

New York City Economic Development Corporation
New York City Council Committee on Technology in Government and the
Committee on Economic Development
Public Hearing on Technology Startups
Kristy Sundjaja, Vice President
Wednesday, December 16, 2009

Good morning Chairwoman Brewer, Chairman White, and members of your respective committees. I am Kristy Sundjaja, Vice President for Media, Green, and Emerging Technology at the New York City Economic Development Corporation. I have been invited here today to discuss initiatives that NYCEDC has developed to promote the High-tech business sector in New York City.

As you know, this is an important sector to the City's economy. With over 315,000 media and technology workers, we have more technology jobs located here than any other metropolitan area in the country. Technology giants like Microsoft and Google have a significant presence here, as do numerous startups like Tumblr, Gilt, and Daily Candy. Furthermore, emerging technology is stimulating job growth – areas such as gaming, music, and video are expected to grow here by up to 35% annually through the year 2013.

Based on a study that we are conducting with our partners in the private sector, the Bloomberg Administration announced a number of initiatives in July designed to foster this growth and strengthen the media and technology industry overall in New York City. These focused on three main areas: (1) Increasing collaboration between the media and technology industry and the City's universities and between new and traditional media and technology sectors; (2) Retaining and recruiting top talent to the City to maintain our competitiveness in the global marketplace; and (3) Recruiting foreign companies and helping City companies expand abroad.

Let me provide you a few examples of the ways we are meeting these goals. For instance, in 2010 we will open the NYC Media Lab. Modeled after similar facilities at Stanford and MIT, the Media Lab will create a collaborative environment for innovation by partnering companies looking to advance new research with academic institutions undertaking related research. Another way is through our BigApps Competition designed to attract developers to develop digital applications

using City data. Since the competition launched in October, we have received over 85 qualified submissions. Winners will be selected early next year, and the apps are currently online and available for public use and voting. Additionally, with the City's Department of Small Business Services and Department of Information Technology and Telecommunications, we launched a series of programs to introduce startup companies to City IT and procurement while simultaneously helping them to address business problems relating to start-ups and small businesses. And in order to ensure that we are attracting all the City's best talent, several of these programs are targeting minority- and women-owned businesses that have registered with SBS.

Furthermore, in conjunction with our efforts to promote entrepreneurship across all industries in the City, we have a number of initiatives aimed at helping technology businesses and workers obtain access to capital, space, and training.

In regard to the first, the City will soon launch an entrepreneurial investment fund designed to increase seed funding for City-based startups by as much as 25%. We also recently approved our first Nimble Bond allocation under a change in federal law that now allows companies that manufacture "intangible" goods such as software to apply for tax-exempt financing. We believe the \$4.4 million allocation to Stellar Services, an IT developer for construction projects, is among the first of its kind in the country.

To help startups in need of affordable workspace, we are launching incubators across the five boroughs, and we've partnered with academic institutions like Brooklyn's NYU-Poly to provide mentoring and support services. And specifically targeting media and technology freelancers, the Hive@55 opened this month in Lower Manhattan to provide space and access to services for more than 1,800 freelancers annually. The Hive@55 is managed by the Downtown Alliance and will enable freelancers to use high-tech equipment and space that otherwise might be inaccessible to them due to high costs.

Finally, specific to training, our JumpStart program, operated with SUNY's Levin Institute, has been very successful and is now in its second class. Designed to transition laid-off workers into startup careers, we have expanded the focus from

the financial services sector to include several others, including new media. That class will begin in February.

All of our efforts are aimed at helping the City remain competitive and transition to a 21st century economy that can be sustained for decades to come. And more specifically, as it relates to the media and technology sector, we believe our initiatives will help the City capture a leadership role in emerging areas while also fostering entrepreneurship broadly to ensure that New York City-based companies have the means to succeed.

Thank you for your time and I am happy to answer any questions you may have.

Justin Meyer's Testimony for the Public Hearing on Tech start-ups in NYC

Impact Solutions LLC is a high-tech startup in Manhattan. We started in August of 2009. We make software for schools to manage student information, specifically regarding student attendance, behavior and academic performance. You can see the full product features and a demo at our website: www.impactschools.net. My partner Jesse Olsen is a high school teacher at Validus Preparatory Academy in the Bronx and two and a half years ago set out to find software to meet the needs of his school. After searching for a while didn't find anything to his liking and decided that he could make something better. He spent the summer writing the software and his school began using it that fall. Throughout that year he generated a lot of interest in his software from other schools and decided to make a business out of it and asked me to move to New York to help him out.

