Supporting economic prosperity

Since it was established 33 years ago, the SBDC is proud of the role it has played in building economic prosperity in New York State. From waterfront restaurants on Long Island and food producers in the Hudson Valley to manufacturers in Central New York, in 2016 more small businesses are reporting growing demand, increasing sales, and an improving outlook. Conditions are ripe for small business growth now and into the coming years, and with SBDC assistance many small businesses are experiencing prosperous times.

Since 1984, New York SBDC business professionals have assisted more than 429,900 New York entrepreneurs and small business owners in starting, growing and expanding their enterprises by investing $5.9 billion while creating and preserving more than 488,600 jobs. SBDC Regional Centers have trained more than 448,600 individuals seeking to know more about a wide range of business management issues. SBDC guidance has helped business owners survive in challenging economic times and prosper in good ones. When small business owners face challenges, SBDC professionals help them rebuild their businesses, their families, and their communities with greater profitability and resiliency.

The SBDC supports economic prosperity through its customized approach to technical assistance. This type of approach has helped businesses and entrepreneurs prosper while facilitating access to university-based research and converting the great ideas of innovators into products and services for the marketplace.

Clients receive personalized, confidential, and free business counseling; moderately priced training; and focused, accurate, and timely research related to their businesses and the industry in which they operate. Each entrepreneur or business owner undergoes an individualized assessment with his or her Business Advisor to determine the current situation, identify issues that need to be addressed, and take steps toward the desired outcome.

Together, they gather information to make decisions that will lead toward a productive and profitable future and they work together to develop a strategic plan of action. SBDC clients can work with their advisors through start-up, expansion, and throughout the life of their businesses.

The SBDC program is available for all citizens of New York State, but emphasizes services for those with special needs, including veterans, members of the Guard and Reserve and individuals serving in the armed forces; ethnic minorities and immigrant communities; disabled individuals; women business owners, small exporters and manufacturers, business and individuals in economically distressed areas of New York; and inventors, innovators, and researchers.

One of the SBDC’s top priorities is helping businesses maintain improved productivity and profitability in New York’s 21st century innovation economy and build resiliency to help them survive future disasters.

A diverse clientele

New York SBDC-assisted business owners and entrepreneurs are exceptionally diverse, and as a group include high-tech manufacturers, pizza parlors, software developers, artists and craftsmen, physicians, clothing designers, inventors of devices and gadgets, and others representing innumerable industry niches.

The program’s ability to assist owners of this range of businesses is testimony to the range of expertise among SBDC Regional Center Directors and Business Advisors.

Among the businesses assisted by the SBDC since the mid-1980s are a landmark hotel; a rock salt mine; numerous restaurants and eclectic cafes; a manufacturer of armor plating for Humvees; a family farm that converts cow manure to electricity; a research firm developing a human blood replacement; a 175-year old winery; world-famous garment designers; a New York harbor tugboat; pickle and potato chip manufacturers; a company that monitors driver’s licenses to help keep dangerous drivers off the roads; and hundreds of hair salons, auto repair shops, fitness centers and other retail businesses.

The NY SBDC recognizes outstanding small businesses in a variety of ways. There are 25 stories printed in this report, one from each of the regions served by the program. The SBDC presents Entrepreneur of the Year awards to a select group of business owners at its annual awards dinner held each spring. In addition, a committee of Center Directors and Business Advisors selects the “best of the best” for inclusion in the New York Small Business Hall of Fame. As of 2016, 42 exceptional businesses have been named to the Hall of Fame. Walt Bortenok, who created Fortitech, a company that makes many of the name-brands that you eat and drink a little healthier, was the most recent addition.

Nine Pin Cider

Nine Pin Cider is a craft cider company based in downtown Albany. Established in 2013, Nine Pin is dedicated to creating exceptional off-dry ciders, and to the orchards that make them possible. Apple varieties are carefully selected and blended to achieve a complex, balanced flavor with a clean and pleasantly drinkable finish. Located in the Warehouse District of downtown Albany, Nine Pin Cider is the first cider manufacturer in the state to be awarded a NYS Farm Cidery license.

Nine Pin sources apples exclusively from farms in the Capital Region and Hudson Valley. Founders Alejandro and Sonya del Peral are a dynamic mother and son duo that have fostered the development and growth of the business from an annual hard cider production of 10,000 gallons in 2013 to 90,000 gallons in 2016. What started as a boutique manufacturer with limited distribution has grown into a mid-sized manufacturing operation with 14 employees, distribution in multiple states, self-distribution and a sizeable tasting room and retail store.

In 2013, Nine Pin won a gold medal for a cider called Catskill Thunder at the Great Lakes International Cider & Perry Competition. Advisor Kate Baker at the Albany SBDC has worked with the del Peral family and Nine Pin Cider since 2012, when the concept of the business was still in the development stage. Initial assistance included business plan and financial projection assistance for starting the business and developing into ongoing business mentoring, assistance with the management of business finances and the business’ rapid growth.

Nine Pin has had two major expansions in the last two years.

Nine Pin Cider: Nine Pin has had two major expansions in the last two years.

Ninth Planet Beverage Solutions

Ninth Planet Beverage Solutions packages beverages for small and medium-sized producers, specializing in beers for craft breweries. The company was created to provide a reliable and affordable packaging service to small growing producers who don’t want to sacrifice quality control or presentation in the growth of their product to additional sales outlets.

Ninth Planet are the first counter pressure filling canner that packages beverages for small and medium-sized producers, specializing in beers for craft breweries. The company was created to provide a reliable and affordable packaging service to small growing producers who don’t want to sacrifice quality control or presentation in the growth of their product to additional sales outlets.

Josh Schaffer of Ninth Planet Beverage Solutions says of the canning process faced by micro-brewers he had his “aha moment.” Believing that small brewers have a right to quality canning services without the huge upfront costs of purchasing the machinery, Josh got to work with a team of engineers to create a mobile canning unit. With help from Business Advisor Jesse Karas in at the Baruch SBDC, Josh came up with a plan to can for breweries at their locations. Jesse was there throughout the lending process to work with Josh on everything from the financial modeling to the loan documentation. Jesse helped him obtain a $250,000 loan from NYBDC. Together with his team, Josh is currently canning for brewers in the five NYC boroughs, the Hudson Valley, the Finger Lakes, the Adirondacks, New Jersey, Pennsylvania and Connecticut. He and his team want to be a profitable business that responsibly cares for its employees and the broader business community.
What do clients think about SBDC services?

The NY SBDC evaluates the quality of services clients receive by conducting a post-service survey, post-training surveys, and periodic follow-up surveys. Results from the surveys conducted in 2016 indicated that they are very satisfied:

- 92% said their inquiries received prompt attention
- 61% said they could not have afforded private counseling
- 90% said they would recommend SBDC services to other small businesses
- 71% said they received specific recommendations that improved their business’ bottom line

Strategic partners and allies

The New York SBDC’s collaborative relationships with its many partners and allies enable its business professionals to offer comprehensive business and management assistance on a range of small business issues. Effective working relationships with these organizations, as well as affiliations with chambers and other local business and economic development agencies, contribute to the success of the SBDC program — and to the productivity, efficiency, and sustainability of SBDC clients.

The SBDC’s key partners are the U.S. Small Business Administration, the State of New York, the State University of New York, the City University of New York, and several private universities. The SBDC works hand in hand with its SBA resource partners, SCORE and the Women’s Business Centers, both of which are dedicated to aiding in the formation, growth, and success of small businesses nationwide.

The NY SBDC has strong working relationships with numerous organizations in the public and private sector. There isn’t enough space in this publication to acknowledge all of the organizations that collaborate with the New York SBDC to help small businesses in New York grow and thrive.

The SUNY Research Foundation

The Research Foundation for The State University of New York (RF) is the largest comprehensive university-connected research foundation in the country. It exists to serve the State University of New York (SUNY) by providing essential administrative services that enable SUNY faculty to focus their efforts on the education of students and the performance of life-changing research across a wide range of disciplines including medicine, engineering, physical sciences, energy, computer science, and social sciences.

The RF mission is to work with the academic and business leadership of SUNY campuses to support research and discovery through efficient and skillful administration of sponsored projects and adopt transfer and sharing of intellectual property for public benefit and economic growth. The RF supports SUNY with a central infrastructure of people, technology and processes that enable faculty to write and submit grant proposals to agencies, foundations and companies; to establish contracts and manage funding that is awarded to run campus-based research projects; to protect and commercialize intellectual property created within those projects; and to promote transparency and accountability throughout the process.

In the 2016 fiscal year, across SUNY’s 30 state-operated campuses, the RF managed $392.3 million in research expenditures including the federal grant from the Small Business Administration that supports SBDC’s network of 24 regional centers and outreach locations in New York.

Disaster relief & recovery

In 2011, Hurricane Irene and Tropical Storm Lee caused the largest and one of the most expensive natural disasters in the history of New York State. In October of 2012 Superstorm Sandy ripped through the downstate area devastating everything in its path. As these storms become a faded memory, SBDC staff members continue to work with business owners still recovering, proving the SBDC is not only one of the first responders but continue to work long after other programs have moved on.

The SBDC is more than a first responder that reacts after a disaster strikes. The SBDC staff leverages our experience dealing with disasters to create policies and programs that will be used as the standard for disaster assistance in the future. Our response to Irene, Lee, and Sandy has gained the respect of our federal, state and local partners, all of whom continue to reach out for collaboration to implement their programs.

