Commerce, Yormick & Associates, Intel Corporation, and the Chautauqua County Industrial Development Agency.

In June, the Niagara SBDC was a supporting partner for a "Strategic Exporting" seminar developed and hosted by the US Department of Commerce, Buffalo Export Assistance Center. There were 24 attendees from businesses across Western New York. Presenters from the US Department of Commerce, Empire State Development, M&T Bank, Hodgson Russ Attorneys, and Fed-Ex Ocean Air Transportation participated in the event. Robert Schlehr from Oxygen Generating Systems International also spoke on the exporting success he obtained by using the resources at the US Department of Commerce. Topics included finding market research, finding and qualifying potential foreign partners, export payment terms and letters of credit, export financing, export documentation, the roles of your banker and freight forwarder, international legal issues, and international contracts. The seminar was designed to assist small to medium-sized firms in developing their exporting capabilities and introduce them to available resources. Additional partners included the Niagara County Center for Economic Development and the World Trade Center Buffalo Niagara. Supporting sponsors included the Lower Niagara River Region Chamber of Commerce, the Chamber of Commerce of the Tonawandas, Niagara USA Chamber, the US Small Business Administration, and Empire State Development.

In October, the Corning SBDC, SBA and the Chemung Chamber of Commerce co-hosted a half day exporting seminar. Speakers from the US Commerce Department, Rochester Export Assistance Center; Upstate NY District Export Council, Empire State Development; Nixon Peabody LLP; JP Morgan Chase; and Mohawk Global Logistics participated in the event. Topics presented included market research, finding and qualifying potential foreign partners, export payment terms and Letters of Credit, export financing and documentation, the role of your banker and freight forwarder, international legal issues, and international contracts.

ABOUT THE GAZETTE

The SPD Gazette is a brief newsletter distributed via email and posted on the Internal Web Site. It will feature a column to be titled, What's New This Week, in which the network will share best practices in strategic objectives. A series of articles in the Gazette will explain the program's statewide approach to strategic objectives in six key areas:

- Marketing
- Professional Development and Certification
- Program Development: Products and Services
- Special Projects
- Strategic Partners and Alliances
- Technology, Information and Communication

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Deployment – Action Plans

The next time an ASBDC accreditation review team comes to NYS, it will be taking a close look at the steps we've taken to deploy our strategic plan. They will be looking for the following:

"A defined process must be in place that:

- Converts strategic objectives into action,
- Modifies action if circumstances require a shift,
- Defines changes in products and services,
- Defines key performance measures and indicators for tracking progress,
- Defines requirements in financial and key human resource planning."

- *ASBDC Accreditation Standards, 2008, Section 2.0 Strategic Planning*

Therefore, the key strategic planning activity in 2010 will be the development of regional action plans. At the directors meeting in October, the group revised the vision and mission statements and affirmed the relevance of the SBDC's strategic goals, setting the stage for the development of action plans.

One of the biggest problems in strategic planning is that often the plan is not implemented. Strategic planning should not only occur at the top tier of the organization, but at every level throughout the organization. Every part of the organization can contribute strategies for improving effectiveness and efficiency. It follows, then, that action plans should be developed for each major function in the organization, e.g., marketing, development, finance, personnel, and for each program/service, etc. The plans should depict how the overall action plan will be implemented, and each action plan should specify the relationship of the action plan to the organization's overall, top-level action plan.

Action plans address each of the top organizational issues, which are connected to the associated goals, who will complete each action and according to what timeline. Action plans should be designed after the main goals and objectives have been set in order to attain the mission in a straightforward and measurable way. With an action plan, the goals themselves can be obtained. Without an action plan and the measures it entails, it is impossible to implement the plan and measure its success. The format of an action plan depends on the nature and needs of the organization, but each should outline:

- The goals to be accomplished
- How each goal contributes to the organization's overall strategic goals
- What specific results (or objectives) must be accomplished to reach the goals
- How those results will be achieved
- When the results will be achieved (or timelines for each objective)

Ultimately, strategic planning is about considering what changes the organization may face in the future and increasing its capability to deal with whatever actually may occur. Through action plans, the strategic plan is deployed to functional workgroups, teams, programs, projects, and individuals so that their work is realigned to fit in with the organization's overall direction. Without a strategic plan to clarify direction and approaches, work processes and decisions actually may undermine progress.

"We think in generalities, but we live in detail."

-Alfred North Whitehead, an English mathematician

From the e-newsletters:

Angel Investors Supported Smaller Deals in the First Half of 2009

Angel investors are reducing the average size of their investments, according to the latest report from the University of New Hampshire Center for Venture Research, [*The Angel Investor Market in Q1Q2 2009: a halt in the market contraction*](#). In the first half of this year, total angel investment dollars fell by 27 percent from the same period in 2008, but the number of angel deals increased by six percent. As a result, the average deal size has fallen by 31 percent since early 2008. The report attributes the change to lower company valuations and to angel investors taking a more cautious approach to investing without decreasing their level of activity. Investors have also begun shifting their focus away from seed- and startup-stage firms in order to support their portfolio companies and reduce their risk. [from *SSTI Weekly Digest*, November 4, 2009]

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### **U.S. Entrepreneurs See Opportunities Despite Troubled Economy**

Entrepreneurial activity in the U.S. increased from 9.6 percent in 2007 to 10.8 percent in 2008, according to the Global Entrepreneurship Monitor 2008 U.S. Entrepreneurial Assessment. Though the report, *Entrepreneurs Thrive During Hard Times*, found that fear of failure was on the rise among potential entrepreneurs, survey respondents indicated that they still believe there were ample opportunities for new businesses. To read the full report, go to <http://www.gemconsortium.org/> and click on Publications, then select GEM National Reports, and then select USA. This report was cited in the *SSTI Weekly Digest* for the week of December 2, 2009.

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Webinar Series Launches!

The Heartland Center for Leadership Development in collaboration with the RUPRI Center for Rural Entrepreneurship announced a new webinar series with the theme *Strategies for Community Prosperity*. The five-part webinar series will begin in January and conclude in May with the following schedule and topics:

- January 21, 2010 *Rural Communities Can Thrive in the 21st Century*
- February 18, 2010 *Entrepreneurial Coaching--From Crisis to Economic Growth*
- March 18, 2010 *Plowing New Ground--Refreshed Leadership Development for Revitalized Economies*
- April 15, 2010 *Energized Youth--Energized Communities*
- May 20, 2010 *People Count--Rebuilding Rural Communities with People Attraction Strategies*

Each webinar will start at 12:00 p.m. (Central) and end at 1:00 p.m. The training team includes Milan Wall and Kurt Mantonya from the Heartland Center and Don Macke and Craig Schroeder from the RUPRI Center for Rural Entrepreneurship. The cost of each webinar is \$59.99 but if you purchase the entire webinar series at one time, the cost is \$250.00. For more details and registration information about this exciting webinar series, please visit the Heartland Center's webinar page at http://www.heartlandcenter.info/webinar_reg/.

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

In November, Oswego SBDC Business Advisor John Halleron spoke to a dozen commercial loan officers and credit analysts at Beacon Federal in East Syracuse. The purpose of the meeting was to make all aware of the services SBDCs provide and the win-win relationship that can be developed between the bank and the SBDC. As a relatively new player in the market, John explained how with the right assistance, even start-ups can work in loan portfolios.