Our software is internet based and is designed for teachers to use every period to take attendance. It also allows teacher to quickly write anecdotal character comments, positive or negative, about students as well. The attendance that teacher see is real-time, a teachers taking attendance in their third period class can see if a student is showing up late to school or be able to see if a student had been to the previous period and is now cutting class. This is information that teachers have never had before and allows them to praise students who are doing well and to follow up with students who are struggling. We are also in the process of developing a standards based gradebook which will be available next year.

From my limited experience this seems to be a great time to be an entrepreneur. Money is tight for everybody, and if you can offer people a solution that saves them money or can make their employees time more effective, people are willing to pay for that. Most schools have an attendance councilor who follows up with students and parents about attendance. An attendance councilor using our software will be more than twice as effective with the information that our software provides.

If the Council is looking for ways to encourage entrepreneurship I have one specific suggestion which would be to get rid of the LLC publication requirement (Section 206 of the Limited Liability Law). Our largest expense this year in starting up was having to publish an ad in two newspapers (the New York Law Journal and Town & Village) for 6 weeks. It cost us over \$1000 for these two publications and we haven't seen a dime in return on that money. I could have burnt the money and gotten more out of it. It's ridiculous to think that the New York State government thinks it knows how I should spend my money better than I do. Freedom is what entrepreneurs need. The freedom to create and freedom to keep our money or to spend it however we want to. When the government creates regulations for business it stifles growth. If you want to make New York City a place for entrepreneurs I would urge you to consider ways to reduce regulations and taxes, because that's the environment entrepreneurs need to be successful.

Thanks,
Justin Meyer
Chief Operating Officer
Impact Solutions LLC

TechAmerica

WHERE THE FUTURE BEGINS

THE ASSOCIATION OF COMPANIES DRIVING INNOVATION WORLDWIDE

December 16, 2009

FOR THE RECORD

NYC Council Member Gale Brewer
250 Broadway, Room 1744
New York, NY 10007

RE: Promoting the High Technology Business Sector in New York City

Dear Council Member Brewer:

On behalf of The Technology Association of America, I write today to applaud you and your colleagues' efforts to discuss what steps can be taken to promote the high-tech business sector within New York City. The importance of expanding this area of commerce within New York City cannot be understated.

TechAmerica is the leading voice for the U.S. technology industry, the driving force behind productivity growth and jobs creation in the United States and the foundation of the global innovation economy. Representing approximately 1,500 member companies of all sizes serving clients in the public and commercial sectors of the economy, it is the industry's largest advocacy organization and is dedicated to helping members' top and bottom lines. It is also the technology industry's only grassroots-to- global advocacy network, with offices in state capitals around the United States, Washington, D.C., Europe (Brussels) and Asia (Beijing). Learn more at www.techamerica.org.

TechAmerica Foundation puts out annual studies which chart the size and scope of the high-technology industry in terms of jobs, wages and other factions nationally, in the 50 states and certain metropolitan areas. In its most recent edition, the New York metropolitan area showed both the extreme benefit conferred upon New York's economy and its workers, as well as the beginning stages of the nation-wide shedding of jobs caused by the most recent downturn in our economy.

As of 2006, the most recent year that full statistics were available, the average wage of high-tech workers was \$91,451, whereas the average private sector wage was \$62,750, a 46% differential. This average wage was spread out across more than 300,000 jobs, with a payroll of nearly 30 billion dollars. However, the first signs of serious trouble were evident even in 2006, as the high tech employment trend from the first half of the decade indicated a nearly 20% loss in high-tech jobs.

To help reverse this nearly decade long slide and continue to provide New York and New Yorkers with the boon that being one of the top metropolitan areas for high-tech employment and job growth provides, there are certain key policies that should be considered. In general, companies in this field are not tied to a physical location and can be headquartered in the most hospitable area possible for economic development. Such things as access to capital, to lower cost physical space and a more educated workforce – especially in math and science would be beneficial. In addition, opportunities for partnerships with universities or other government agencies would help to promote additional development in this sector. Finally, taxes are a major issue for companies and municipalities across the country. While New York's budget difficulties are well known, and finding new sources of revenue to bridge this gap are crucial, aggressive taxation against a particular industry, in this case potential digital download taxes and taxes on online job searches could ultimately have a negative net effect.