The Binghamton SBDC became aware of the New York Healthy Food & Healthy Communities (HFHC) Fund administered by the Low Income Investment Fund, which provides financial resources for rural grocery stores to upgrade their store equipment and improve the offerings to their community. Advisor Ken Homer consulted Tioga County Economic Development to identify rural grocery stores that might benefit from the program. Al Farquhori, second generation owner and operator of Sweeney’s Market, was one of those with the potential to benefit from a grant. Sweeney’s Market supports its community’s local rural population, which includes low income, food stamp recipients, WIC recipients (women with children) and senior citizens. With Ken’s assistance, Al prepared a list of equipment to update his vegetable, dairy, and packed meat display cases. He also included stand-alone display cases for fruits and vegetables. It took a year for verification of the business’ customer base, financial stability, and verification of equipment and installation costs. At the end of the process, Al was finally awarded a grant for $82,752, which enabled him to purchase the display cases and increase the products he could offer to his customers. In addition, Al invested $60,392 to remodel the store. He installed laminate flooring, painted the facility, added new shelving, end caps for display, and expanded his office space. The new equipment, remodeling and refurbishing of the store into a modern and attractive retail space resulted in a 16% increase in sales, and Al added six part-time employees. His store was the largest potential grant recipient in Tioga County to receive approval.

Laurie & James Widmaier established The Presentation Source in Rochester in 1997. In the early stage of the business, their goals were simply to promote quality color presentations and sell Tektronix color-printers and projectors. However, in the years that followed Laurie and James recognized a significant potential for growth. They paid close attention to the rapidly changing needs and demands of their clients and adapted to those trends by providing advanced product and service technologies. Today, The Presentation Source is a $3.7 million company with 15 full- and part-time employees that serves a wide range of markets. Its clients include government agencies, elementary and high schools, colleges and universities, corporations, non-profit organizations, houses of worship, and small businesses throughout western New York. With assistance from Drake Thomas at the Brockport SBDC, the Widmaiers have been awarded more than $550,000 in New York State contracts and achieved a $450,000 bonding ability. Laurie was a 2016 graduate of the SBDC’s New York State Surety Bond Assistance program. She expressed her belief that the success of her company is due to the high quality of service the company provides, its motivated employees, and its ability to address the specific needs and expectations of its customers. She also noted that the company’s business practices center around professionalism, quality, integrity and collaboration. As for the future, The Presentation Source projects sales of $5 million in 2017.
SBDC Business Advisors have worked diligently with the Governor's Office of Storm Recovery (GOSR) and the business community to ensure compliance with policies and procedures and submittal of successful applications for the State's assistance. As of the end of 2016, over $55.2 million has been awarded in grants to 1,054 small businesses throughout New York State to bolster disaster recovery. These awards often acted as equity for recovering businesses and leveraged almost $100 million in borrowed funds to preserve 7,921 jobs in the communities and actually helped create 627 new positions. The SBDC network continues to advocate for the business community to ensure its recovery needs are met. Approximately 4,100 small businesses have been able to rebuild, reopen and prosper as a result of disaster recovery efforts.

Today, the SBDC continues to work with small businesses, helping them prepare and submit applications for grant and loan assistance. As of the end of 2016, over $55.2 million has been awarded to 1,054 small businesses throughout New York State to bolster disaster recovery. These awards were $2,285,000 in grant assistance and 79 small recreational fishery related businesses receiving a total $1,502,500 in grant assistance.

The NYS Department of Conservation launched a parallel grant program, funded by the National Oceanic and Atmospheric Administration, to help the Fisheries Industry recoup revenue losses resulting from Superstorm Sandy. The SBDC played a major role in developing this program, implementing it and assisting the fisheries business owners with applications. The program processed 253 total applications and approved 183. The NY Fishery Disaster Assistance efforts culminated in the fall of 2016 with 104 small commercial fishing businesses receiving a total $2,285,000 in grant assistance and 79 small recreational fishery related businesses receiving a total $1,502,500 in grant assistance.

Helping small business sell to government agencies

The NY SBDC Procurement Assistance Center (PAC) located at the Mohawk Valley SBDC provides specialized assistance for small- and medium-sized firms interested in supplying goods and services to federal, state, and local government agencies. An increasing number of businesses are looking to government contracting as a way to open up a new and potentially stable and lucrative market that helps to increase their bottom line. Procurement Assistance Business Advisors in every SBDC Regional Center in the state assist local small business owners in navigating the often-complex process of doing business with the government at all levels. Advisors help clients understand procurement regulations; market to government agencies; apply for applicable certifications and socio-economic programs; prepare documentation; analyze and respond to bids and RFPs; and position themselves to win contracts. The PAC's toll-free phone number – 877-789-BDCS – makes it easy for Business Advisors and small business owners to contact the PAC for assistance in understanding the myriad issues inherent to doing business with government agencies.

In the past year, the New York SBDC has generated registration in its proprietary government contract bid-matching service called BidLinx™ to nearly 1,600 clients. With this service, businesses can access government bid opportunities relevant to their products and services. The service accesses state, federal, local, and even foreign procurement databases and websites.

The resource pool includes:

- Federal Government Agencies; Including Military
- State Agencies and Authorities
- County and Local Governments
- All 50 States and U.S. Territories
- International Procurement Websites

The U.S. government is the largest buyer in the world, purchasing a wide array of products and services. According to the Small Business Dashboard, the federal government awarded $99.7 billion in government contracts to small businesses in fiscal year 2016. Finding appropriate bid opportunities is one of the key hurdles to government contracting. With more than 89,000 agencies at the federal, state, county, and local levels, it is overwhelming for an individual to monitor them all. BidLinx can save a small business owner many hours of research by delivering bid notices based on very specific criteria describing the firm's capabilities and areas of interest. With nearly 2,200 sources monitored daily, including almost 200 in New York State alone, BidLinx streamlines the process for identifying government contracting opportunities for SBDC clients, especially at the county and municipal levels. Commercial bid-matching services can cost hundreds, sometimes thousands, of dollars. The NY SBDC is pleased to offer BidLinx free of charge to SBDC clients statewide.

Dr. Joseph Andrade Jr., MD

Dr. Joseph Andrade was born in Chone, Ecuador. He attended the Universidad de Guayaquil for his undergraduate and postgraduate studies and graduated in 1981. Dr. Andrade passed the Education Commission for Foreign Medical Graduates (ECFMG) in 1982, and the Federation Licensing Examination (FLEX) in 1983, examinations required to assess the readiness of international medical graduates to enter residency or fellowship programs in the United States in accredited hospitals. Dr. Andrade trained in pediatrics at Our Lady of Mercy Medical Center from 1983 to 1986, and later trained in internal medicine from 1986 to 1988 at the same hospital. He received his NY medical license in 1986 and is board certified in internal medicine and pediatrics. Dr. Andrade opened his first private practice in August 1988 - he has served the Bronx community for 32 years. He takes care of patients with medical problems including asthma, diabetes mellitus, hypertension, mental disorders, and provides preventive medical care. In 2015, Dr. Andrade consulted the Bronx SBDC for assistance in securing financing to set up a new office. Advisor Lourdes Martinez helped him obtain funding from Spring Bank to cover the expenses of construction, renovation, fixtures, equipment and working capital. He anticipates hiring five additional employees for the new office. Dr. Andrade was recognized with the Castle Connolly Top Doctors in the New York Metro area award for his outstanding work in 2003-2008 and 2010-2015. He is affiliated with Montefiore Hospital’s Wakefield Campus.

Doris Ulysse Network Design

The story of Doris Ulysse is testimony to the grit and talent of a determined inner city African American woman entrepreneur. She defies expectations in many ways. Doris Ulysse Network Design specializes in network design and administration. She is particularly adept at configuring and integrating hardware and software for a full spectrum of client types. She first consulted the Brooklyn SBDC after years of working as an IT professional to “test the waters” of entrepreneurship. Advisor Janet Page expertly guided her through the business planning process and MWBE certification protocol. Doris became an MWBE subcontractor through the NYC Office of General Services and a contractor for the NYC Housing Authority. She learned that having certifications had little to do with getting contracts as a Prime or sub-contractor. After two years of frustration with lack of access to government contracts, Doris returned to the SBDC. Advisor Sanford Gerber, a 35-year veteran of the SBA 8A program, showed her how to use the 8A system as it is intended. At Sanford’s suggestion, Doris re-focused her attention on the 8a certification process. He helped Doris obtain a $5,000 line of credit to demonstrate financial capacity. Then he showed her how to research the federal database to find prime contractors looking for partners, and how to find other successful 8a firms with which to network. Doris gives both Janet Page and Sanford Gerber credit for being as passionate as she is about her business. Doris’ next steps are to get an even larger line of credit, finish the NYC Mentor-Protégé program, enter the SBA Mentor-Protégé program, and win multiple federal contracts. She just obtained certification in Hospitality Management from Cornell School of Hotel Administration.
**MWBE bonding initiative**

In 2016, 11 of the Regional Centers offered workshop series for women and minority contractors with the goal of increasing the number of contractors in NYS with the ability to be bonded. This was the eighth year of the NY SBDC’s participation in this effort, and in each successive year more Regional Centers have offered the training. Bonds are the government or customer’s assurance that the work will be completed once it has started. The training helps MWBE contractors to secure bonding, which expands their opportunities to bid on larger projects, or increase their bonding levels. SBDC’s partners in the initiative are the Surety & Fidelity Association of America and Empire State Development. Topics covered in the workshops include construction accounting and financial management, project management, bidding and estimating, surety bonding requirements, and financing. Over the years, the Regional Centers offering the workshops - especially Brockport, Buffalo, and Oronouti - have refined the bond readiness curriculum and the way in which the workshop series is structured, utilizing feedback from the participants and presenters to implement improvements. Most of the workshop participants are established business owners, and most have NYS MWBE Certification. The NY SBDC continues to participate in Empire State Development’s NYS Surety Bond Assistance Program to provide critical credit, training and technical assistance support to qualified small businesses and MWBEs to help them secure surety bonds for State contracts. Small businesses and MWBEs bidding on construction or transportation projects that need assistance securing bid or performance bonds for specific projects are eligible to participate in the NYS program. The NY SBDC provides training and technical assistance to all businesses participating in the program.