In November, Canton SBDC Business Advisor Michelle Collins spoke at the local Zonta Club's annual dinner on November 17. The group wants to learn about how the SBDC assists women in business as well as general SBDC services and the local small business climate. The Zonta club is a women's professional club that is similar to Rotary or Kiwanis.

In October, Mid-Hudson SBDC Director Arnaldo Sehwerert attended the Economic Outlook Presentation event sponsored by Key Bank in Poughkeepsie. The event was hosted by Michael Orsino, Regional President of KeyBank. More than 50 business and political leaders were in attendance.

On Thursday, November 19th, Stony Brook SBDC Business Advisor Ann Garbarino was a featured speaker at the 2009 Business Networking Seminar event sponsored by Briarcliffe College in Patchogue (Ann works part-time at our Outreach Office there) and the Patchogue Chamber of Commerce. Ann spoke about the services of the SBDC and the SBA. There were approximately 80 entrepreneurs in attendance.

In October, Mid-Hudson SBDC Director Arnaldo Sehwerert addressed a class of 25 students from the alternative energy and photovoltaic power program at SUNY Ulster's Business Resource Center in Kingston. He discussed how to start a business and keep it running successfully. The presentation is a joint effort between the Mid-Hudson SBDC and Continuing Education.

PROFESSIONAL DEVELOPMENT & STAFF RETENTION

In October, Canton SBDC Business Advisor Julie Williams attended a seminar entitled *Saving Energy is Smart Business* sponsored by Community Energy Services, NY Power Authority, NYSERDA, St. Lawrence County Chamber of Commerce, Saranac Lake Chamber of Commerce, SeaComm, and the greater Watertown Chamber of Commerce. Guest speakers included the Director of the Canton SBDC, the manager of National Grid's Upstate NY commercial Energy Efficiency Programs, a member of the US Green Building organization, and the manager of outside sales for Champlain Valley Electric Supply Company. The seminar was attended by various business owners, builders and lenders. The speakers provided information to assist businesses in obtaining energy audits. Various incentives and financing alternatives are available to help implement the energy saving changes.

In October, Stony Brook Business Advisor Bernie Ryba attended the "Long Island Go Green Environmental & Energy Conference" which was coordinated by the Hauppauge Industrial Association. During the all-day program, attendees learned about the green services available for the industrial and commercial sector. Conference speakers presented an overview of the status of measuring and reducing the carbon footprint in the Hauppauge Industrial Park. Afterwards, break-out sessions focused on such topics as energy financing & incentives, green manufacturing and economic development and green jobs. The conference was very well attended and the number of exhibitors exceeded expectations.

In October, Canton SBDC Business Advisor Julie Williams attended *Customer Service: the right way*, a workshop sponsored by CITEC, Empire State Development, the Ogdensburg Empire Zone, St. Lawrence County Chamber of Commerce, and the Canton SBDC. Dr. Eric Pellegrino presented a program that focused on techniques and tactics to cultivate positive long lasting relationships with your customers. The seminar was attended by various business owners and managers.

In November, LaGuardia SBDC Business Advisors Freda Thomas and Rui Wang attended the Inner City Capital Connections conference in New York City where small business owners presented their products and services to potential angel investors and venture capitalist. The event included networking sessions, panel discussions, and speed dating, where business owners had 7 minutes to pitch their ideas to investors. Approximately 150 persons attended.

In November, the LaGuardia SBDC organized a loan packaging training led by Janet Page, former Brooklyn SBDC Business Advisor and former SBA loan underwriter. The workshop presented the fundamental "old school" essentials for preparing and analyzing loan applications. Seven SBDC staff members were in attendance for the excellent session.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

The Canton SBDC partnered with the St. Regis Mohawk Tribe's Economic Development office to deliver services to their community, which has been historically underserved. Economic developers approached the SBDC last year for assistance in developing a series of training workshops for entrepreneurs in Akwesasne. Based on a survey conducted by the economic development office, a schedule of training events was planned and has been on-going. Topics have included business planning, marketing, financing and construction-specific topics. In conjunction with this effort, SBDC staff members have worked with the economic development office to arrange weekly client meetings at the tribe's facility, thereby providing more convenient access to SBDC services in Akwesasne.

On September 30th, the Albany SBDC began an ongoing weekly webinar series to assist minority and women contractors to improve their company's operations, get bonded, or increase bonding levels. The program was presented in conjunction with Empire State Development, Division of Minority and Women's Business. The webinars are available 24/7 for viewing by contractors followed by a brief test about the material. Thirty contactors have signed up and participated in the first session. The webinar format is new to the Albany SBDC and seen as a preferred alternative in person sessions Wednesday evenings 6 pm to 9 pm.

In October, Mid-Hudson SBDC Business Advisor Don Dods and Director Arnaldo Sehwerert attended the inaugural ceremony of the Orange County Business Accelerator in New Windsor. The event was hosted by Orange County Executive Ed Diana, the Orange County Legislature, and the Orange County IDA. The Mid-Hudson SBDC maintains a satellite office in New Windsor and is scheduled to become the Accelerator's primary provider of technical assistance.

For the third year, the Canton SBDC is working with Clarkson University graduate students in the physical therapy program to develop business plans for a physical therapy practice as a project for their coursework. Director Dale Rice and Business Advisor Michelle Collins conducted workshops on business planning and market research, and also worked with student groups in refining their plans. In December, SBDC staff will review and judge the plans presented by the students as the culmination of the project.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

In September, the LaGuardia SBDC partnered with the Center for an Urban Future and the Queens Chamber of Commerce to survey the small business community on the need for ESL education in the workforce. The results of the study will be compiled in a report published by the Center for an Urban Future.

In September, the Albany SBDC teamed up with the Syracuse Regional SBA staff to co-sponsor the 2009 Albany Matchmaker and Expo. The event drew approximately 325 participants primarily made up small business owners and included lenders, along with 46 buyer from state and federal agencies, and prime contractors. The Matchmaker & Expo provided small businesses with a forum to meet face-to-face with purchasing representatives from federal, state and local agencies along with some of the nation's largest corporations to discuss potential contracting opportunities. Attendees also had the opportunity to meet with representatives from the Rochester and Watertown PTACs (Procurement Technical Assistance Centers) and small business service providers throughout the morning. The program included three hours of 10-minute matchmaking appointments, free training workshops on procurement/marketing and a continental breakfast. The Matchmaker was clearly a success and the Center is already working on the 2010 Matchmaker with SBA staff.

In October, Oswego SBDC Business Advisors Larry Perras and John Halleron participated in the Oswego County Youth Summit held on the SUNY Oswego Campus. The purpose of the summit is to make high school students aware of the various career opportunities available to them. Larry and John introduced the spirit of entrepreneurship and business ownership to a group of 40 students. Each group was tasked with developing a new name and use for a common item as well as develop a way to market this new product. Imagination worked wonders and some great variations on the simple rubber band came to light.

In October, Mid-Hudson SBDC Director Arnaldo Sehwerert met with Pravina Raghavan, newly appointed SBA NYC District Director and Lender Relations Supervisor Ronald Goldstein to discuss a full day fact finding meeting in Ulster County planned for November. The visit is being coordinated by the Mid-Hudson Center.

The Canton SBDC formed a partnership with Clarkson University to provide assistance to entrepreneurs who complete their "My Small Business 101" course. The four-week crash course in entrepreneurship is held in different locations around St. Lawrence County and exposes participants to the basics of business management. To date, the program has graduated 87 individuals and the Canton SBDC worked with Clarkson and SUNY Canton to provide follow-up training and advisement for program participants.