We thank you again for your work on this issue and look forward to continuing to work with you on this important issue. Should you have any questions, please do not hesitate to reach me at 202-682-4439. Thank you.

Respectfully Submitted,

Eric Ebenstein
Northeast Regional Policy Director
TechAmerica

Good morning. My name is Dr. André Fenton. I am an academic neuroscientist and biomedical engineer as well as an entrepreneur. My academic appointment is an associate professor in the departments of physiology and pharmacology at SUNY, Downstate Medical Center. My entrepreneurial activity is through Bio-Signal Group Corp, a company I founded in 2002 to commercialize neuroscientific activities. I serve as the President of Bio-Signal Group.

I work on three related problems: how the brain stores information in memory; how the brain coordinates the expression of the memories it has stored to activate relevant and suppress irrelevant information; and how to record the electrical activity from brain cells in animal and human subjects.

Although I am best known for our discovery identifying the molecule that stores your long-term memories for days and all your adult years, I will focus on my less well known business activity in this testimony. Despite my focus on things commercial, it is important to understand that the commercial activity derives from my academic efforts. In the lab, we invented "digital telemetry" a wireless digital system to record electrical brain activity and a method to use the technology to predict seizure activity. Bio-Signal Group has commercialized the technology, and since 2004 we have raised \$770K and won approximately \$1.4M in federal, NIH grants to develop digital telemetry for applications that include clinical epilepsy monitoring and detecting seizures in disaster settings like a nerve gas attack.

We created a miniature and inexpensive device that records the electroencephalogram (EEG). EEG is a fancy word, you can think of it as the electrical signals from the brain that can be detected on a person's scalp. It is something like the electrocardiogram (ECG) of the heart, only it's from the brain. Because it's from the brain a person versed in brain activity can know whether or not a person's brain is functioning normally from the EEG. Bio-Signal Group's "microEEG" costs less than a hundredth of a standard EEG machine and is 100's of times smaller. But it is also better!

Specifically, microEEG works in environments that standard EEG machines fail, such as the emergency department of hospitals, where all the other electrical equipment creates unwanted noise that interferes with the small brain signals on a person's scalp.

We are currently awaiting a funding decision from NIH amounting to \$3M to fund a clinical trial in Brooklyn aimed at providing the microEEG technology to establish routine evaluation of the electrical status of a patient's brain in the emergency department of a pair of Brooklyn hospitals. We aim to put microEEG in hospitals across the nation, and throughout the world. This is a potentially huge service and medical advance, as well as a sizeable business opportunity. Three to 10% of approximately 120M U.S. patients visit the emergency department per year in altered mental status. Virtually all AMS patients are in need of brain state evaluation. Amazingly, despite EEG being a 50-year old

technology, this need is currently unmet, most emergency departments don't provide the possibility of evaluating a patient's EEG! Most AMS patients arriving at an ED, confused or otherwise out of it will have their heart status monitored by an ECG, but very few will have an EEG. This is despite our certainty that normal mental status depends on the brain. Our microEEG meets that need by solving several key technical problems, beyond small size and price. We are working to make EEG in the emergency department and elsewhere, as common as ECG.

Our microEEG was developed from the device I once used to record from rat brains in my memory research. Now, with microEEG it is poised to save lives, prevent epilepsy and other morbidity, lower hospital operating costs, and improve the efficiency of hospital treatment.

Bio-Signal Group was established at the Advanced Biotechnology Incubator in Brooklyn. Without this affordable space and its proximity to the academic medical center, SUNY Downstate and hospitals we could not have established the company. Without an affordable commercial operating locus in the incubator, we could not have even competed for federal funds to pay for the research and development. The more such affordable space is available the more likely it will be for my academic colleagues to commercialize their intellectual capital too.

Incubators are helpful but they need to be about more than just providing affordable space. A critical function of incubators is sharing information. Startups solve daily problems, which have been solved a million times by other startups, and other businesses – a good example is what kind of insurance to get for our business. We spent weeks researching this, but if the incubator had a mechanism for sharing that info between businesses, or providing specialists to advise companies, we'd be able to better focus on the more important stuff.