**Global opportunities for trade and business development**

The NY SBDC’s International Business Development (IBD) program strategically positions small and medium-sized businesses to take advantage of opportunities in the global marketplace. With a focus on China, the SBDC has nurtured contacts, resources, and an unparalleled network within government and business circles in China on local, regional, and national levels. The IBR works with partners to develop new cooperative arrangements to create business and trade opportunities for SBDC clients interested or active in international trade, and to help business owners adapt to economic conditions changing the marketplace. Business in the global marketplace represents major growth opportunities for the New York State economy. In accordance with the U.S. and NYS government’s export initiative, the IBD continues to promote the Governor Cuomo’s StartUp NY and Global NY programs, assists in increasing the number of small and medium-sized firms in their global marketing efforts, and works to attract direct investment by Chinese companies. Successful trade and international business development is an important step in creating jobs for New York’s small and medium-sized businesses.

The IBD program, working in concert with Business Advisors at the NY SBDC Regional Centers, provides business counseling to hundreds of new clients each year for market identification and penetration, feasibility analysis, product sourcing, financial issues, regulations, customs, taxes, tariffs, trade shows, and the latest information on opportunities for trade, investment, and business development. They organize training and business meetings to share information about the opportunities, challenges, and practices involved in international business. The IBD Director organizes business and trade development matchmaking events with visiting business and trade delegations around the state. These events bring the latest information and opportunities to NYS businesses interested in selling to the Chinese market or interested in attracting Chinese investment, and help local companies network with Chinese firms.

In 2016, the IBD successfully organized two business and trade missions to nine regions of China to promote individual NYS businesses, explore business and trade opportunities, match SBDC clients’ initiatives with Chinese businesses, and further enhance the SBDC’s relationship with Chinese officials and agencies in foreign trade and economic development. During the missions, the NY SBDC mission participants attended business and trade matchmaking events in these regions. IBD Director Jinshui Zhang was invited to speak at these events to provide an overview about SBDC services, small business development in NYS, and the StartUp NY and Global NY initiatives. In an expansion of the export of New York products to China, and to improve the entry and competitive position of NY products in the Chinese market, the IBR is exploring to expand the New York export program in other regions. The effort will

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**Buffalo Alpine Made**

Bieter & Sons’ Farm LLC is a certified organic goat dairy farm and Kerry Bieter is the sole owner of the business. In 2012, Kerry founded Alpine Made, LLC, a soap and skin care company, through which she sells goat milk soaps and skin care products at farmers markets in western New York, wholesale to local retailers, and nationally through a website. Bieter & Sons’ farm uses sustainable and organic farming practices to raise alpine dairy goats. The business is certified organic through the Northeast Organic Farming Association of New York. The farm is located in the town of Wales in an agricultural district 30 minutes south of Buffalo. Kerry began working with Buffalo SBDC Advisor Andrea Lizak in 2011 when she was in the planning stages of opening her business. Alpine Made opened a year later in 2012 and since then Kerry has continued to work with the center. Andrea has assisted Kerry with many facets of her business including start-up procedures and the development of her business and funding proposals. With Andrea’s assistance the company has made tremendous progress. Armed with a well-prepared plan, Kerry secured funding from various sources, which has enabled Alpine Made to expand in multiple directions. One major development was to move the business to a much larger facility. Most recently, Kerry landed a contract with one of the largest and most distinguished grocery retailers in the United States - Wegmans. The SBDC continues to help Alpine Made succeed as one of New York’s exceptional small businesses.

**Canton Mohawk Networks**

The mission of Mohawk Networks, LLC is to provide reliable, affordable high-speed broadband internet access to the residents of the North Country and beyond through existing fiber optics and new wireless infrastructure. Jeff Beckhous consulted the SBDC for assistance in expanding internet services throughout the North Country. When he first met with Advisor Jennifer McCluskey at the Canton SBDC, Jeff was the general manager of the Broadband Department for the Saint Regis Mohawk Tribe. At the time he was overseeing a $10.5 million USDA grant awarded to the tribe to provide internet access to the Tribal lands. Jeff and the Tribe wanted to create a new company, Mohawk Networks, LLC (MNLLC), to expand internet services outside tribal lands and throughout the region. Jeff needed assistance from the SBDC to develop a business plan and projections to present to the Tribe. Jennifer assisted Jeff in developing the plan with five-year projections. With the Tribe’s approval, MNLLC was created and a new facility was built for the business in Bombay. She also assisted Jeff in developing a presentation for local governmental leaders and key regional partners. Finally, Jennifer developed a spreadsheet to plan customer growth, which has been a foundation of the new LLC’s budget creation. Mohawk Networks, LLC has been in business for a full year, and now has 20 employees. The business provides internet services in its local area and has expansion plans for working with underserved areas throughout the region. MNLLC will work with key service providers in the region such as BOCES, hospitals, and local school systems to ensure they have access to high-speed internet.
greatly improve overall promotion and facilitate exporting through direct sales for New York products and will substantially lower the cost of entering the rapidly expanding Chinese market without the need to develop an independent distribution network.

The New York State Wine Outlet (NYSWO), which is located within the China International Exhibition & Trading Center of Wine & Beverage in Shanghai, continues to showcase and promote NY wine products. In 2016, the NYSWO staff developed materials to promote NY wine products through local media, attended wine trade shows, organized wine promotional events in different regions, and helped NY wineries promote and export their wine products. In 2016, three participating wineries got orders from Chinese customers through the NYSWO, which totaled more than 27,000 bottles of wine.

The resulting increase in export sales is already motivating export interest of more businesses in New York State. More wine, beverage and food producers in NYS are planning to open markets in China and Asia as well.

The New York SBDC office in Beijing, China continues to provide assistance to companies in entering and expanding their business and trade initiatives in the Chinese market, facilitating matchmaking arrangements with local businesses, coordinating travel and business activities, and supporting investment by Chinese businesses in New York. The Beijing office staff works toward building cooperative working relationships between Chinese and U.S. companies to enhance business development opportunities. In 2016, the IB continued discussions to develop a new market area in China to support the business development and export initiatives of both sides. The NY SBDC will open more markets in different areas under the Chinese sponsorship, the logical next step in promoting New York and products.

The IB is working to expand small business exporting into more regions and countries. Several meetings and exchanges with representatives from varied regions have been held with individuals and organizations interested in developing their own small business service delivery systems, exploring import and export opportunities, and developing partnerships with NY businesses. In 2016, the IB coordinated and hosted several government and business delegation visits from different regions of China for exchange and opportunities of business, trade, and investment development.

In November 2016, the NY SBDC IBD Director Jinshui Zhang was invited to attend Annual Global Trade & Investment Forum hosted by the Center for International Business Advancement at Binghamton University and served as a speaker for the Forum joined by Mitchell Ferguson, Acting Director of Office of Bilateral Trade Affairs of U.S. Department of State; Daniel Rickman, International Trade Officer, U.S. Small Business Administration; Patrick Doyle, Sales & Marketing Director, Pleasant Valley Wine Company, etc. For more information on the International Business Development program, visit the NY SBDC website.

Teaching entrepreneurship

The New York Small Business Development Center is committed to promoting entrepreneurship through its educational programs: EntreSkills™ for Educators, EntreSkills™ for Veterans, and EntreSkills™ for Entrepreneurs. All three products are interactive online programs designed to introduce users to entrepreneurship, and teach them the skills needed to start and operate, or expand, a business. EntreSkills for Educators is designed to be used by students with a teacher's guidance, while EntreSkills for Veterans and EntreSkills for Entrepreneurs are designed to be used by adults in conjunction with a business advisor.

The original EntreSkills was created for use by high school educators, and conforms to the New York State Education Department (NYSED) learning standards, Career Development Occupational Studies (CDOS), and the Common Core Standards. Features include tests and auto-grading, and resources such as vocabulary worksheets and video clips, and links to additional relevant information.

All three entrepreneurial products offer users a flexible platform from which they can gain knowledge at their own pace. The programs may be used in their entirety, or selected components may be used, depending on the user’s needs. The programs provide interactivity through the use of success stories, website links, video clips, and the business plan builder.

The embedded business plan builder enables users to create their own business plan by responding to questions. As they work

Miguel Martinez consulted with the SBDC as part of the Harlem Local Vendor Partners Program, which is designed to help local MWBE manufacturers develop their business capacity and contract with large retailers. Miguel's company, Aurea 4 Shave, is a manufacturer of the Shave So Smooth system, a hair removal system and skin care line for men with curly hair. He created the products to eliminate the irritation, razor bumps, and harmful ingredients prevalent in shaving products currently available, inspired by the shaving technique an uncle showed him when he was 19 years old. All of his products are manufactured in NYS. Miguel first requested legal assistance and help setting up a cash flow system at the SBDC. He participated in the NYC SBDC Pitch workshop series and competition and won a $1,000 cash prize from Capital One Bank. He also received one-to-one marketing advice and market research from the Research Network. The Shave So Smooth System will be sold at the Whole Foods Store in Harlem when it opens in 2017. In addition, Advisor Gaminis Haro counseled him about the process of selling to Amazon and was given an opportunity to pitch to Macy's and Bed Bath and Beyond in December. So far, Miguel has invested $90,000 into his business. He has three employees and projects that he might add two additional employees over the next 12 months. “SBDC has helped me immeasurably,” said Miguel. “We would never have been able to land Whole Foods Market nor have been able to get in front of other major retailers without the SBDC.”
their way through the curriculum, this data is captured and compiled into a draft business plan which can then be revised and polished. Once edited, the users have a completed business plan ready for implementation.