In October, Mid-Hudson SBDC Director Arnaldo Sehwerert participated in the Clean Energy Seminar sponsored by NYSERDA in Kingston. The event, co-sponsored by SUNY Ulster and the Mid-Hudson SBDC, attracted more than 40 people.

TECHNOLOGY

The LaGuardia SBDC website was completed in September. The objectives of the website are to 1) brand and educate on what the SBDC does and for whom, and 2) to encourage business owners to set counseling appointments and participate in SBDC programs. The web address is www.laguardiasbdc.org.

SPECIAL PROJECTS

Energy Efficiency-Clean Technology – The Stony Brook SBDC received a NYSERDA grant to facilitate the entry of new and existing companies into the renewable and clean energy business in New York State. On October 14th, the Stony Brook SBDC held the kick off workshop and call for white papers in their brand training facility with 66 attendees. The core of the Stony Brook Energy Company Initiative is traditional business management and technical assistance services offered by the SBDC and augmented with specifically focused workshops on the clean and renewable energy fields. Entrepreneurs that complete a 22 month cycle will receive special assistance in preparing a presentation for potential lenders and investors. Stony Brook established a blog or Early Stage Development Forum to share relevant energy articles and to enable and encourage communication among energy company principals, and science, engineering and business experts during the company development process. You can view the blog at - <http://stonybrookenergyforum.blogspot.com>

International - On November 12th, International Business Development Program Director Jinshui Zhang accepted a Globie award from the Tech Valley Global Business Network. The Trade Partner of the Year award for 2009 was presented to recognize SBDC's efforts in assisting Tech Valley businesses doing business in China. The award is presented to an organization with three years of active participation in the international trade arena by supporting and/or providing services to companies involved in international trade.

Veterans – In early November, the Mohawk Valley SBDC co-sponsored the third annual Central New York Veteran's Expo. This year a change of venue, along with a few other changes resulted in a fourfold increase in attendance to more than 200 individuals. This year the event was moved from the SUNYIT campus to the National Guard Armory. The event began with registration at 10:30 a.m. and ended with a Veteran and Family Appreciation Dinner at 5:30 p.m. Longer lectures were replaced with a series of 30-minute workshops on subjects such as "vets in college" and affordable housing. Returning presenters such as the state Division of Veterans' Affairs were joined by everyone from local colleges to food banks. In total, more than 90 informational displays were placed on tables in the Armory drill hall. The majority of veterans in attendance were younger Global War on Terrorism, or GWOT veterans, who served in Iraq or Afghanistan. The event enables veterans to get access to a lot of resources they probably wouldn't even know about. The expo was sponsored by several local organizations, including the Mohawk Valley Chapter of the American Red Cross, the National Association of Social Workers, the New York State Small Business Development Center and Oneida County Department of Mental Health.

Young Entrepreneurs - In November, Stony Brook SBDC Business Advisor Ann Garbarino was a judge for in the 5th Annual Future Business Leaders of America (FBLA) High School Business Plan Competition at Briarcliffe College. Students from Ward Melville, Southampton and Patchogue-Medford High Schools on Long Island participated in a competition for cash prizes and trophies. Seven teams presented their business plan with an oral presentation. The program was sponsored by FBLA and Briarcliffe College.

ABOUT THE GAZETTE

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Small Business Trends for 2010

Here is a compilation of wisdom and insights for small business from several business websites. The economic downturn has been a sobering experience for many small business owners, and several experts speculate that 2010 will provide significant opportunities for “savvy entrepreneurs.”

Keep Your Focus Local. According to Steve at smallbizlabs.com, “there is a new local movement, a long-term trend whose impact has been accelerated by the recession. Driven by changing demographics, new technology, rising energy prices and growing concerns about the environment, more Americans are focusing on their families, friends and communities. Small businesses tap into and benefit from this trend several ways. Small businesses allow greater community focus for the owner and employees, and they benefit from market opportunities created by locally-oriented customers.” If you want to read more about Steve’s ideas, go to the Small Business Labs website, which covers the key social, technology and business trends impacting small business. The website is sponsored by Emergent Research, a cross-disciplinary research and consulting firm that identifies, analyzes and forecasts the sources and impacts of social and business change. Their focus is the global intersections of social and demographic shifts, technology, marketing and economic decentralization.

Take Advantage of Mobile Internet Access. Harmony Thiessen, writing for the *Vancouver Small Business Examiner*, comments that small businesses will need new forms of marketing. “No longer tied to the home PC with dial-up or even cable service, today’s consumer can carry a Smartphone such as the Blackberry or iPhone, and have access to the web anytime, anyplace. Mobile computing with access to applications that assist buyers to locate the best deals within blocks of where they are at the moment, will require new forms of marketing and a new paradigm to “mom and pop” businesses.” These comments were part of her December 19, 2009 article, “5 Trends that will influence small business in 2010” that appeared on the website www.examiner.com.

Protect Your Brand. According to Dan Schawbel at Small BizTrends.com, “with more and more consumers making decisions based on what they find online, small business owners are going to have to set time aside every single day (not every week or month) to review comments said about their brands. According to a survey by the Opinion Research Corporation, 84% of Americans say online reviews influence their purchasing decisions. In 2010, reviewing comments isn’t going to be good enough. Brands will be forced to react to brand mentions in order to prevent negative word of mouth.” Dan Schawbel is the bestselling author of *Me 2.0: Build a Powerful Brand to Achieve Career Success*, the owner of the award winning Personal Branding Blog and publisher of Personal Branding Magazine. *Small Business Trends* is an award-winning comprehensive online publication for small business owners, entrepreneurs and the people who interact with them. Read more about his “Personal branding trends for 2020” at <http://smallbiztrends.com>.

Use Social Networking to Find Customers - but Follow-up with Conventional Networking. This year small business owners should refine their use of social networking tools. John Jantsch, in “5 Trends That Will Shape Small Business in 2010,” advises that “while [LinkedIn](#) and [Facebook](#) may be great places to find prospects and create awareness, they are not always the best platforms to build relationships deep enough to create a sale. Using these platforms to create awareness for content that resides on your web site or to drive people to events where they can learn and network in person, will become an essential part of the marketing process. In addition, using online tools such as [Twitter](#) and [Biznik](#) to further facilitate existing in person relationships will become another tool that

small businesses will add to their competitive arsenal. Now when a member of your sales team meets a prospect at a Chamber of Commerce function, they may follow them on Twitter and invite them to connect on LinkedIn as a matter of process and as a way to more easily communicate, refer and connect, all a part of the trust building cycle." John Jantsch is a marketing and digital technology coach, award winning social media publisher and author of *Duct Tape Marketing*. I found his article at American Express' Small Business Open Forum www.openforum.com.

Get Tight With Your Customers. It is all about keeping your customers. Know who they are and what they want/need. Barry Moltz says that "the companies you do business with will want to know everything about you. Tighter relationships with customers will continue as economy remains poor. Companies can't afford to lose profitable current customers." Barry Moltz is the author of three small business books, the latest of which is *"BAM! Delivering Customer Service in a Self-Service World."* Barry is a nationally recognized expert on entrepreneurship and has given hundreds of presentations to groups of all sizes. Read more about his "10 Customer Service Trends for Small Business" at <http://smallbiztrends.com>.