Bio-Signal Group was established in an Empire Zone and has leveraged Empire Zone capital credits to raise funds from 4 NYC-based angel investors. We raised \$215K in 2006, and the investors received a 25% credit on that \$215K; or \$54K in credits. This was a tipping point in their investment decisions. Investment tax credits play a huge role when considering risky projects.

We've been fortunate in accessing capital, and I think in general NYC is strong in that because there are a lot of angels in the city. This I think is a potential comparative advantage of the New York area over other regions in attracting start ups – where else do you find such a concentration of high net worth people? By providing more investment tax credits and affordable operating space for early stage companies NY might position itself as a great place to start up a business for that reason. The city might want to consider sponsoring some kind of monthly event and/or database bringing together interested angels and companies, or at least provide some encouragement, support, and space to associations that do this kind of thing. It would be natural to organize such events out of incubator spaces.

When Bio-Signal Group got started there were a lot of helpful people in various agencies like Bill Wilkins at the Local Development Corporation of East New York, Franklin Madison at Industrial and Technology Assistance Corporation (ITAC), and Lenzie Harcum at New York City Economic Development Corporation (NYCED), but we had to find these people ourselves, going from one place to another. I might add that we found way more dead ends than opportunities. For startups, there doesn't seem to be a one-stop-shop, a "startup office" of sorts, which would provide information about the various resources. If such a thing does exist, we don't know about it.

Our biggest challenge has always been employment. Finding qualified, highly skilled candidates is hard enough. Finding those candidates that we can afford to pay is even harder due to the high cost of living in NY. That's by far our biggest headache and it is also the key to success since we are in biotech where success is essentially turning intellectual capital into money. We could use help on the search side by providing some central database of scientific and engineering students from all the regional schools who are open to jobs with early stage companies, and also early stage companies could post opportunities there – call it the Start Up New York Network (STUN) or something like that. Combine that with an experienced human resources person to advise both job seekers and startups about how to search and recruit and you'd give startups a serious boost. Provide tax credits that help us hire people and offset the high cost of doing business in New York. That would both encourage and keep startups doing business in New York.

New York has an awesome collection of creative and adventurous minds. I've been trying to nurture and harness some of them to advance knowledge, improve health and wellbeing, and promote social growth. No one expects the process to be easy, but the easier and more straightforward New York City can make the process, the more the city will see intellectual advances turned into products and tangible elements of the economy.

Thank you for the opportunity.

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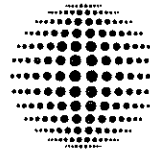
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Thank you for the opportunity.



Partnership for New York City

**TESTIMONY BEFORE THE CITY COUNCIL COMMITTEES ON
TECHNOLOGY IN GOVERNMENT AND ECONOMIC DEVELOPMENT**

PROMOTING THE HIGH TECHNOLOGY BUSINESS SECTOR IN NYC

WEDNESDAY, DECEMBER 16, 2009

**JALAK K. JOBANPUTRA
SENIOR VICE PRESIDENT**

NEW YORK CITY INVESTMENT FUND

Good morning, Chairs Brewer and White and members of the committees. Thank you for the opportunity to testify today on the importance of tech start-ups in New York City and ways to encourage their growth.

The New York City Investment Fund (NYCIF) is the investment and economic development arm of the Partnership for New York City, the city's business leadership organization. The Fund was the vision of Henry R. Kravis, founding partner of Kohlberg Kravis Roberts & Co., who whose goal was to mobilize the city's financial and business leaders to help build a stronger and more diversified local economy. To that end, the Fund has built a network of top experts from the investment and corporate communities who help identify and support New York City's most promising entrepreneurs in both the for-profit and not-for-profit sectors.

NYCIF has been an active investor in New York City's technology sector since 1997 alongside the city's venture capital community. In addition to investments in individual technology companies such as Creditex, Yellowjacket Software, Intralinks and College Sports Television Network, NYCIF has worked with local universities to help connect them to the city's entrepreneurial sector.