EntreSkills undergoes continual revision, to ensure users have the most up-to-date information available via user-friendly technology. The EntreSkills team taps into the resources offered by the NY SBDC to make this happen. A new educator version was released in June 2016. This version features a new user interface and a branding overhaul. New versions of EntreSkills for Veterans and EntreSkills for Entrepreneurs are in the works.

The EntreSkills products have been used outside the traditional high school teacher-student and client-advisor realms. The US Department of Labor has used EntreSkills in its “Start Young Initiative” to promote entrepreneurial skills among disadvantaged youth. The Retired Military Officers Association (RMOA) has used EntreSkills for Veterans as a part of its RMOA Business Institute. The Greater Binghamton Scholastic Challenge, now in its eighth year, uses EntreSkills for its business plan builder. New York community college professors are incorporating EntreSkills into their teaching, and SBDC clients are using EntreSkills to satisfy course hour requirements for the SUNY Fredonia Technology Incubator. The SUNY Fredonia Technology Incubator, Sharon Ballard of Enable Ventures, Kirk Macolino of InteliSpark, and Jack McGowan of Insysite Consulting. The workshops focused on grant application writing as well as success at securing non-dilutive SBIR/STTR funding for university spinoffs and advanced technology startups.

In the area of outreach, technology advisors attended regional and national SBIR conferences and established valuable contacts with various agency program managers from the Departments of Education, the National Cancer Institute and the National Science Foundation. The NY SBDC produced a tri-fold brochure highlighting the technology capabilities our small business Advisors offer to clients. Included in the brochure is a section on the FAST program. A major project undertaken by the NY SBDC was the production of a video titled “From Concept to CEO”. The video, aimed at the future founders of new technology startups that will be the engine of new job growth and the successful applicants for SBIR/STTR grants, explains that young entrepreneurs do not have to “go it alone.” The video, produced by WhiteKnight Productions of Vestal, NY, highlights the success of four young graduates of the SUNY system who took advantage of NY SBDC services (and in some cases SBIR grants) as well as the support structure available at the State University of New York to form productive ventures.

The FAST Project Director, working with the Research Network, set up a listserv to facilitate communication and information sharing between the technology advisors. The Web Content Manager at the Central Office developed the schedule of SBIR/STTR opportunities listed on the NYBDC Technology Services webpage.

The NY SBDC technology-focused programs that are currently providing assistance to clients are:

- SBA’s Federal and State Technology Partnership (FAST) Program - FAST funding has enabled the NY SBDC to better promote the creation of small start-up technology-based businesses and improve their viability through SBIR/STTR grant seminars and workshops about the SBA-managed SBIR and STTR programs. During 2016 the NY SBDC conducted six workshops to promote the SBIR/STTR grant programs across the state, collaborating with partners like High Tech Rochester, the Central New York Biotechnology Accelerator, the SUNY Buffalo Technology Incubator, the SUNY Fredonia Technology Incubator, Sharon Ballard of Enable Ventures, Kirk Macolino of InteliSpark, and Jack McGowan of Insysite Consulting. The workshops focused on grant application writing as well as success at securing non-dilutive SBIR/STTR funding for university spinoffs and advanced technology startups.

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**Technology and productivity**

Technology is one of the core areas identified in the 2015-17 NY SBDC Strategic Plan, which states that the SBDC is committed to development of technology literacy at all levels of the program; to the furtherance of client technology utilization capabilities; and to enhance use of programmable technology resources to drive operating technology in Regional Centers through improvements in information utility, efficiency and shared resources. The Regional Centers at Albany, Binghamton, Brockport and Stony Brook have New Technology Company clusters in their service areas and therefore have many of these New Technology companies as clients. To this end, selected regional SBDCs, now in the sixth year of funding from the SBA’s Federal and State Technology (FAST) program, provide

**New York**

The Greater Binghamton Scholastic Challenge, now in its eighth year, uses EntreSkills for its business plan builder. New York community college professors are incorporating EntreSkills into their teaching, and SBDC clients are using EntreSkills to satisfy course hour requirements for the SUNY Fredonia Technology Incubator. The SUNY Fredonia Technology Incubator, Sharon Ballard of Enable Ventures, Kirk Macolino of InteliSpark, and Jack McGowan of Insysite Consulting. The workshops focused on grant application writing as well as success at securing non-dilutive SBIR/STTR funding for university spinoffs and advanced technology startups.

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**NYC SBDC funding**

The New York City SBDC (NYC SBDC) is one of 94 SBDCs operating across the country, serving the needs of entrepreneurs and small businesses located in rural and urban areas. The NYC SBDC is funded in part through a cooperative agreement between the Small Business Administration (SBA) and the University of the State of New York (USNY) through SUNY Downstate Medical Center. The NYC SBDC provides business coaching, assistance in accessing capital, and market research to New York City’s entrepreneurs and small businesses, helping them start, grow, and create jobs. The NYC SBDC also provides technical assistance to emerging entrepreneurial ecosystems, serving the greater New York City metropolitan region. The NYC SBDC is a member of the SBA’s Network for Small Business Development Centers (NSBDC) and operates under the umbrella of the NYC Economic Development Corporation (NYCEDC) in collaboration with the USNY.

The NYC SBDC provides a wide range of services to small businesses, including one-on-one coaching, business planning, and access to capital. The NYC SBDC also offers workshops and seminars on a variety of topics, such as marketing, finance, and technology. The NYC SBDC is committed to providing small businesses with the resources and support they need to succeed.

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opportunities available through the eleven largest participating federal agencies. It has generated more applications (and expectedly more grantees) than would otherwise have been possible.

The Technology Entrepreneur-in-Residence (TEIR) Program - The SBDC TEIRs are serial entrepreneurs with experience in business modeling, pursuit of SBIR and STTR awards to support product development, intellectual property protection, and funding for new technology products – typically through equity investments via private investors, angel investors and venture capitalists.

The Accelerator Team Program - Coordinated with SUNY Research Foundation, the Accelerator Program is comprised of four blue ribbon teams of advisors from several different regional centers and senior SBDC staff, formed to accelerate the advancement of promising technology-based companies. These efforts were undertaken in coordination with the central office of the SUNY Research Foundation to support the creation of these entities as well as, in some cases, to help underwrite the licensing costs associated with those companies acquiring rights to university-based technology.

Veterans: Serving those who have served us

The NY SBDC is one of the premier state programs noted for excellence in delivering small business counseling to veterans, military family members and caregivers. The New York program has been recognized by, and won numerous awards from, the SBA, members of Congress, and military organizations for invaluable service to this client segment. The veterans initiative provides outreach in the form of public workshops, targeted business training, counseling, and ongoing mentoring for veterans, including service-disabled veterans. The mission of the veterans counseling program is particularly timely as the nation faces a transition of soldiers, sailors, Marines, and airmen seeking new careers or returning to their small businesses after deployments overseas. We are working with the NYS National Guard, Military Reserve units, and veteran service organizations to educate service members returning from deployment.

The NY SBDC veteran initiative has dedicated, specially trained Veterans Business Advisors located in SBDC locations around the state. This program supports targeted outreach in areas the highest population of veterans, along with online counseling, distance learning, and coordinated resources to improve access to services for every veteran statewide. The website - www.nysbdc.org/veterans - provides relevant information on veteran oriented programs as well as access to electronic business counseling and special events targeted at the veteran community.

The range of veteran-targeted activities in 2016 demonstrates the absolute commitment to assisting veterans everywhere. The NY SBDC network held veterans’ small business resource days in regions throughout the state, and unprecedented numbers of veterans have participated in programs offered by the SBDC. Key relationships have been fostered and nurtured with academic, political, non-profit and business organizations, which have yielded robust and well-attended workshops, information forums, and networking opportunities. Strategic partners vary in every region of the state, including Chambers of Commerce, SBA District offices, Veterans Administration Vocational Rehabilitation counselors, Legislators, the NYC Department of Veterans Services, and SBDC host educational institutions.

During the last year, select SBDC Advisors participated in Transition Assistance Programs (TAP) at military facilities for servicemen and women separating from the armed services. Through the SBAs and DOD’s Boots to Business (B2B) initiative, service members learn the essentials of how to start and grow a business. They are introduced to the SBAs resource partner network for support throughout the lifecycle of their businesses. The Watertown SBDC collaborates with the Army Career Alumni Program (ACAP) at Fort Drum to provide counseling and training to veterans and civilian Department of Defense workers who are out-processing or retiring and interested in self-employment. The Brooklyn, Albany and Mid-Hudson SBDC centers work with the West Point ACAP offices in the same capacity. Key relationships have been grommed by SBDC staff with veteran support organizations such as “Yellow Ribbon,” in order to communicate with transitioning service men and women. SBDC Advisors have achieved significant results with local military commands in supporting out-processing events, career fairs, and ad-hoc educational forums. These efforts have yielded numbers of counseling requests from veterans and family members.

National Guard bases also have been reaching out to the NY SBDC to offer Boots to Business to their service members as well as one-on-one counseling being held directly on base to those service members that request it.