Learn More about Cloud Computing. This development could provide significant savings in IT for the small business owner. Simon Sharwood in his article, "Top 10 business technology trends for 2010" comments that "cloud computing now comes in at least three flavors: on-demand applications (software-as-a-service), clouds as a source of computing infrastructure (Amazon web services and its ilk), and as a paradigm for delivering services within an organization (internal clouds). He adds that analyst firm Gartner ranks cloud computing as the most strategic technology for 2010 because it "does not eliminate the costs of IT solutions, but does re-arrange some and reduce others." You can read the balance of Sharwood's article at www.theage.com.au. Pete Cashmore, writing for CNN's Tech website, continues the discussion in his December 3, 2009 article: "10 Web trends to watch in 2010. He explains that "the [cloud computing] trend, in which data and applications cease to reside on our desktops and instead exist on servers elsewhere ("the cloud"), makes our data accessible from anywhere and enables collaboration with distributed teams. The cloud movement will see a major leap forward in the first half of 2010 with the launch of "Office Web Apps," free online versions of Word, Excel, PowerPoint and OneNote released in tandem with Microsoft Office 2010." Cashmore is the founder and CEO of *Mashable*, a popular blog about social media. He writes a weekly column about social networking and tech for CNN.com.

Be Vigilant Online. Larry Barrett, in his November 29, 2009 article "Symantec's 'Unlucky 13' Security Trends for 2010" said "antivirus is not enough" and "social engineering will be the primary attack vector for hackers. With the rise of polymorphic threats and the explosion of unique malware variants in 2009, the industry is quickly realizing that traditional approaches to antivirus (including both file signatures and heuristic/behavioral capabilities) are not enough to protect against today's threats. We have reached an inflection point, where new malicious programs are actually being created at a higher rate than good programs. Approaches to security that looks for ways to include all software files, such as reputation-based security, will become key in 2010. More and more, attackers are going directly after the end user and attempting to trick them into downloading malware or divulging sensitive information under the auspice that they are doing something perfectly innocent. Social engineering's popularity is at least in part spurred on by the fact that what operating system and Web browser rests on a user's computer is largely irrelevant, as it is the actual user being targeted, not necessarily vulnerabilities on the machine. Hackers and malware purveyors are becoming more sophisticated, meaning computer users need to become wiser and more proactive." You can read the rest of Barrett's article at www.internetnews.com.

Use Online Training to Educate Your Employees. One more tidbit from Steve at smallbizlabs.com: "Low-cost yet highly professional online training courses and programs provide small business with the ability to improve productivity and employee engagement. Often utilizing digital video and delivered just-in-time, online training provides small business with the ability to adapt and adjust to changing business conditions. Negatively impacted by the recession, small business use of online training will accelerate in 2010."

From the e-newsletters:

The Non-employer Startup Puzzle

The report (<http://www.sba.gov/advo/research/rs354tot.pdf>) by Zoltan Acs, Brian Headd, and Hezekiah Agwara, uses special tabulations produced by the U.S. Census Bureau's Nonemployer Statistics and funded by the SBA's Office of Advocacy. For data years 2002-2004, the Census Bureau matched non-employers across years to determine entry and exit by major industry and state. Among the findings are the following:

- Non-employer firms have entry rates about three times those of employer firms. Of existing companies in 2004, 34.3 percent of non-employers were new and 12.6 percent of employers were new.
- Exit rates in the time period studied were lower but similar to entry rate levels for both non-employers and employers.
- Entry and exit rates, collectively referred to as turnover, seem to be associated with an industry's economies of scale, or the amount of capital needed for entry. For example, mining, with high economies of scale, had low turnover rates, while services, with low economies of scale, had high turnover rates.
- The econometric model found, after controlling for population growth, that states' unemployment rates were positively correlated with non-employer entry.

To read or download the paper, visit the SBA Office of Advocacy website at www.sba.gov/advo.

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

Mid-Hudson SBDC Director Arnaldo Sehwerert participated in the panel "So You Want to Start Your Own Business" organized by the School of Business at SUNY New Paltz. The event was attended by more than 30 participants.

According to an article in *Queens Courier*, the LaGuardia SBDC has become the go-to resource for business incubators in Queens. The November announcement by Goldman Sachs that a fraction of the \$500 million initiative to help small businesses will go to the SBDC will add to the resources they provide these incubators. "The way SBDC works with [business incubators] is that we partner with the entrepreneurs and provide counseling services and workshops," said Brian Gurski, director of the LaGuardia SBDC. "The business incubator provides the space, expertise, and training for the long-term, SBDC partners to promote the education." One such business incubator in Long Island City, Mi Kitchen es su Kitchen, rents kitchen space in five to eight hour shifts to start-up food entrepreneurs who've outgrown their home kitchens. Gurski was quoted as saying that businesses oftentimes need help getting over that first hump from being home-based with limited capacity, space, equipment and resources into become more formalized.

Mid-Hudson SBDC Director Arnaldo Sehwerert met with the President of the Dutchess County Economic Development Corporation to discuss the center's contributions to the local economy and the economic impact developed by area businesses with assistance from SBDC for FY 08-09.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

Mid-Hudson SBDC Advisor Al Randzin participated in the inaugural ceremony of the Ulster County Bank Consortium Loan Program, a group of seven lending institutions doing business in Ulster County which have pooled resources to create a lending fund. The Consortium is being led by NYBDC and is the initiative of the Ulster County Executive to save and promote jobs in the county through support to small businesses. The Mid-Hudson SBDC has been commissioned to work with all applicants as part of the lending process.

In October, the Farmingdale SBDC held Long Island's first Procurement Matchmaker Event. Michael Jones-Bey, Executive Director of New York State Division of Minority and Women Business Development and Pravina Raghavan, District Director, Small Business Administration were featured speakers at the event. 38 purchasing agents were available to meet with the 135 attendees. The program received a small business response so overwhelming that

registration was closed prior to the event. The dedication and hard work of Dorothy Harris, Keri Franklin and Maria Darrow made this event a success.

In November, the Watertown SBDC sponsored its 6th annual conference for women in northern New York called "The Business of Women". Business owners, employees, and anyone interested in exploring the concepts of self-employment or career advancement were invited, and 75 women and one man attended the event. Marcene Sonneborn, Adjunct Professor of Entrepreneurship at the Whitman School of Management at Syracuse University, spoke about "Social Networking for Fun and Profit." Her presentation addressed the popularity of social media such as Twitter, Facebook, LinkedIn and YouTube and their usefulness for the business owner and professional. "Relax! 5 Simple Strategies for Successful Presentations" was the topic of the second speaker, Lily Iatradis, Presentation Design Expert from Boomerang, LLC in central New Jersey.

In November, Mid-Hudson SBDC Director Arnaldo Sehwerert addressed the class of Photovoltaic Installers held at SUNY Ulster's Business Resource Center in Kingston and presented an overview of the Center's services.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

In November, Mid-Hudson SBDC Director Arnaldo Sehwerert presented information about the Center's accomplishments in that region in the past fiscal year at the Sullivan County Partnership Board of Directors meeting. The Mid-Hudson Center and the Partnership currently serve a number of clients together.

Rockland SBDC Business Advisor Louis Scamardella established a relationship with the Office of Economic Development in the City of Poughkeepsie as a service provider to small businesses on behalf of the city, which has led to a good relationship with the Mayor. That in turn has led to the Mayor's office providing space for the SBDC in City Hall, initially monthly, now weekly, to meet with local clients. The positive comments from clients to the Mayor and Economic Development officials have resulted in an increasing number of existing and start-up businesses seeking SBDC services, a very nice letter of support from the Mayor acknowledging the excellent work of the SBDC, and, the City positioning the SBDC as the service provider of choice for area small businesses. All in all a win-win-win situation supportive of SBDC branding as the small business provider of choice, a good leveraging of resources and more 'champions' in our corner on record as supporters of the program, plus a good inflow of new clients!