In late 2008, NYCIF partnered with Polytechnic University, NYSTAR, the New York City Economic Development Corporation and ITAC to launch NYCSeed, a seed investment program. NYCSeed provides funding of up to \$200,000 each for digital media and technology start ups and also provides access to experienced mentors and funders. NYCSeed has received over 500 applications since inception. Representatives of Polytechnic and New York University sit on the investment committee, and there is a venture advisory board of top venture capital funds that advises NYCSeed on its investment strategy. This summer NYCSeed is launching SeedStart in 2010, an 8 week summer program designed to help tech entrepreneurs launch new ventures. Ten applicants will be chosen to receive \$15,000 each, as well as workspace. These entrepreneurs will attend a regular series of speaker events, while they build out their business plans and products. At the end of the program, they will present to the venture capital funding community to raise additional financing.

There is a lot of interest in New York from technology start ups, but the fact remains that New York's technology sector has been negatively affected by the recession. Less funding has been available, particularly at the earliest stages. Company valuations, like the stock market, have dropped significantly. There are fewer buyers of technology companies, so investors are not able to generate the returns they need to keep reinvesting. Most importantly, customers have slowed the rate of technology purchases and advertising, which translates into lower revenues for start up companies.

Despite these challenges, New York City is well positioned to build upon its existing base of talent, capital, and ideas to expand its technology and digital media sectors and create jobs in the innovation economy. New York City has the four key components of an innovation ecosystem: cutting edge technology and talent; access to funding; a network of mentors and service providers experienced in the startup world; and an appropriately trained workforce. It will be important over the coming months to support and expand each of these areas.

Technology/Industry Talent: Sources of entrepreneurial talent come from industry and universities, both of which are in abundant supply. In particular, New York City has an unparalleled concentration of talent in the industries relevant to digital media. These areas of expertise include content creation, advertising, journalism, publishing, art and design. Wall Street is also a source of talent for the entrepreneurial sector, attracting top programmers to build complex algorithms and real time trading systems. The proliferation of data and the need for data analysis in the tech sector lends itself to this skill set. The City also has numerous world class universities that are producing cutting edge research.

In addition to these sources of talent and technology, the City houses a diverse population that uses technology, from location-based mobile services to social networking sites to trading platforms on Wall Street. Combined with the business acumen that exists here, the City is fertile ground to start next generation companies.

Creating linkages between these talent pools and cutting edge technology is key to fostering successful technology entrepreneurship. For example, over the past year, NYCIF has partnered with a number of local universities to connect technology with the local funding community. University researchers can also collaborate with industry to foster greater understanding of the changing needs of their markets, helping create innovative solutions to those needs.

Funding: Traditionally NYC has had more late-stage, private equity funds than venture funds focused on startups. This has begun to change as more companies have started here and had successful exits, encouraging both more venture capital to be deployed and more venture funds to be established in NYC.

When NYCSeed was launched in 2008, there were only a handful of investors in NYC focused on seed investments. That number has grown in the past year, with many successful entrepreneurs now starting their own seed funds. Additionally, there has been a recent influx of investment capital from other regions, including Boston, who are attracted by the growth opportunities in the startup community here.

Sector-targeted programs that work in tandem with this private sector funding, such as the Biotech Tax Credit, are important incentives to encouraging the expansion of growth segments of the economy.

Mentor Networks: The number of technology entrepreneurs who are on their second or third startups in NYC is growing, and a sign of robustness of the sector. These seasoned veterans of startups can mentor and provide inspiration to a new generation of entrepreneurs, in addition to starting companies themselves. Developing a more organized mentor program that connects these experienced individuals with first time entrepreneurs would be a helpful addition to the city's tech sector.

These "repeat entrepreneurs" can play an important role in developing other sectors of the innovation economy. For example, the City Council recently passed legislation to improve the energy efficiency of the city's large real estate sector. Technology entrepreneurs with IT experience can help build out products and services that would enable compliance with this legislation, thereby greening our city and creating jobs. IT professionals can also address

needs in the healthcare realm, as new legislation mandates further digitization and data analysis in the sector.

Trained Workforce: Educational institutions, including the public school system, universities and workforce training programs, are a key contributor to the innovation economy. They provide the advanced technical education and basic skills training needed to succeed in an innovation economy.