Tony Yang started Gig Computers, Inc. from his dorm room while attending the University at Albany in 1999. Gig provides premium IT consulting service in upstate New York, including computer networking, VOIP phone systems and data center solutions. He initially applied for a loan with NYBDC, who referred Tony to the LaGuardia SBDC for assistance with the financial projections. Business Advisor Rosa Figueroa prepared the financial projections that helped Tony obtain a $150,000 SBA guarantee loan to purchase equipment and expand the business to NYC. The loan enabled Tony to create four jobs and save six others. The challenge was to secure a location for Gig Computers at a reasonable price. Rosa suggested NYDesigns, which since the company would be new to NYC, would give them the opportunity to land at an affordable location. Initially, Tony was informed that he would not qualify because he was already in business. Rosa advocated for Tony, arguing that he is new to NYC and would need time to acquaint himself with the business environment. Ultimately Tony and his business were given a spot at the NYDesigns business incubator and will sign the required lease to expand the business to NYC. In addition to the expansion to NYC, Gig is also expanding in Albany with the purchase of property that will enable the hiring of additional staff within the next six months. “I want to thank the SBDC for all of their assistance in helping me obtaining the loan through the NYBDC,” says Tony. “This will help us sustain our business.”
The SBDC and SBA have collaboratively delivered 28 B2B classes statewide to 648 veterans. B2B has been taught at three military transition bases in NYS over the past two years: West Point, Fort Drum, and the Saratoga Naval Activity Center.

With the huge success of the B2B being offered to our transitioning service members, SBA adapted the curriculum of Boots to Business to Reboots. This is a two-day course with an audience of service members that have previously transitioned out of the service and also is available to family members, spouses and dependents.

The Service Disabled Veterans Owned Small Business Act (SDVOSB) was signed into law in May, 2014, enabling eligible veteran business owners to achieve special certified and increased participation in NYS contracting opportunities. SBDCs are working with the NYS OGS in all phases of roll out, including application and certification assistance. Thus far, nearly 300 Service Disabled Veteran Business Owners have been certified.

The program is achieving success and disabled veteran business owners have been receiving and fulfilling NYS contracts.

There are times when veterans requesting counseling cannot physically meet with an SBDC advisor. To respond to that need, EntreSkills for Veterans an online educational tool that teaches the concepts of business ownership is available 24/7 for those with internet access. The tool includes lessons on developing a small business concept, legal and marketing issues, with internet access. The online tool includes lessons on developing a small business concept, legal and marketing issues, financial statements, and ultimately enabling the user to build a business plan suitable for financing. There is a link from the SBDC to this tool.

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FedRegal State and local governments have mandated energy efficiency and renewable energy programs, and the SBDC energy savings program helps achieve these goals. In the words of New York SBDC State Director Jim King when the program was launched, “We’re enthusiastic about the potential to identify and work with small businesses throughout New York State, and to work with NYSERDA and NYBDC to help implement changes in business operations that will save energy while helping the environment through reduced emissions and cutting back on imported oil. This simply makes good sense for the business and the State.”

Adirondack Barrel Cooperage

Adirondack Barrel Cooperage, LLC, owned and operated by Joseph & Kelly Blaaskey in Remsen, is one of only three cooperages in New York State. The work of a cooperage is the ancient art and craft of making barrels used by wineries and distilleries. At Adirondack Barrel, they artfully blend the precision of high-tech European woodworking equipment with skillful hand-craftsmanship to build premium quality White Oak barrels. Adirondack Barrel uses revolutionary charring and toasting technology. Extreme accuracy of temperature control allows for low temp toasting, releasing desirable flavor notes unique to each customer need. Temperatures profiles are stored for individual barrels and batches for data analysis, quality control and consistency. Through extensive market research, Kelly and Joe identified an opportunity to serve the fast growing niche of craft breweries, wineries and distilleries in New York State and surrounding areas. By surveying the industries, they quickly realized the support they would have from future customers for this business. The Blaaskeys worked with SBDC Business Advisor David Lerman on project costs and projections and a business plan. With the assistance of the Mohawk Valley SBDC, Mohawk Valley EDGE and banking partners, Adirondack Barrel was able to overcome the hurdles of funding the project, getting custom equipment from Europe and successfully opening for business. The company had a grand opening and ribbon cutting in May 2016 and is continuing to grow and meet its projections. “We wouldn’t be here today without the help of the SBDC,” says Kelly.

niagara

Platter’s Chocolates

Platter’s Chocolates is a family business owned and operated by the Urban family since 1972. Owner Roger Urban purchased Platter’s from Carl Platter who started the business in 1938, and several members of Urban family currently work in the business. Several years ago Roger purchased Betty Dixon Candies, the Jamestown candy shop that Lucille Ball worked at as a teenager, and which inspired the famous episode on her show. This purchase broadened Platter’s manufacturing lines and chocolate mold inventory. In 2014, Platter’s acquired Ko-Ed Candies, a South Buffalo tradition since 1947, again expanding production. This lead to Platter’s outgrowing its facility. In 2015, Platter’s embarked on a major expansion project to allow for increased production and to develop a tourist destination with a portion of the manufacturing plant visible to tour groups and shoppers. This involved transforming a large section of the former Wurlitzer Factory. The new location includes a gift shop and a cafe at which visitors can enjoy coffee, ice cream, local favorites and of course chocolates! Platter’s Chocolates worked with SBDC Advisor Dinene Zaleski to develop a business plan and loan applications for the bank and public agencies including Empire State Development, Niagara Economic Development Fund, Lumber City Development Corporation and New York Power Authority Power Proceeds. Many dignitaries were on hand for the November 2016 ribbon cutting. As a result of this project, Platter’s is now a destination that attracts locals and tourists who will also visit other nearby stores, restaurants and local businesses.

mohawk valley

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The largest comprehensive public university system in the country, The State University of New York provides the residents of our state with access to quality higher education like no other. The SUNY system enrolls more than a half-million students each year, employs more than 88,000 people in almost every profession at all levels, and offers more than 7,500 degree and certificate programs.

As such, SUNY is a powerhouse of economic development, generating $17 billion in economic activity across the state each year. The University prioritizes this vast potential to drive economic growth, nurture our ability to create jobs, discover new technologies, conduct ground-breaking research, and provide new paradigms for energy use. The SUNY system partners with entrepreneurs in communities throughout the state to start or grow businesses that contribute to strong local economies.

In collaboration with our higher education partners—the City University of New York (CUNY) and Columbia and Pace Universities—and our federal partner, the U.S. Small Business Administration, SUNY leads the NY Small Business Development Center (SBDC) network. Through the SBDC network, SUNY connects to entrepreneurs and business owners and assists them in fulfilling their entrepreneurial goals while guiding them through the challenges of operating a small business in today’s complex economy, often leveraging higher education resources.

The SBDC guides business owners as they confront and overcome challenges, such as access to capital, regulatory compliance, marketing, global competition, expansion, and technology implementation. The SBDC’s business advisors provide valuable advice, often in collaboration with SUNY and partnering faculty and students. The SBDC and its partners in the education and economic development communities can open doors to opportunities through which New Yorkers introduce their innovations to national and global marketplaces. Our SBDC business professionals throughout the state are ready, willing, and able to educate and mentor these business owners to help them succeed.

Education is about so much more than just earning a higher income—it’s about improving the quality of life for individuals and by extension whole communities, regions, and the state. Our commitment is to generate big ideas, develop knowledge, create jobs, and build careers. As ever, SUNY looks forward to working with our stakeholders to help each individual and business succeed and thrive.

Nancy L. Zimpher
Chancellor

Message from
The State University of New York

We begin 2017 with a renewed sense of purpose and we will be rolling out a series of initiatives that will establish a new vision and strategies for fulfilling CUNY’s essential mission for the 21st century. The new CUNY is even more focused on supporting the success of our students – both in the classroom and after – on giving our outstanding faculty more opportunities to engage in innovative teaching and research, scholarly and creative activity, and on developing deeper connections with the city and state and global institutions that can advance our goals.

A big part of our mission is working with and strengthening the knowledge economy and supporting New York’s prosperity. To help fulfill that objective, CUNY and the New York Small Business Development Center have built a strong partnership that supports entrepreneurship and innovation in New York City. Six CUNY campuses host SBDC service centers. They provide one-on-one counseling as well as customized business research and low-cost seminars on methods for building successful businesses. Together, we are helping New Yorkers grow strong enterprises with improved productivity and profitability.

The CUNY/SBDC partnership helps the university cultivate strong links with high-growth business sectors to ensure that our students are prepared not only to participate in today’s workforce but to become innovation leaders into the 21st century. The 21st century CUNY will support careers in those promising fields by connecting better across our campuses, partnering with the city and its many research institutions and partnering with industries offering the best career opportunities.

Our Master Plan and Strategic Framework chart these initiatives and priorities, and I believe we will look back on 2017 as a pivotal year. What we are referring to as “Connected CUNY” will place greater emphasis on outcomes and the success of our students as well as on our ability to contribute to our goals by leveraging CUNY’s great assets. We plan to employ strategies that will help us get much more out of our resources and facilities to deliver greater benefits for our students, as well as our city and state. Our close cooperation and collaboration with agencies like the SBDC will play a vital part in this vision.

I am excited about the future of CUNY, an institution that has provided the pathway to a better life for generations of New Yorkers and immeasurably improved our city, our state and the country. And I look forward to working with the SBDC on our exciting agenda in the year ahead.

James B. Milliken
Chancellor
In 2017, the Research Network plans to visit other prominent unique to their area. They also provide expert advice on where to turn for more information as future needs demand.

Frequent subjects of research include knowing the financial norms and ratios for a given industry; the current requirements for permits or licenses for a given service; identifying competitors within a given market area; determining whether a product or service is subject to sales tax; generating contacts with import/export assistance in a given country; and how to better utilize sophisticated demographics databases to target a market.

Because requests from a more information-literate clientele have been increasing in complexity, it remains paramount that SBDC advisors stay atop of the latest technological trends relating to information sharing, creation, and distribution. The librarians of the Research Network have access to webinars from the Special Libraries Association to improve their skills. They also access the Lynda.com website, where content on myriad professional subjects is available.