In October, the Watertown SBDC co-sponsored awards presented to several businesses at the Downtown Business Association Annual Meeting. Two businesses shared the top award for Downtown Business of the Year. The Arcade Barber and Beauty Shop was nominated for their commitment to the community, having been in the Arcade for 135 years, for recent improvements, and for exceptional customer service. The other winner was the Impossible Dream Thrift Shop for its service to the community. The Crystal Restaurant received the "Downtown Institution" award for being just that, as well as being on the TAUNY (Traditional Arts of Upstate New York) Register of Very Special Places. Several other businesses received honorable mention certificates.

In November, Mid-Hudson SBDC Director Arnaldo Sehwerert participated in a meeting in Poughkeepsie to form the Dutchess County Red Carpet Team. This group, which originated in Ulster County and has been emulated in Putnam County, brings together a number of small business services providers from the official and not for profit sector to generate awareness and develop synergy in the delivery of such services.

SPECIAL PROJECTS

Energy Efficiency – Mid-Hudson Director Arnaldo Sehwerert met with Professor Ted Clark of the Marketing Department at the School of Business of SUNY New Paltz as an outreach effort. Prof. Clark and Dr. Sehwerert are collaborating in supporting an electric car project at the school as part of the Mid-Hudson Center's support of green projects.

Mid-Hudson SBDC Counselor Myriam Bouchard conducted the seminar "Entrepreneurship and Sustainability" at the SUNY New Paltz School of Business. Over 120 participants attended. This event was part of the Mid-Hudson Center's support of green initiatives.

International – Mid-Hudson SBDC Director Arnaldo Sehwerert attended the meeting of the Global Business Association in New Paltz to present the NYSSBDC's International Program and its China initiative. The event attracted 20 people and served to highlight the Mid-Hudson Center's involvement in that program.

Young Entrepreneurs - In November, Jefferson Community College (JCC) hosted its annual Entrepreneurship Conference *E-Day: Unleashing Ideas*, which featured four local entrepreneurs sharing their experiences and advice, as well as a business concept competition with cash prizes totaling \$2875. The entrepreneurship program was jointly organized by representatives of JCC and the Small Business Development Center in addition to business competition sponsors- Jefferson Lewis Workforce Investment Board and Jefferson County Job Development Corporation. The Entrepreneurship Conference was attended by more than 300 Jefferson students and high school students from area schools and Jefferson Lewis BOCES. Keynote addresses were given by North Country entrepreneurs Melissa Ringer-Hardy, JCC alumna and president of Bella's Bistro; Amanda L. Widrick, editor-and-chief of *Bit and Bridle* magazine; Kevin L. Richardson, JCC alum and president of North Country Farms LLC; and Stephen J. Conaway, president of Thousand Islands Winery. In an exceptional achievement, four high school teams, rather than three in the past, advanced from the preliminary round to compete in the business concept competition for high school students.

ABOUT THE GAZETTE

The SPD Gazette is a brief newsletter distributed via email and posted on the Internal Web Site. It will feature a column to be titled, What's New This Week, in which the network will share best practices in strategic objectives. A series of articles in the Gazette will explain the program's statewide approach to strategic objectives in six key areas:

- Marketing
- Professional Development and Certification
- Program Development: Products and Services
- Special Projects
- Strategic Partners and Alliances
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How Do *You* Help the NYS SBDC Advance its Mission and Achieve its Vision?

That is the question Tom Morley, the chair of the Strategic Planning Committee, asked the regional center directors at their meeting earlier this month. He was talking about the regional action plans that each center must develop as part of the strategic plan deployment. If your regional director has not already discussed the action plan and what it entails, no doubt you will be hearing about it at a future staff meeting.

The regional action plans flow from the priorities, tactics and outcomes established by the Central Office in the 2010 Strategic Planning document (the document is available in the WebMQS shared resources section). In the plans, the priorities, tactics and outcomes for each region are based on core focus areas - advisement products and services; market space and position (branding); professional development and intellectual capital; technology; sponsors, host institutions, partners and alliances; and special projects.

The regional action plans will outline the current activities of the centers and describe how they respond to the needs and interests of clients in the area. Each plan will include information about the products and services the center provides and intends to develop for existing and potential clients. It will summarize the local response to challenges and opportunities facing small business in the region. Each regional action plan will be aligned to the statewide plan.

*The **Vision** of the NYS SBDC is to create economic sustainability for all New Yorkers – one business at a time.*

*The **Mission** of the NYS SBDC is to provide professional business advisement, education, network resources, and to advocate for small business and entrepreneurs.*

How would you answer the question: *how do **you** help the NYS SBDC advance its mission and achieve its vision?* What do you do on a daily basis that helps SBDC reach its goals? What do you do that helps create sustainability for the businesses in your region?

From the e-newsletters:

National Entrepreneurship Week - February 20-27, 2010

National Entrepreneurship Week, hosted by the Consortium for Entrepreneurship Education, will be held February 20-27, 2010. To check out what's happening in your state or region, go to www.nationaleweek.org.

Excerpts from Governor David Paterson's, [State of the State Address](#), January 6, 2010:

"Unfortunately, our Empire Zone program is no longer working. So, as I said last year, we are going to put it where it belongs – in the past. We are no longer going to provide tax credits for businesses that do not provide the jobs that we were promised. Instead, we will replace it with the Excelsior Program.

"This will be a New Economy jobs program that will focus on the clean energy and high-tech growth jobs of tomorrow. This program will be sustainable. It will be one that we will all be proud of because it will be open and it will be transparent. ...

"... We have come back with three aggressive initiatives targeted for growth industries, such as clean energy, broadband, information systems, and bio-technology.

"This, combined with our "45 by 15" energy plan and a \$25 million investment in a new technological fund for entrepreneurs, will create the kind of encouragement for capital investment, will spur innovation, and create tens of thousands of jobs to go along with the 50,000 jobs that will be realized from our great "45 by 15" energy plan, which converts electric use to clean and renewable energy sources. ...

"... So, the Excelsior Jobs Program will be the centerpiece of the most aggressive jobs-creation agenda in our State's history. But it is only one piece. We are emerging in New York and all around the globe toward an economy – one based on knowledge, technology, and innovation. ...

"... We will create and we will support the environments of investment, which is why our Administration is working on a plan to bring first-stage capital to first-stage technological development.

"The five largest patent-holding companies that exist right here in New York, average about \$11 billion worldwide in research and development. The Research and Development tax credits will incentivize them to put more resources into New York and have a better relationship with our universities, both public and private. ...

"... We will also go back to the historic manufacturing industry and make it whole again – with tax credits and also with retrofits for small businesses; with a reformed Power for Jobs Program; and a cutting-edge and groundbreaking concept of buying up, retrofitting, and reselling abandoned manufacturing sites. ...

"... Now, we also have to address the decades in which Upstate New York has suffered in recession – long before the rest of New York and the country got there. We will do it by extending the Erie Canal Research and Development Corridor."