Columbia, NYU/Polytechnic, CUNY and other New York City universities have recognized the need to support entrepreneurship by implementing supporting programs, including curriculum changes that teach new computer programming languages. Too often, NYC startups have had to import talent from elsewhere because they could not find appropriate programming expertise locally. Opportunities also exist to provide job retraining programs to help workers transition to growth sectors. For example, one of NYCIF's portfolio companies, Solar Energy Systems, has developed a certification program in conjunction with CUNY to train solar panel installers.

The innovation economy will be a key driver of NYC's job growth and recovery from the recession. Fostering partnerships between the key drivers—universities, the corporate and investment community, and entrepreneurs—can help accelerate the pace at which new technology companies are founded and succeed in the city.

Testimony to: Council Committee on Technology in Government, Council Committee on Small Business, Technology Community, Entrepreneurs, and Developers.

Delivered by: Nate Westheimer, Executive Director of the New York Tech Meetup

Date: December 16th, 2009

Good Morning. I'm Nate Westheimer, the Executive Director of the NY Tech Meetup, a not-for-profit community of over 11,500 technologists working, creating, and building the future of New York City.

On the first Tuesday of every month, over 700 of us pack an auditorium at FIT to watch some of the most exciting startups in New York City demonstrate the latest and greatest technology innovations being built right here. In the past year alone, over 8,000 people have attended our events and we have nearly doubled our total membership. In our view, our community and industry is undergoing explosive growth. But don't just take my word for it, please consider this as an open invitation for you to attend our next event on January 5th, and see and feel for yourself the energy, enthusiasm, and creativity that permeates our local industry.

Aside from our monthly events and online discussion groups for startups, what makes the NY Tech Meetup special is how it's served as a platform for the entire tech community -- not just those in its membership rolls.

Throughout the five years of our existence, and certainly over the past year, the NY Tech Meetup has offered itself as a platform for other communities to emerge, making it the epicenter of this vibrant industry. In 2006, Charlie O'Donnell stood up at one of our events and invited our members to form nextNY, an organization aimed at young entrepreneurs, now with a few thousand members. Just this past year, we've seen organizations like Fashion 2.0 Meetup explode in membership and groups like the Gaming 2.0 and SoundCtrl -- a music and technology organization -- take root and add value to our ecosystem. Just last week, over 100 people came together for a day of community service through a group called Techies Give Back -- and all of this has happened not inside of the NY Tech Meetup, but in part because of the NY Tech Meetup and our ongoing commitment to building a thriving ecosystem for the technology industry in New York City.

Of course, as we consider the list of fellow organizations with a part in promoting the growth of the tech industry, we look for opportunities for the City Council and the Mayor's office to step up and fulfill their responsibility in fostering the sector and helping startups thrive. After all, there are things only we can do, as a community of startups, and things only you can do, as our government.

For instance, where we, as a community, can harness and engender the culture of entrepreneurship in New York City, the City should create economic incentives for

entrepreneurs in other parts of the country to choose New York as a place to start their next venture.

While our startups can create new jobs that ultimately educate workers in the high tech industry, the City Government – through programs like JumpStart NYC – can make it more economical for us to provide this high quality, workforce education at a lower cost.

Meanwhile, as our startups attract tens of millions of dollars of investment capital from outside the City, resulting in hundreds of million dollars in taxes, the City can reinvest in the sector by supporting Math and Science programs in our public schools and universities, building a richer pool of local software engineering talent.

On this last point, New York City really needs to focus. We are a city rich with brilliant people trying to tackle big problems, and we have the community to support them; but, we have a structural deficiency of high-quality engineering talent – and this has become the *single biggest factor negatively effecting startups in this City*.

Of course, growing this pool of talent requires focusing on both long term and short-term solutions. To reach our short-term needs, the City needs to find ways incentivize software engineers to move to our City, and the City needs to provide scholarships so that students choose to graduate from our Universities' computer science departments.

