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Articles and ads for the Tabor Business Journal are due the third Monday of each month. Send all materials via e-mail to [taboreditor@tabor100.org](mailto:taboreditor@tabor100.org).



Breathtaking views of Seattle's business district provided a fitting backdrop to a Tabor 100 reception that brought together representatives of dozens of top regional companies. The April 19th affair was generously hosted by the Seattle Space Needle, which arranged a first class setting and excellent meal. The reception served to officially thank sponsors of the 2007 Captains of Industry Gala. Co-chairs Lewis Rudd and Christa Peterson masterfully managed the details and are leading their committee toward preparing the 2008 Gala.



Top photo: Representatives of Boeing, Safeco and the Washington Roundtable chat. Above: (from left) Dr. Skip Rowland, Craig Dawson, Tayloe Washburn, Donald King, Brad Baumann and Lewis Rudd. Inset photo: Christa Peterson and Neltha White.

More photos at [www.tabor100.org](http://www.tabor100.org)

## Tabor Reception Held To Thank Gala Sponsors, Cultivate Relationships

### Space Needle Plays Host, Delivers Magnificent Food and Views

## Architectural Firm DKA Goes Global

The architectural firm DKA has completed a proposed design for a business and cultural center in Addis Ababa, Ethiopia, (see graphic at right) for the Tabor 100 International Affairs Committee. DKA's President and CEO Donald I. King is a founding member and past president of Tabor 100, and one of the leading African American owned businesses in the Puget Sound area.

The Ethiopia project is just one in an ambitious array of jobs DKA currently has under construction locally and internationally, including 74 townhomes the firm is working on in Russia.

DKA is steeped in projects that will impact minority communities, including renovations to the Urban League Village at Colman School, the new Asian Counseling Referral Service Center and the seven high-rise apartment buildings for Phase II of the Seattle Housing Authority HomeWorks project.

DKA also was recently awarded the Phase III contract for the Seattle Housing Authority HomeWorks project, which will include the upgrading of an additional seven high-rise apartment buildings. And DKA was selected by the University of Washington to provide strategic occupancy planning services for their initial occupancy of the UW Tower, formerly known as Safeco Tower. The acquisition consists of the 22-story office tower, four adjacent low-rise buildings, two parking garages and two surface parking lots. DKA will provide planning support for approximately 500,000 square feet of space. DKA also just completed a feasibility study for the potential design of a new two-story, 32,000 SF Medical Office Building to be located in Bonney Lake.

If you would like to know more about DKA, visit their newly upgraded web site, [www.dkarch.com](http://www.dkarch.com), which includes a host of information including details about works in progress and current job openings.



# Seattle Conference on Business Incubators Proves Eye-Opening



## Tabor Treasurer Attends as Guest of Boeing

The Boeing Company's generous donation of a prepaid registration to the 21<sup>st</sup> International Conference of the National Business Incubator Association. (NBIA) held in Seattle April 1-4, allowed Tabor 100 an insider's view to the world of incubators.

The NBIA represents 1,700 members from 40 countries that work in over 800 incubators.

For perspective, about 5,000 incubators exist throughout the world, 1,100 of which are in the U.S.

Boeing was a Bronze sponsor of the event, and in appreciation of Tabor 100's work on regional economic issues, paid the registration fee for one of our members.

Tabor's Treasurer and Economic Development Committee member, Glenn Gregory of Obsidian Investment Advisors, was designated to attend and report his findings.

The offer was very timely, since incubators have been a topic of discussion within Tabor's Economic Development Committee.

### What's an "Incubator"?

Incubators seek to provide a comprehensive program and array of services designed to accelerate startup's success.

Their goal is to help these young firms grow and then "graduate" out of the facility to become wholly self-sufficient companies.

NBIA President Dinah Adkins expressed to attendees her belief that incubation is the most efficient way to propagate business best practices.



Shown are Joel Wiggins, Chairman, National Business Incubator Association Board of Directors Dinah Adkins, President & CEO, NBIA and Tabor Treasurer Glenn Gregory.

"Support networks aimed at entrepreneurs is a recent phenomena," said Adkins.

"Historically, the focus was on people going to work in large corporations. Thirty years ago, legislators didn't focus on small business, and schools didn't teach entrepreneurship."

Adkins said China is a big believer and has become a hotbed of incubators --there are 35 in Shanghai alone.

She believes that going forward, entrepreneurs will drive competitiveness, job creation, workforce development and technical deployment issues.

### Lessons Learned

"The conference was a great opportunity to connect with people from around the world who are working within incubators," Treasurer Gregory said.