- From **SSTI Weekly Digest**, January 13, 2009, Volume 15, Issue 2

New Video Resources from SBA

The U.S. Small Business Administration and the U.S. Postal Service bring you *Delivering Success*, a series of video interviews with successful entrepreneurs who share lessons learned about owning a business. The interviews illustrate how successful entrepreneurs met the challenges of business ownership. You can pick a topic that interests you or view the entire series in less than an hour. To learn more, go to <http://www.sba.gov/tools/audiovideo/deliveringsuccess/index.html>. For more information about *Delivering Success*, go to <http://www.sba.gov/strategiesforgrowth/>.

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

Mid-Hudson SBDC Director Arnaldo Sehwerert met with the staff of NYS Assemblyman Joel Miller, NYS Assemblyman Kevin Cahill, US Congressman Maurice Hinchey to discuss the center's contributions to the local economy and the economic impact developed by area businesses with assistance from SBDC for FY 08-09.

On December 9th, Noticias Univision, did a story on President Obama's proposal intended to promote job creation that included incentives for small businesses. The reporter interviewed Brooklyn SBDC Director Catalina Castano for the story and included images of SBDC consultants Janet Page and Miriam Colon in a client session and business plan materials for Ole. You can view the story by following this link: <http://univision.com/content/vidoplayer.jhtml?cid=2199657>.

In December, SUNY Canton Director Dale Rice was a panel judge for SUNY Potsdam's Business Administration program. Professor Edwin Portugal held a business plan competition for students in his class. The panel reviewed the written plans prior to team presentations, judges were then provided question/answer period with team members and then the judges selected the winner. It was a great opportunity to work with young entrepreneurs to see their creative spirit!

On December 29th, Brooklyn SBDC Director Catalina Castano was interviewed for UNIVISION news about the creation of new jobs and the role of small businesses on job creation. The name of the story was *Optimismo laboral en Estados Unidos*. You can view the story by following this link: <http://www.univision.com/content/video.jhtml?cid=2222914>

In January, Farmingdale SBDC Advisor Walter Reid appeared as a guest on an internet radio program. The hour long program was entitled "Got Invention Radio" and was broadcast from www.gotinvention.com. Walter spoke about the services provided by the SBA and SBDC. He focused on the inventing process and services that the Farmingdale SBDC has provided clients with ideas for inventions, including assistance in design, prototype development, licensing, manufacturing, and marketing. He also detailed local and internet resources of interest to inventors, the SBIR program, and resources available to SBIR applicants in the local area. After the discussion Walter responded to several listener calls and e-mails.

In February, North Country SBDC Director Rick Leibowitz made a presentation to the SUNY Plattsburgh College Council meeting. Because the meetings are accessible by live feed, the Center staff was able to watch the Council Chair, Arnold Amel introduce Rick's 10 minute presentation and the subsequent 10-minute Q&A. Many excellent questions were raised by the Council as to how the SBDC integrates its services with the campus and the community. President John Ettling reiterated his support of the Center, mentioning the recent Open House celebrating 25 years helping the North Country. He also stated that the Center is a tremendously valuable asset to the college (it helps meet college strategic goals vis-à-vis the community and academically) as well as to the community, since the North Country is uniquely comprise primarily of small businesses.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

In December, Mid-Hudson SBDC Counselors Myriam Bouchard and Barbara Voerg conducted the seminar "How to do Procurement with New York State" at the Business Resource Center in Kingston. The seminar, which attracted more than 40 participants, was presented with the support of the Ulster County Development Corporation, The Ulster County Chamber and the Dutchess County Chamber of Commerce. Presenters included representatives from OGS, ESD, the Veterans' Administration, and the Ulster County Executive.

The Baruch SBDC held a workshop on *Entrepreneurship and Small Business Strategies for the New Economy* that was co-sponsored by the college, a local BID and by TD Bank. The panel included an editor from *Crain's New York Business*, the Deputy Commissioner for Small Business at Empire State Development, the Chief Economist at the Small Business & Entrepreneurship Council and Edward Rogoff, the Chair of the Management Department at Baruch and former Academic Director of the Field Center for Entrepreneurship. There were four sessions, three of which were led by individuals associated with the SBDC. Ulas Neftci led a session on Web 2.0 Marketing and Business Development Strategies. Allison-Lehr Samuels and Thomas Lyons, Baruch faculty, respectively led sessions on Business Plan Development and Workforce and Resource Reallocation.

In January, the Staten Island SBDC held a very successful seminar on "IRS Tax Strategies and Financial Literacy at the College of Staten Island. Suzanne Ascher, a Staten Island CPA and Attorney, did an outstanding job of presenting IRS information, as she did at last year's seminar. The seminar included an extensive Q & A discussion as well. Approximately 64 attendees participated in the seminar.

Niagara SBDC Business Advisor Pauline Soeffing recently presented a two hour workshop as part of the Entrepreneurial Training Program conducted by Niagara University for the City of Niagara Falls. The 12 -week program targeted individuals already in business and those looking to open a business. Her topic, How to Use Credit Wisely, was well received by the 43 individuals in attendance. Pauline discussed the significance and rewards of having good credit; factors that impact a credit score; how lenders use credit scores; managing a credit profile; resolving credit issues and more. Pauline has signed up 15 new clients from the program since giving her presentation. Niagara University was very pleased with the presentation and has invited the Niagara SBDC to present in February on developing business plans.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

Correction Rockland SBDC Business Advisor Louis Scamardella established a relationship with the Office of Economic Development in the City of **Peekskill (not Poughkeepsie, which is part of the Mid-Hudson region)** as a service provider to small businesses on behalf of the city, which has led to a good relationship with the Mayor.

In December, the Brooklyn SBDC collaborated with Congressman Ed Towns, the US Department of Transportation, the North East Small Business Transportation Center, Carver Federal Savings Bank, CUNY and City Tech, to present an event on Procurement for Minority Business Owners. More than 100 business owners attended the seminar, which featured several panels on Shovel Ready Transportation projects, Understanding Government Procurement, and Access to financing for transportation contracts.

Baruch SBDC Director Ulas Neftci attended a meeting with the presidents of Baruch and City Colleges and the Deputy Commissioner of NYC Business Services to determine ways in which the resources of the City University of NY could be

brought to bear to assist in the development of small business in NYC. The meeting included the deans of several colleges and directors of Small Business Services divisions. The goal is to make available to small businesses the results of CUNY research and the expertise of professors.

In January, the Stony Brook SBDC hosted Pravina Raghavan, District Director of NYC District Office and Al Titone, new Deputy Director. During the day, they visited the SBDC's new offices and training center, and toured Stony Brook's Center for Excellence in Wireless Information Technology. SBDC Director Jeff Saelens and Associate Director Gloria Glowacki escorted Ms Raghavan and Mr. Titone to Brookhaven National Laboratory for a working lunch with the Small Business Liason Officer and Procurement and Property Manager. After lunch they toured the Lab and its NY Blue Supercomputer, the Center for Functional Nanomaterials, the National Synchrotron Light Sources and the NeuroImaging PET Center.

In January, the New Rochelle Chamber of Commerce announced that it will collaborate with the Rockland SBDC to provide assistance to small businesses in the New Rochelle area in space provided by the Chamber. Rockland SBDC Business Advisor Louis Scarmardella developed the relationship with the Chamber and provides counseling in New Rochelle.