In 2017, the Research Network plans to visit other prominent business libraries around the state, specifically those that have resource collections that focus all or in part on the small business community.

SBDC advisors continue to advance social media as a vital marketing tool for a business. The Research Network serves as a point of contact for each center, providing them with guidance on how to navigate the ever-changing social media landscape.

For each and every SBDC client business, the Research Network serves as a point of contact for each center, providing them with guidance on how to start a physical SBDC location. Data drawn directly from the WebMQS data management system provides up-to-the-minute statistics on economic impact and job creation. The faces of SBDC clients appear throughout the site, highlighting how the program helped their small businesses succeed. In 2016 additional efforts were made to create mobile-friendly web content. For the first time, a mobile-friendly conference program enabled staff training conference attendees to learn about program offerings on their phones while at the conference. Digital newsletters also received mobile-friendly responsive makeovers.

In addition, social media tools allow for more online interactivity with the SBDC. By the end of 2016, the New York SBDC had 1,751 Facebook fans and 2,862 Twitter followers. The SBDC also maintains a presence on Google+, LinkedIn, Pinterest and YouTube. One of the great strengths of social media is that it enables the NY SBDC network to share information from all over the State and the country. Accounts managed by the Central Office consist content from the regional centers, exponentially growing the message’s audience. Posts about or for the NY SBDC network use a common hashtag, like #nysbdc, to link related content. The hashtag #SBDC links SBDCs all around the country.

Accreditation from ASBDC

In 2016 the NY SBDC once again earned full accreditation from the Association of Small Business Development Centers (ASBDC), a national accrediting body for the U.S. SBA. The program also received accreditation for its specialized Technology Services, one of only 15 programs in the country that have earned the supplemental technology accreditation.

The SBDC Research Network

Since 1991, the professional librarians of the SBDC have worked as information advisors for the small business clients of the New York SBDC. Its primary function is to provide value-added research to help clients meet their varied information needs. They also provide expert advice on where to turn for more information as future needs demand.

Our website

NYSBDC.org is the online home of New York Small Business Development Center and the place where clients, potential clients and stakeholders can go for up-to-date information about the program. With more than 169,000 visits in 2016, the website hosts guidance on starting or operating a business in New York State, information on local training events, and regional center contact information. Users can make an appointment for counseling or ask a question through the website, beginning the process of online counseling for those less able or willing to come to a physical SBDC location. Data drawn directly from the WebMQS data management system provides up-to-the-minute statistics on economic impact and job creation. The faces of SBDC clients appear throughout the site, highlighting how the program helped their small businesses succeed. In 2016 additional efforts were made to create mobile-friendly web content. For the first time, a mobile-friendly conference program enabled staff training conference attendees to learn about program offerings on their phones while at the conference. Digital newsletters also received mobile-friendly responsive makeovers.

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In addition, social media tools allow for more online interactivity with the SBDC. By the end of 2016, the New York SBDC had 1,751 Facebook fans and 2,862 Twitter followers. The SBDC also maintains a presence on Google+, LinkedIn, Pinterest and YouTube. One of the great strengths of social media is that it enables the NY SBDC network to share information from all over the State and the country. Accounts managed by the Central Office consist content from the regional centers, exponentially growing the message’s audience. Posts about or for the NY SBDC network use a common hashtag, like #nysbdc, to link related content. The hashtag #SBDC links SBDCs all around the country.

Accreditation from ASBDC

In 2016 the NY SBDC once again earned full accreditation from the Association of Small Business Development Centers (ASBDC), a national accrediting body for the U.S. SBA. The program also received accreditation for its specialized Technology Services, one of only 15 programs in the country that have earned the supplemental technology accreditation.
The ASBDC Accreditation Committee reviewed all areas of New York’s program, focusing on leadership, organizational management, strategic planning, client and stakeholder focus, service delivery, and program performance. The Association’s high standards ensure that the public investment in the program from the federal government, the state government, and the host institutions results in strong returns for New York’s economy.

This is the sixth time the NY SBDC program has been awarded accreditation or the certification that preceded it. Notably, in this year’s accreditation report, the NY SBDC received four commendations highlighting best practices:

- For maintaining excellent relationships with host colleges and universities, especially with technology-focused institutions, which go beyond support to integration of strategy and collaboratively creating productive win/win initiatives
- For its immediate and sustained leadership role in helping businesses with post-disaster recovery in the aftermath of Hurricanes Sandy and Irene and Tropical Storm Lee
- For its dedication to client outcomes and mutual respect for colleagues
- For its Advisory Board engagement with staff to collect feedback for the Central SBDC Office.

Accreditation qualifies each state or regional SBDC to apply for federal funds administered by SBA’s Office of Small Business Development Centers. The ASBDC Accreditation process is based on continuous improvement and the National Baldrige Standards of excellence in service. The process helps ensure that every SBDC program is continually undergoing self-analysis and growth in a dynamic improvement effort to fully meet the needs of America’s small business and entrepreneurial sectors.

"It’s always valuable to have experienced outside experts provide feedback," said State Director King. "We take great pride in our work and welcome the high standards of accreditation. We appreciate their recognition of our strengths and take seriously their insights and recommendations regarding our challenges.”

oswego
Debbie’s Hash & Mash Café

Debora Backus had been looking at a closed diner for months and determined that the location was sufficient to warrant re-opening. She had business experience, but did not have any restaurant experience, so she hired an experienced chef who was interested in working with her to re-open the diner. Under Debora’s management and utilizing her marketing skills, she tied together the menu, décor, atmosphere, and logo to develop her brand, and Debbie’s Hash & Mash Café was born. Debora was referred to SBDC Advisor John Halleron by Operation Oswego County, a local development agency. They met to discuss the business plan needed for the purchase and establishment of the diner in the town of Volney. Debora prepared a draft, which was reviewed by John. Based upon data provided by Debora, John drafted a proforma with loan structure set by potential lenders. John worked with lenders and helped Debora finalize the narrative and proforma. Funding was approved for the project relatively quickly. Debora invested $20,000 in cash and collateral equity. She obtained $89,000 from Empower FCU and Operation Oswego County contributed $25,000. The funding enabled Debora to create five jobs. "I had been working on my business plan for many months," says Debora. "I had all of the necessary items needed, but needed help putting them together in a clear and concise format so that I could obtain funding. John took his time and knowledge to help me make my dream come to life. I could never have put the plan needed together without his help."

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FABS CRAP, a 501(c)3, was founded by Jessica Schreiber, a self-described “trash nerd” who previously managed the NYC Department of Sanitation’s e-waste and clothing recycling contracts, and earned a Master’s degree in Climate and Society from Columbia University. Jessica recognized that fabric and other textiles made up a significant percentage of the waste stream. She developed a business model through which FABS CRAP charges a modest service charge to cover operational costs associated with picking up the textile waste and redistributing it for reuse. Jessica sought advice from the SBDC about how to grow as well as how to monetize the environmental, financial and public relations benefits her small business offers, as well as what business and non-profit structures were available to her. SBDC Advisor Rawle Brown helped Jessica to map out her business growth as well as build out her financial projections. The Research Network provided targeted market research on textile recycling and NYC’s apparel manufacturing industry. Rawle enrolled Jessica in the 2016 Capital One-SBDC Pitch workshop series, and she won first place along with a $2,500 cash award in the pitch competition. She also won the $1,500 top prize in the Talk Trash City business plan competition. The SBDC guidance and the awards have enabled Jessica to expand service to over 20 clients and though she is still the only employee, her team of volunteers is growing steadily. FABS CRAP leases warehouse space in Jamaica, Queens and plans to work with more cutting rooms. Eventually she wants to expand to Los Angeles. Jessica is exploring additional sources of capital to facilitate her expansion, including donations through the FABS CRAP fundraising page.
National and Regional Awards

US Small Business Administration Awards

2015 Boots to Business Instructor of the Year
Robin Stepenson, Advisor, Waterbury SBDC

2013 Veterans Business Outreach Center of the Year
Jim King, State Director
Watertown SBDC - National Finalist (also a National Finalist in 2009)

2012 Veteran Small Business Champion
Patrick Mckrell, President and CEO

2010 SBDC Service Center Excellence & Innovation Award
Robert Piechota, Director, Brooklyn SBDC

2008 Veteran Small Business Champion
Lee Borland, SBDC Advisory Board

2003 National Phoenix Award
Outstanding Contributions to Disaster Recovery by a Public Official

2003 Governor's Award - Small Business Organization of the Year (non-profit)
Lee Borland, SBDC Advisory Board

2003 National Phoenix Award
Outstanding Contributions to Disaster Recovery by a Public Official

2006 Small Business Advocate of the Year
Jay Nowicki, SBDC Advisory Board

2005 Library Journal Notable Document Award
NYS SBDC Research Network - What’s Your Signage?

2004 (& 1996) Small Business Advocate of the Year
Joe King, State Director

2003 Governor's Award - Small Business Organization of the Year (non-profit)
NYS SBDC - World Trade Center Small Business Recovery Loan Fund

2002 Small Business Advocate of the Year
Dale Rice, Director, SUNY Canton SBDC

1997 Governor's Award - Small Business Organization of the Year (non-profit)
NYS SBDC

Other Awards

2016 NYS Governor's Office of Storm Recovery Certificate of Excellence
(for tirelessly serving the small businesses in NYS impacted by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee and their commitment to ensuring economic revitalization)
New York SBDC