His networking opportunities included meeting attendees from Australia, Belgium, Canada, Chile, Estonia, Finland, Ireland, Japan, Mexico, Nigeria, Rwanda, South Africa, UK, and throughout the U.S.

"The workshop content covered a wide range of topics. Having

spoken with attendees from all over the world, I now have a much better feel for the global implications of the incubator movement," said Gregory.

He attended work sessions on: Feasibility studies for new facilities; Key factors in the success of incubators; Entrepreneurship in poor communities; Using incubators to

link local firms to global markets; Incubator programs in Africa; and Strategies for linking angel investors with incubator companies seeking capital.

While passion runs high, incubator operators face many challenges.

- It can take five years to set up a new incubator, and they seldom generate enough income to be self-sustaining.
- Most incubators want to house companies within a building they own, but revenues often can't support the mortgage plus other expenses.
- The majority of incubators require large, ongoing subsidies from governments or other sponsors simply to operate.
- As startups graduate, incubators must typically interview 10 new firms to find one new tenant.

To increase their likelihood of success, incubators must take several proactive steps.

Perpetual public relations and marketing campaigns are a crit-

ical component of maintaining the flow of potential firms into a facility.

Hiring top-quality executive leadership is essential. The person should be highly visible, respected, and an experienced entrepreneur.

The incubator's staff should be tightly integrated into the local small business community, perform constant outreach to people interested in starting new firms, and excel at articulating to clients the incubator's "features and benefits" in a clear and compelling way.

### Focus: Competitiveness

The common thread of the conference was how people in countries around the globe are focused on how to increase the competitiveness of even their smallest firms, and are striving to develop strategies that can exploit opportunities presented by the new, inter-connected, global economy.

"You could really sense the passion these folks have for economic development and helping entrepreneurs succeed," Gregory said.

One interesting observation was that no senior political leader visited the conference. Neither Gov. Gregoire, Seattle Mayor Nickels, nor King County Executive Sims showed up, which seemed unusual given the international trade aspects involved. Attendees likely didn't notice.

Concluded Gregory, "Every-one desperately wants to increase the survival rates of firms, reduce friction points that inhibit trade, and ensure that their region's businesses grow and prosper."

"It was all quite impressive, and we should give special thanks to Boeing for making it all possible."

## Committee Highlights

## International Affairs

## COMMITTEE

Seattle Maintains Access  
To International Leaders

I am continually impressed about the visitors that we have in this part of the country coming from Africa. On April 3<sup>rd</sup>, Tabor Treasurer Glenn Gregory invited me to lunch with two South African women he met at a conference presented by the National Business Incubator Association. Dr. Nomsa Diamini is managing Director of Masifundisane, a training organization, and Rahima Loghdey, is with SABTIA

(South Africa Business Technology Incubator Association). Business incubation is practiced worldwide as a method to help entrepreneurs succeed. Over 600 people were attending this International Conference on Business Incubators from 50 countries. The following week, I had lunch with Prince Nicholas Nyombi who was visiting from Uganda for a computer training program with a local IT company. Officially, Prince Nick is assistant to Uganda's Minister of Information and Communication Technology. The Ambassador from Ethiopia was also in Seattle this month.

Tabor members were invited to a reception April 16 for a delegation from seven African countries. The event was well attended. Ghana's Minister of Trade, Industry and Private Sector Development provided the presence and relevant information that truly made the function worthwhile. All of the scheduled delegates were present at the business forum the following morning hosted by the Trade Development Alliance. The African visitors included the Ambassadors of Ghana and Uganda, both of whom I've interviewed on the AfraGenesis Radio program. This was a high-level group of Africans. Ambassadors and ministers of trade and technology are typically greeted as His Excellency and routinely meet with heads of state.

The forum was not as well attended. Is it so difficult to visualize the possibility of making money in Africa? Could it be that the message of Africa as war torn and poverty stricken is so engrained in the American consciousness that even African-Americans can't perceive of another vision?

Is the fact that the Ghana Stock Exchange has been the world's best performing stock exchange over the past two years an indication of an economic upswing? Is the fact that tourism is the biggest industry worldwide and that the big game safari is Africa's only recognized tourism component indicate some missed potential?

Tabor 100 has a major project in development - the African-American or Addis Ababa Business & Cultural Center - that is designed to provide accurate information and assistance. The project schedule is being completed along with the conceptual design and feasibility analysis for organizational review in June. In the interim, the International Affairs Committee will continue to provide you information on visitors and events about Africa and its Diaspora. And we haven't yet begun to work with the Education Committee to plan taking African-American youth on a trip to Africa!