TECHNOLOGY

In February, the NYS SBDC launched WebMQS 2.0, an enhanced version of its data collection and management system, which includes several new features. Among the new features are searchable narratives, sorting capability for lists, new standard reports to track progress toward goals, ability to search for "notable clients," a help link on every page and an online user guide. Kudos to Al Scher, Brian Goldstein, the WebMQS Committee, the Research Network, and everyone else who helped bring MQS to this new functional level!

SPECIAL PROJECTS

- **Energy** - Mid-Hudson SBDC Director Arnaldo Sehwerert was joined by Director of Operations Brian Goldstein and Energy Savings Project Coordinator Tony Presti at a meeting with representatives from Central Hudson Electric and Gas. The purpose of the meeting was to develop an MOU between both institutions to deliver energy efficiency programs to small businesses in the Hudson Valley. Director Sehwerert met with Barry Henck, Marketing Specialist for Central Hudson Group to coordinate four energy efficiency events for small business in the early part of 2010. Central Hudson and the SBDC are preparing an MOU to develop joint programs in the Mid-Hudson region.
- **Hispanic Outreach** - The Ole program celebrated its one year anniversary in December with a breakfast event in collaboration with Congresswoman Nydia Velazquez's office. SBA NYC District Director Pravina Raghavan presented welcoming remarks and Hispanic Celebrity Xavier Serbia was the key note speaker. In addition, there was a panel of 4 successful Hispanic entrepreneurs that shared their experiences with the audience. The evaluations from the audience were all excellent.
- **International** - Mid-Hudson SBDC Director Arnaldo Sehwerert participated in a program led by Lance Matteson, President of Ulster County Development Corporation, to showcase Ulster County's economic development infrastructure to representatives of TG Solar Corporation from the Republic of Korea. TG Solar is considering setting up a manufacturing operation in Ulster County that will create 60 jobs.

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Primary Program Operations, Advisement Products and Services

The first core area of the 2010 NYS SBDC strategic plan is Primary Program Operations, Advisement Products and Services. The plan states that

The SBDC will deliver innovative, practical and realistic advisement services responsive to the continuously evolving needs of small business, and, with such services to be consistently highly valued by recipients for their effectiveness and positive outcomes. The SBDC will be the leading provider of direct management and technical assistance services to small businesses and entrepreneurs, the rapid deployment force for quick, effective response in New York's small business community; the assistance access point of choice to enhance client usability of related supports; and, the delivery network of choice for the small business services of other agencies and institutions.

The statewide priorities for this area are 1) the rapid deployment of advisement and counseling and 2) to enhance advisement quality and outcomes. The statewide tactics for the rapid deployment of advisement and counseling are to identify requirements and resources and to develop specific action plans.

The NYS SBDC plans to conduct additional studies and review its customer surveys, updating the surveys if needed, with a goal of improving the quality of delivered services. It will identify specific training and skills development needed to enhance the quality of advisement and to improve outcomes. Improved quality can be measured by improvements in customer satisfaction determined by review of the regular surveys conducted by the program.

From the e-newsletters:

Rural Entrepreneurship Newsletter (February 2010) New Report on Encouraging Entrepreneurship for the Unemployed

The US Department of Labor, Employment and Training Administration (ETA) has released the DOL Report on encouraging entrepreneurship for the unemployed. The Consortium for Entrepreneurship Education conducted a yearlong study of how the Workforce Investment System addresses careers as an entrepreneur when helping the unemployed. The resulting report entitled "THINK ENTREPRENEURS! A Call to Action" with subtitle "Integrating Entrepreneurship in the Workforce Investment System" is now available on the Consortium website in a special section focused on assisting job-seekers - http://www.entre-ed.org/_how/ccr/onestop.html.

Other New Reports You May be Interested to Read:

- OECD, *Measuring Entrepreneurship: A Collection of Indicators*, 2009 Edition, <http://www.oecd.org/dataoecd/43/50/44068449.pdf>.

- John H. Pryor and E.J. Reedy, *Trends in Business Interest Among College Students*, The Ewing Marion Kauffman Foundation, November 2009, <http://www.kauffman.org/uploadedFiles/trends-in-business-interest.pdf>.

WHAT'S NEW THIS WEEK?

Each of the focus areas listed in this section contain descriptions of activities relating to SBDC's key objectives and are the basis of the metrics by which our Strategic Plan implementation is measured and assessed.

MARKETING & ADVOCACY

Mid-Hudson SBDC Director Arnaldo Sehwerert attended a press conference in Kingston organized by Senator Charles Schumer to announce the development of the Credit for Success RLF program for the entire state. The Credit for Success program was originated in Ulster County by the County Executive and includes the SBDC as an integral part of the lending process. The Mid-Hudson SBDC was instrumental and actively participated in the design of the original concept. Counselor Al Griggs and Director Arnaldo Sehwerert attended a meeting in Kingston with March Gallagher and bank representatives of the Credit for Success RLF program to evaluate the early results of the program. The Mid-Hudson SBDC is an integral part of this access to capital local program.

In February, the SUNY Canton SBDC attended the Clarkson Universities Entrepreneurship Center's "My Small Business 101" course to offer input to attendees on small business matters. This is a 4 week course from which the SBDC has received referrals from many attendees. The SBDC also will assist the Entrepreneurship Center in developing training sessions to be offered by the SBDC in late March and early April. The SBDC-partnership with the Clarkson Center helps not only the SBDC but the business community as a whole.

Niagara SBDC Director Lynn Oswald and Business Advisor Pauline Soeffing were invited guests on Judge Penny Wolfgang's weekly radio program. The 30-minute interview included an overview of SBDC services and a discussion of the new *Mature Entrepreneur Business Planning Guide*. The program was aired several times by 5 local radio stations in the Buffalo area the weekend of March 5-7th. Lynn was also included in an article in *Business First* along with former SBDC client and Advisory Board Chair Loretta Kaminsky. The article focused on the challenges of obtaining financing in today's lending environment. It was part of an insert in the March 12th edition.

In March, Canton SBDC Business Advisor Michelle Collins was a guest speaker at the Canton High School's Economics & Business Classes in the morning and afternoon. Michelle discussed the start-up process, the elements and importance of a business plan and the importance of higher education for young entrepreneurs.

In March, Watertown SBDC Business Advisor Ann Durant participated in a Career Day at Lowville Academy Central School on March 19. She taught two classes: Business Planning & Marketing and Accounting as it relates to Business and was a participant in the Senior Mock Interview process.

Baruch SBDC Business Advisor Shiau-Larn Hoang is a member of the Women's Roundtable, a group of women from various industries who meet every month to discuss various matters or listen to a speaker on a business related topic. The topic of the March 10th meeting which Shiau-Larn attended was "Gain Revenue, and More Clients with Effective Public Relations"

PROFESSIONAL DEVELOPMENT AND STAFF RETENTION

In February, Farmingdale SBDC Business Advisor Dorothy Harris attended the SBA NYC Matchmaker Event. The full day event consisted of morning workshops, such as "Doing Business with the Federal Government" and "Getting on Schedule with the GSA". The afternoon portion gave participants time to meet one-on-one with contracting officers from various Federal agencies. Dorothy had an opportunity to talk to Debra Libow from SBA's Office of Government Contracting and to network with clients and other agency representatives.

PROGRAM DEVELOPMENT: PRODUCTS & SERVICES

In February, Canton SBDC Business Advisor Michelle Collins was invited by SUNY Canton's professor of Graphic Management Design to speak to his class about business planning. The class is part of SUNY Canton's School of Business & Liberal Studies.