2016 Excellence in Partnering Award from the IRS
Self Employed Division
Bronx SBDC at Lehman College

2014 African-American Heritage Celebration Leadership Award
Clarence Stanley, Director, Bronx SBDC at Lehman College

2014 King of Kings County
For outstanding leadership and contribution to the Brooklyn community

2014 Queens Courier's 12th Annual Top Women in Business
Rosa Figueroa, Director, LaGuardia SBDC

2013 President's Award for Exemplary Community Engagement from the University at Albany
(for enhancing economic and social development in distressed communities)
Albany SBDC

2013 Paul Harris Award from the Five Rotary Clubs of Staten Island
(for outstanding service with the Superstorm Sandy relief effort)
Staten Island SBDC

2013 Community Service of the Year award from the National Black MBA Association - Metro NY Chapter
Columbia-Harlem SBDC

2012 Entrepreneurs’ Hero Award from Clarkson University's Reh Center for Entrepreneurship
Dale Rice, Director, SUNY Canton SBDC

2012 Tribeca Disruptive Innovation Award from The Tribeca Film Festival, in association with Harvard Business School and the Disruptor Foundation
(for an innovative way of looking at, and changing the world)
Small Enterprise Economic Development (SEED) Program
Albany SBDC, and the University at Albany

Gloria Lorence is President of Infrastructure Unlimited Inc., the construction company she started with her two brothers. The company specializes in the installation and remediation of public infrastructure - notably bridges, railroads and power lines. Her company is a certified Disadvantaged Business Enterprise (DBE) in NY and NJ with certification pending in Ohio. In a male dominated industry, she has worked very hard to overcome many obstacles, including the hydrocephalus that took her father. In addition to taking her father’s life, the disease caused the decline and eventual closure of the family’s construction business and all who worked there lost their jobs - Gloria and her brothers included. Rather than work for another firm, Gloria decided to start her own construction business and convinced her brothers to join her. As a startup, Infrastructure Unlimited was awarded its first contract (as a non-DBE prime) sealing 28 bridge decks on interstate highways with heavy traffic and finished the project ahead of schedule. Gloria worked with the SBDC to find additional capital to fund her continued growth and to navigate the process of DBA certification. SBDC Advisor Adi Israeli worked with Gloria to develop the business plans, SBA forms and loan packaging necessary for Gloria’s firm to receive a $375,000 SBA guaranteed loan from M&T Bank. Combined with an additional $355,000 Gloria has invested in cash and equipment the company has grown yet again, adding three new full-time positions and bidding on more and larger projects. As an entrepreneur, Gloria is fulfilling her childhood dream of having a company where women and minorities are welcome and able to thrive.

Thorn Electric, Inc.

Thorn Electric, Inc. was established in 1990 by Lawrence Thorne. After a short time in the private sector, the business was approved by the New York City Housing and Preservation Development (HPD) to provide emergency repairs and apartment and building wiring upgrades. While maintaining the business structure of a small company, Thorn Electric Inc. brings the flexibility and professional approach that is well-suited for the sectors and communities it serves. Thorn Electric specializes in all areas of electrical installation including: electrical distribution systems, lighting systems, fire alarms, public address and clock systems, surveillance cameras and emergency services. Thorn's primary focus is electrical construction in public and private schools, as well as the industrial, commercial and residential sectors. Thorn is determined to be a superior and effective contractor that provides quality electrical services with professionalism on all jobs large or small. Lawrence consulted the SBDC for assistance with expanding his business. He and SBDC Advisor Brian Yeung also discussed the benefits of NYC business certification, the Bidlinx bid-matching service provided by the SBDC, and the Delta Air Lines project and JFK|IAT Redevelopment as potential sources of contracts. With the assistance from the York College SBDC, Lawrence Thorne was able to get a SBA 504 loan to buy a commercial property to expand his business. As a result of the expansion, six jobs were created and 10 jobs saved.
Advisors of the Year

At the Annual Staff Training event in April, the SBDC recognized five outstanding Business Advisors from across the State with “Advisor of the Year” awards, signifying their consistent excellence in providing professional services, generating positive outcomes, and creating client satisfaction. Outcomes achieved in terms of economic investment and job creation are key determinants in selecting these awardees. John Skrobela (Albany) received the top honor: 2016 Advisor of the Year. Also among the top advisors in NYS this year: Glamis Haro (Columbia-Harlem), Sam Kandel (Mid-Hudson), Gifty Oduro-Ostrander (Stony Brook), and Jesse Karasin (Baruch). The consistently outstanding performance of some of these advisors has earned them recognition as top advisors multiple times.

In addition, three other individuals received special awards at the annual awards dinner. Two Business Advisors, Michelle Catan (Binghamton) and Nancy Ansteth (Onondaga), received the Lead by Example award, which is given to individuals who provide outstanding service in special projects, publications development, mentoring, and other activities beyond routine counseling and training. Ellen Iversen, Program Coordinator at the Mid-Hudson SBDC, received the Above and Beyond award, which is presented to administrative staff for outstanding performance in support of their center.

Christina Loggia, Business Advisor at the Farmingdale SBDC, was honored with the 2016 Star Performer Award by the America's SBDC at the association’s annual conference in Orlando, FL. In her three years with the SBDC, primarily working with individuals impacted by Hurricane Sandy, Christina has counseled more than 300 small business owners and entrepreneurs. These individuals invested more than $6.8 million in their businesses. Those recognized by the Advisors of the Year and Star Performer awards are examples of the dedication and expertise of the SBDC's extraordinary cadre of Business Advisors.

Robert Whiteaker, owner of Nunzio’s Pizzeria & Restaurant, has been a Staten Island SBDC client since January 2013. The family owned restaurant known for its Italian cuisine began as a beachside concession in the 1940's and moved to its current location in 1960. Nunzio’s Pizzeria has been a legacy in Robert’s family for four generations and was an inspiration for other small businesses in the aftermath of Superstorm Sandy. The business was severely impacted by the storm with floods over four feet of water throughout the entire restaurant, but Robert and his family were determined to rebuild after the storm. Working with Robert to secure an SBA disaster loan, SBDC Advisor George Telmany spent numerous sessions to provide business strategies in an effort to rebuild and reopen the business. The SBA disaster loan was instrumental in their efforts to rebuild the restaurant after the storm. George continues to work with Robert on marketing strategies and ways to promote the neighborhood name. For the past two years, Nunzio's Pizzeria has hosted visiting MBA Chinese students during tours of Staten Island to learn about small business in NYC. “Without the help of the SBDC, I would have lost my business after Superstorm Sandy,” says Robert, “I’m very thankful for all of their help.”

Nunzio’s Pizzeria & Restaurant

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stony island

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stony island

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Port of Egypt

Port of Egypt, located on Southold Bay, is a full-service marina offering boaters a wide range of amenities including boat service, parts, storage, and dockage, and is well known for carrying the prestigious brand of Grady-White boats. Family owned and operated with 10 employees, the company was founded in 1946 by the Lieblin family. Katie Sepenoski, a member of the family, is the Operations Manager and has run the business since 2003. Katie worked tirelessly with the Stony Brook SBDC to submit an application to the New York Rising program after Superstorm Sandy. The business experienced flooding, wind damage and an extended power outage when the hurricane hit and there was substantial damage to the property, buildings and docks. The business was awarded an initial grant of $89,632 in June 2014 to offset some of the storm-related costs. While the existing dockage system had withstood many storms in the past, it was necessary to make improvements to withstand future storm surges. In 2015, a year after the initial application was awarded, Advisor Gifty Oduro-Ostrander discussed with Katie the possibility of applying for mitigation assistance under a separate category of the NY Rising program to cover the cost of hardening the docks. Katie worked with the SBDC to complete the application and the company was awarded $110,000 for mitigation and $10,367 for other eligible expenses in July 2016. The business has received the maximum assistance possible under the New York Rising program — $200,000 to date. Now that the business and site have returned to normal, Katie continues to work with the SBDC for business advice and support.
2016 Entrepreneurs of the Year

The Albany SBDC and Central Office hosted the 2016 New York SBDC Staff Training Conference, which was held at the Fort William Henry Resort in Lake George, NY. At the awards banquet, the best and brightest entrepreneurs of the year were honored. The 2016 “Entrepreneurs of the Year” are pictured here. For more information about these entrepreneurs and their businesses, visit www.nysbdc.org.

NY SBDC Partners with the Small Business Network of the Americas

The NY SBDC has a decades-long trajectory of enthusiastic support for international small business development. When the Small Business Network of the Americas (SBNA) program was announced in 2013, the NY SBDC was enthusiastic about the creation of a business assistance network in the Western Hemisphere to create jobs, share best practices, and promote entrepreneurship and trade in the Americas. Through the SBDC program, the NY SBDC began to build relationships with several countries including Canada, Barbados, Brazil, Colombia and Bolivia. It has signed formal Memoranda of Understanding with Venezuela, Mexico and Paraguay to establish sister center relations in the spirit of the SBNA program. To date, staff from some of these countries have received SBDC training and/or have participated as presenters at our annual staff training conference. Sister Center staff have taken advantage of web-based training opportunities offered by the NY SBDC. After a professional visit to Mexico, our staff have established the basis for co-counseling opportunities to serve clients interested in bilateral commerce while sharing cultural and informational resources. Finally, Sister Center staff are actively engaged in the NY SBDC process of Business Advisor Certification, which when completed will provide a valued level of professionalism equal to that attained by their NY counterparts. The NY SBDC is proud to have been selected as the primary technical assistance provider by the Republic of Paraguay, and will assist in the formation and development of Paraguay’s SBDC service network.