*Committee Chairman Mat Harris*

## President's Message

## Attaining Economic Literacy

"What lasting business value will come from the Tabor 100?" My answer is a well designed, inclusive, strategic action plan that delivers economic literacy, competitive business practices and entrepreneurial attitudes to our members and the community at large. This column is devoted to a discussion of economic literacy.



Economic literacy requires the ability to understand and use the politics, language and mathematics of the American economic system to develop a successful business. Capitalism is the name of the American economic system.

The politics of capitalism are captured in the processes that shape public policy through representative government. These processes include studying issues, initiatives and candidates; voting in elections, going to civic meetings and sitting on boards and committees. These processes are influenced by organizations and individuals who seek to move their agendas and values forward. Mastering economic literacy requires mastering the politics of capitalism by first learning the issues and then getting involved. Involvement in the politics of economics means learning the language of business.

Our first word recommended for study is capitalism. Capitalism is our economic system. It is designed to allow several activities. First, it allows private citizens to own property, produce goods and services and make a profit. Second, it also allows the marketplace to determine business success or failure, production rates, distribution and pricing policies, as well as the types of products and services produced. Third, it allows individuals and groups to function as legal entities and "trade" in the "marketplace."

The mathematics of capitalism is accounting. Accounting is a system of information management that measures business activities, places those measurements into timely reports and statements and communicates the findings of the reports to the business owners. Accounting practices allow predictions and forecasts to be made, and quantifiable conclusions to be drawn.

Economic literacy requires the ability to understand and use the American economic system to develop a successful business. Capitalism is the name of the American economic system. Political awareness, use of business language and accounting mathematics are three of the keys to success in the American economic system. Mastery of this system requires participation in our business culture. The Tabor 100 is committed to promoting the business case for increased participation and utilization of a diverse American business culture. We feel that by teaching and learning our economic system, we design that business case; best serve America and ensure liberty, justice and responsibility for all!

I began this column asking the question "What lasting business value will come from the Tabor 100?" My answer was and still is a well designed, inclusive, strategic action plan that delivers economic literacy, competitive business practices and entrepreneurial attitudes to our members and the community at large. This column was devoted to a discussion of Economic Literacy. Next month's column will deal with "Competitive Business Practices" and in June, I will cover "Entrepreneurial Attitudes."

If you would like to join our family of progressive business practitioners please contact us via our web site or contact me directly at skip@bannercross.com. Thank you.

*Dr. Leon F. "Skip" Rowland, President, Tabor 100*

# Tabor Board

The Tabor Business Journal is produced as a function of the Communications & Technology Committee, chaired by Sharon Elizabeth of See Media. The editor is Victor M. Andino, president of On Point Writing Services. The deadline for all articles, columns, photos, committee reports and advertisements is the third Monday of each month. Send all materials via e-mail to [taboreditor@tabor100.org](mailto:taboreditor@tabor100.org).

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## SDOT Attempting to Connect Dots Through Tabor 100, Outreach

Last year voters approved Bridging the Gap, a levy that will help reduce Seattle's transportation maintenance backlog. Combined with a new commercial parking tax and an employee hours tax, this levy will generate \$544 million over nine years in transportation improvements throughout the City. This investment means the Seattle Department of Transportation (SDOT) will be able to fix bridges, pave more streets, build sidewalks, make safety improvements, install signals, plant trees and encourage more transit.

With the kickoff of the program this year, SDOT Director Grace Crunican increased her commitment to reach out to diverse audiences through three focus areas: hiring, contracting and vendors, and community outreach. Already, SDOT's change in practices is apparent. In addition to traditional methods of advertising job openings, the department is visiting community centers throughout the city to inform groups that we are hiring 69 new positions this year. To see SDOT's latest openings, visit [www.seattle.gov/transportation/btg\\_jobs.htm](http://www.seattle.gov/transportation/btg_jobs.htm).

Additionally, the department is reaching out to historically underutilized businesses by asking vendors and contractors to give presentations to SDOT's managers about the services they can provide. As a result, SDOT has already hired several new MBE vendors. If you would like to give a presentation to SDOT, please contact Rosemary Ness at 684-5000.

Finally, SDOT is expanding its outreach efforts to be more inclusive of the entire city. In the past, the department relied on speaking requests from neighborhood groups. Now it is proactively visiting organizations to explain what Bridging the Gap means and to offer an overview of resources communities can use. The goal is to reach beyond formal groups to communities that haven't typically engaged in SDOT's projects.

For more information about Bridging the Gap, please contact Andrew Glass Hastings at [Andrew.GlassHastings@seattle.gov](mailto:Andrew.GlassHastings@seattle.gov) or 206-386-1096.



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