Mid-Hudson SBDC Director Arnaldo Sehwerert met with Denise Povolny, Senior Vice President and John Werner, Vice President of Ulster County, and Susan Boyko, Vice President Orange County of the Commercial Lending section of KeyBank to explore joint outreach actions to the small business community.

On March 10th, the Stony Brook SBDC hosted an all day conference entitled: "The Direction of Renewable Energy – Focus on Solar and Wind". Speakers included representatives from LIPA, NY Institute of Technology, Brookhaven National Laboratory, GE Energy, Eastern Energy Systems, and Abelow and Cassandro, LLP. Over 100 people attended the event that consisted of an all morning session concentrating on solar power, and afternoon sessions focused on wind power.

Mid-Hudson SBDC Director Arnaldo Sehwerert met with the Managing Director of the Orange County Business

Accelerator in New Windsor. The Accelerator, a technological business incubator, will work with the Mid-Hudson Center to service its clients.

In March, the Canton SBDC held its "4th Annual Women's Business Bootcamp and Resource Expo". The event was one of the center's best attended events to date. Business Advisor Michelle Collins changed the format this year to focus on three sessions instead of a variety of multiple sessions. The group was welcomed by SUNY Canton's President Dr. Joseph Kennedy and Dean of School of Business & Public Relations Dr. Linda Heilman. During lunch, NYS Senator Aubertine's Aide Kathy Finucane shared remarks from the Senator. The Keynote speaker was Patricia Ritchie, St. Lawrence County Clerk, who discussed leadership and its importance to business success and building relations within the business community. The sessions covered Social Networking (*SLIC Network Solutions*), Preparing for a Commercial Loan (*Key Bank*), and Best Practices of Successful Women Owned Businesses (*the panel consisted of various WOB from our area*). The Center had 20 exhibits in an adjoining conference room open throughout the day. The evaluations from the event were excellent. Attendees commented favorably about the new format, networking opportunities, and discussions during the sessions.

Mid-Hudson SBDC Advisor Sam Kandel met in Margaretville with March Gallagher of the Ulster County Executive office and Alan Rosa and Mike Triolo, Director of the Catskill Watershed Corporation to explore joint programs for the area's small businesses. The CWC is an important supporter of the Mid-Hudson Center.

In March and April, the Canton SBDC is assisting the St. Regis Mohawk Tribe with instruction on developing a business plan for Akwesasne small business owners. Once the owners have their business plan in a working format the SBDC will provide one-on-one assistance to critique and help them finish their plan and develop projection if necessary for submission to the SRMT Micro Loan Funding Program.

SPONSORS, HOST INSTITUTIONS, PARTNERS & ALLIANCES

Mid-Hudson SBDC Director Arnaldo Sehwerert participated in the 2010 Restaurant and Beverage Industry Forum organized by the Culinary Institute of America. Ms Pravina Raghavan, NYC District Director and Richard Torres of the IRS participated as well as representatives from other state and federal agencies. More than 100 participants attended the event.

In February, Canton SBDC Business Advisor Michelle Collins attended the SUNY Canton School of Business & Liberal Arts business meeting. The college holds these meetings a couple of times a month and the SBDC attends to keep current with campus business education courses and offers input as to what the SBDC is seeing/hearing from the business communities on what their needs are for their business and/or potential hires.

In February, Canton SBDC Director Dale Rice attended a local Economic Developers Meeting held at the St. Lawrence County Industrial Development Association's office. This allows the SBDC an opportunity to hear about business development in the county and also to offer assistance and obtain referrals for projects that are in need of our services to finalize any potential projects for economic growth.

TECHNOLOGY

NYS SBDC advisors are implementing more technology into their daily routines on an ongoing basis. One example is their increasing use of Constant Contact tools for a variety of functions. In March, Wendi Caplan-Carroll conducted a conference call about Constant Contact's Expert Program for more than 30 SBDC advisors. She is working with Rick Gorko, the Statewide Education and Training Coordinator to encourage NYS SBDC advisors to participate in training and achieve certification as email marketing trainers. Wendi was very pleased with the level of participation and the strong support the NYS SBDC has shown through their use of Constant Contact for newsletters, emails and event management.

SPECIAL PROJECTS

Entrepreneurial Education – EntreskillsTM, the online educational program for high school students was marketed by Rick Gorko and Andy Jones at several events in March, including the 2010 New York State Distributive Education Clubs of America (DECA) Careers Conference in Rochester; the Southern Tier Business Teachers Conference Day in Binghamton; and the Work Experience Coordinators Association (WECA) 2010 Conference in Albany. At the Southern Tier Business Teachers conference, Binghamton SBDC Director Doug Boyce made a presentation on the services provided by the Binghamton SBDC and Rick Gorko presented on the new EntreskillsTM curriculum currently in development. Afterward, Doug, Binghamton SBDC Business Advisor Lauren Knochen-Davis and Rick participated in breakout sessions with teachers that were designed to develop and incorporate more information about business skills and entrepreneurship into the curriculum currently being taught in the district's high schools. Approximately 30 people were in attendance.

Energy Efficiency – Mid-Hudson SBDC Director Arnaldo Sehwerert participated in the first of four seminars sponsored by Central Hudson Gas & Electric to promote energy efficiency for small business. The seminar, a joint organizational effort between the Mid-Hudson Center and Central Hudson, was attended by more than 60 small business owners. Representatives from the SBA NYC District office, the IRS, Ulster County Development Corporation, The Ulster County Chamber of Commerce and Honeywell Corp. were present as well. Tony Presti, coordinator of the NYS SBDC's Energy Savings Program also attended the event.

Veterans – In January, Watertown SBDC Business Advisors Ann Durant and Robin Stephenson participated in Career Fairs for Veterans held at the Fort Drum Commons. The last event was held on a very snowy day, but with excellent attendance by exhibitors and attendees alike. An earlier arrival time was set aside for Disabled Veterans to take part. The next event is scheduled for April 29, 2010 and the SBDC will be an exhibitor. Community awareness, networking and client leads are the result of participation in these events.

Mid-Hudson SBDC Business Advisor Don Dods and Director Arnaldo Sehwerert met in West Point with the Coordinator of the Wounded Warrior Unit at the US Military Academy. The Wounded Warrior Unit assists wounded veterans in their transition back to civilian life. Providing service to veterans is one of the strategic priorities established by the SBDC. The Mid-Hudson Center is proud to be a part of that initiative and privileged to serve our country's veterans. Several joint future programs were discussed at the meeting.

In March, Watertown SBDC Director Eric Constance and Business Advisor Robin Stephenson participated in the SBA's "Operation: Start-Up & Grow 2010 Veterans Business Conference" sponsored by the Onondaga SBDC. The Watertown Center continues to provide services to disabled and transitioning veterans, and their families. Robin maintains a presence at Fort Drum at least 3-4 times a month for individual appointments and presentations to the FMWR (Family Morale Welfare Recreation) Group Employee Readiness Program and through ACAP (Army Career Alumni Program) workshops and TAP (Transition Assistance Program) classes.

ABOUT THE GAZETTE

The SPD Gazette is a brief newsletter distributed via email and posted on the Internal Web Site. It will feature a column to be titled, What's New This Week, in which the network will share best practices in strategic objectives. A series of articles in the Gazette will explain the program's statewide approach to strategic objectives in six key areas:

- Marketing
- Professional Development and Certification
- Program Development: Products and Services
- Special Projects
- Strategic Partners and Alliances
- Technology, Information and Communication

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