Page Fitness

Jamie Wood is the proud owner of Page Fitness, located in downtown Watertown. Page Fitness has been internationally recognized by Woman’s Fitness magazine as a World Fitness Elite Game Changer, and was named Fitness Business of the Year by Net Profit Explosion for providing exceptional results in Canada and the United States. The Page Fitness program is centered on individuals who are looking to lose 10-50 pounds and interested in living a healthier lifestyle. Page Fitness was founded by Jessica and Christopher Page in 2009 and Jamie was hired as their first physical trainer. Jamie is certified in Hardstyle Kettlebell, Crossfit Gymnastics, Crossfit Olympic Lifting and LesMills. In 2015, when the Pages decided to sell the business, Jamie was committed to taking it over and expanding on its success. Today, business is thriving and sales are up 30%. Jamie has a $683,300 investment into the business including funding from Watertown Local Development Corporation, Watertown Savings Bank and the U.S. Small Business Association. Currently Jamie employs 13 trainers and staff. He relocated the center to a more centrally located area with an open floor plan that was better suited for his programs. The new location has proven to be more economically feasible. Jamie lowered the price point to broaden his target market, increased the amount of time per session a client receives, and added more value to the training and nutrition packages. “The SBDC was instrumental in helping me become a business owner,” he says. “They walked me through every step and provided expert guidance throughout a complicated and sometimes difficult experience.”
NY SBDC Hall of Fame Members

Adirondack Champlain Guide Service (Plattsburgh) - 2004
All Bright Electric (West Nyack) - 2004
Alteri Bakery, Inc. (Watertown) - 2004
American Rock Salt (Retsof) - 2004
Audubon Machinery Corporation (North Tonawanda) - 2007
Candlelight Cabiauty, Inc. (Lockport) - 2004
Cedar Knoll Log Homes, Inc. (Plattsburgh) - 2008
Chautauqua Woods (Dunkirk) - 2004
Designer Glass, Inc. (Queens) - 2004
Donut Connection (Jamestown) - 2004
Flight 9 Group, Inc. (New City) - 2004
Foro Marble Company (Brooklyn) - 2004
Fortitech (Albany) - 2016
Gooding Company, Inc. (Lockport) 2007
Harrigan Archeological Associates, Inc. (Rensselaer) - 2004
La Palapa (Manhattan) - 2004
Laurel Ave Café Corp. (Binghamton) - 2004
Les Enfants Montessori School (Astoria, Queens) - 2004
Life Style Street Gear (Buffalo) - 2004
Lou-reta’s Custom Chocolates (Buffalo) - 2004
Matrix Imaging Solutions (Sanborn) 2005
Mid-Hudson Communications Inc. (Pine Bush) - 2004
Multi-Media Services (Corning) - 2004
Neil’s Archery (Endicott) 2008
Never Alone, Inc. (Hurley) - 2004
Oriis Products, Inc. (Lynns Falls) - 2004
Potsdam Agway (Potsdam) - 2004
Pro-Mold, Inc. (Rochester) - 2004
Relax on Cloud Nine (Staten Island) - 2005
Rose’s Funeral Home, Inc. (North Bayshore) - 2004
Route 11 Truck and Equipment Sales (Canton) - 2004
Salem Organic Soils (Strasburg) - 2004
Shining Stars Daycare (Manlius) - 2007
Sullivan County First Recycling & Refuse, Inc. (Woodbourne) - 2004
Swigonksi Management Group (Sherrill) - 2004
TarJac (Waterloo) - 2004
Total Electric Distributors (Staten Island) - 2004
Tutor Time (Medford) - 2004
United Biochemicals (Sanborn) - 2008
Ursula of Switzerland (Waterford) - 2004
W.L. Concepts and Production (Uniondale) - 2004

SBDC Advisory Board

The New York SBDC Advisory Board serves the program by providing insight, guidance, and support to the State Director and the network of Regional Centers. The Board members, a diverse group of small business owners and others with small business interests, meet a few times a year to discuss SBDC and small business issues. In 2016, Advisory Board members attended the annual Staff Training event and met with SBDC Business Advisors. The SBDC appreciates the board’s tremendous contributions to the program.

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VFP and Business Banking Sales Leader
KeyBank
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VICE CHAIRPERSON
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SECRETARY
Mary Hoffman
Associate State Director
New York Small Business Development Center
The State University of New York
22 Corporate Woods
Albany, NY 12246
Fortitech founder and former CEO Walter Borisenok (left) with Albany SBDC Director Bill Brigham at the ceremony in May at which Borisenok was inducted into the NY SBDC Small Business Hall of Fame.

Margaret Egiziaco, Director of Small Business/Deputy Director of Infrastructure for the Governor’s Office for Storm Recovery, with SBDC State Director Jim King, at a December event recognizing outstanding work in assisting business owners impacted by Hurricane Sandy.

SBDC 2016

The Transformation 2016 MWBE Forum - The largest statewide forum on Minority and Women-Owned Business Enterprise (MWBE) government contracts. Advisors (from left) Kate Baker (Albany), Susana Ortega (Farmingdale), Melissa Zanos (Oswego), Kenzie Yezzi (Albany), Dhannayia Johnson (Buffalo),

Margaret Egiziaco, Director of Small Business/Deputy Director of Infrastructure for the Governor’s Office for Storm Recovery, with SBDC State Director Jim King, at a December event recognizing outstanding work in assisting business owners impacted by Hurricane Sandy.

Business advisors certified in 2016 (from left), earning Basic Certification - Dhannayia Johnson (Buffalo), Chris Thiesing (Rockland), Kiah Sogru (Watertown), Jennifer McCloskey (Canton), Honore Stockley (Oswego), Jason Kohl (Farmingdale), and earning Advanced Certification - Glamis Hare (Columbia-Hartlett).

SBDC senior staff visited with the NY Congressional delegation in February to update representatives on small business issues. (From left), Brooklyn SBDC Director Rob Pichota, Associate State Director Mary Hoffman, Congressman Richard Hanna (NY-22), Binghamton SBDC Director Rochelle Layman.

In October, the NY SBDC Business & Trade Delegation attended a matchmaking event with local companies to explore business and investment opportunities in Jinan of Shandong Province.

SBDC 2016

U.S. State Department Foreign Affairs Officer Brett Hanoik speaking at the NY SBDCs annual staff conference about the Small Business Network of the Americas program.

In October, the NY SBDC Business & Trade Delegation attended a matchmaking event with local companies to explore business and investment opportunities in Jinan of Shandong Province.
Business Sectors Economic Impact  
(From Inception)

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Millions of Dollars</th>
<th>Thousands of Jobs</th>
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<td>Service</td>
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<td>Wholesale</td>
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<tr>
<td>Agriculture</td>
<td>6,789,012,345</td>
<td>150,456</td>
</tr>
<tr>
<td>Other</td>
<td>7,890,123,456</td>
<td>165,567</td>
</tr>
</tbody>
</table>

Total Investment Impact: $5,837,033,673
Total Number of Jobs Created: 114,261
Total Number of Jobs Saved: 73,111

Program Inception to September 30, 2016

- Scarce owner equity is leveraged by public and private funding to bring entrepreneurs' dreams to life.

Business Sectors Economic Impact  
(Fiscal Year 2016)

<table>
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<td>Agriculture</td>
<td>890,123,456</td>
<td>45,234</td>
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<tr>
<td>Other</td>
<td>901,234,567</td>
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</table>

Total Investment Impact: $241,050,608
Total Number of Jobs Created: 2,991
Total Number of Jobs Saved: 4,176

In just the past 12 months, SBDC clients invested more than $240 million to impact more than 7,000 jobs.
**SBDC Regional Centers**

The statewide network of 24 SBDC regional centers – and numerous full-time outreach locations – is a fully integrated and interactive small business consulting and training delivery system. The New York State SBDC Central Library in Albany supports the system with up-to-date business information and electronic search mechanisms. When you seek business counseling at one of the SBDCs regional centers, the resources of the entire system are at your disposal. The centers and founding dates:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1.84</td>
<td>Albany</td>
</tr>
<tr>
<td>7.1.84</td>
<td>Binghamton</td>
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<td>Buffalo</td>
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<tr>
<td>7.1.84</td>
<td>Niagara</td>
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<tr>
<td>10.1.85</td>
<td>Farmingdale</td>
</tr>
<tr>
<td>10.1.85</td>
<td>Mid-Hudson (Ulster County Community College)</td>
</tr>
<tr>
<td>4.1.86</td>
<td>Watertown</td>
</tr>
<tr>
<td>7.1.86</td>
<td>Jamestown</td>
</tr>
<tr>
<td>7.1.86</td>
<td>Utica / Rome</td>
</tr>
<tr>
<td>9.20.86</td>
<td>Onondaga / Syracuse</td>
</tr>
<tr>
<td>10.1.86</td>
<td>Pace University / Manhattan</td>
</tr>
<tr>
<td>4.1.87</td>
<td>Corning</td>
</tr>
<tr>
<td>4.1.87</td>
<td>Brockport / Rochester</td>
</tr>
<tr>
<td>8.15.88</td>
<td>York College (CUNY) / Queens</td>
</tr>
<tr>
<td>8.15.88</td>
<td>Stony Brook</td>
</tr>
<tr>
<td>9.1.93</td>
<td>College of Staten Island (CUNY) / Staten Island</td>
</tr>
<tr>
<td>9.1.94</td>
<td>Baruch College (CUNY) / Manhattan</td>
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<tr>
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<td>12.1.98</td>
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<td>1.1.00</td>
<td>Lehman College (CUNY) / Bronx</td>
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<td>LaGuardia Community College (CUNY) / Queens</td>
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<td>Rockland Community College</td>
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<tr>
<td>1.15.09</td>
<td>Columbia University</td>
</tr>
</tbody>
</table>

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**Message from The Governor**

Andrew M. Cuomo
Governor of New York State