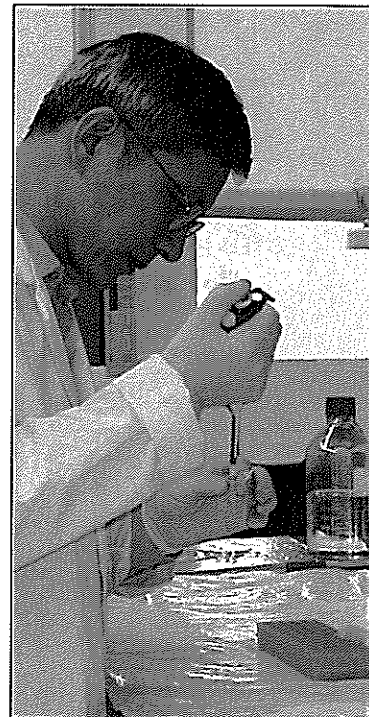
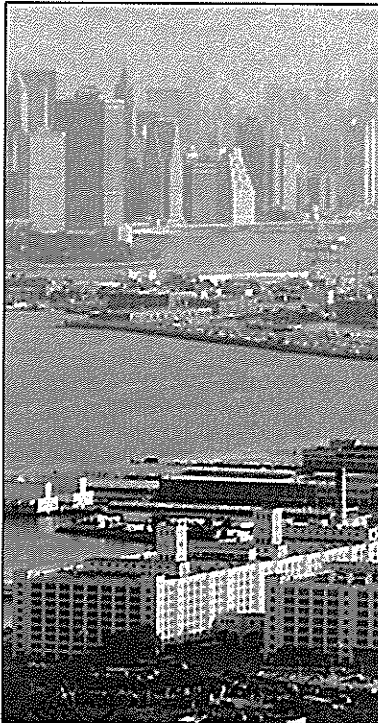
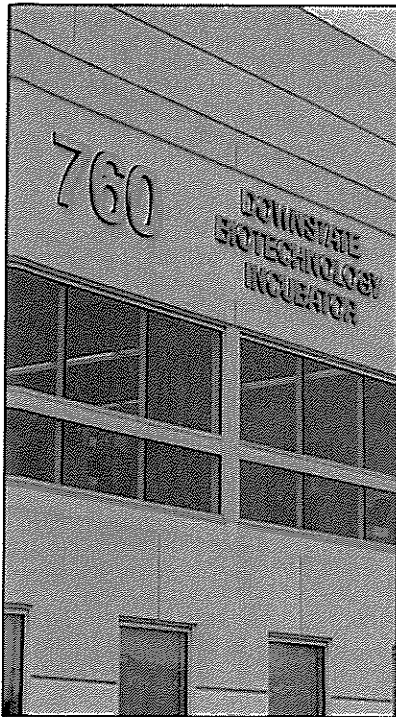
In the long run, the City needs to invest in computer science classes in our public schools, and make sure wireless and broadband Internet is freely available to the young and working class in the City.

Lastly, as you weigh the importance of high tech industry versus the challenges you face in other industries, the City should consider reviewing how it measures the size and vibrancy of sectors like the communication industry. The communications industry as you understand it now is undergoing massive layoffs in traditional media businesses like magazines, newspaper, and television; but, because it is so closely linked to the technology industry, the sector is being reinvented by startups building websites, iPhone and other mobile apps, or even games.

One way to do this is for the City Council to fund an economic impact study to fully quantify the importance of our industry to inform your future policy making decisions. From where we stand, the technology industry is in a leading position to drive growth New York City's future and we look forward to working with the City and we build the future here.

Thank you very much and I hope to see you on January 5th, at our next event.

SUNY Downstate's Biotechnology Initiative



Testimony of Eva Cramer, Ph.D.
President of Downstate Technology Center, Inc.
President of BioBAT, Inc.
Vice President for Biotechnology and Scientific Affairs
State University of New York Downstate Medical Center
Before the Committee on Technology in Government and Committee on Economic
Development of the New York City Council

Good morning members of the New York City (NYC) Council, and thank you for inviting me to speak to you. My name is Dr. Eva Cramer and I am the Vice President for Biotechnology and Scientific Affairs at the State University of New York (SUNY) Downstate Medical Center and President of two not-for-profit organizations working to foster the growth of the Biotechnology industry in NYC.

Biotechnology is widely expected to be a major source of economic growth in the 21st century. However, NYC has not been as successful as it could be in developing start-up companies or in attracting and retaining more mature biotechnology companies. This is due in part to the lack of suitable space.

To foster the development of the biotechnology industry in New York, Downstate Medical Center has designed and implemented a comprehensive strategic plan. This approach addresses the biotech industry's critical need for affordable laboratory and expansion space while capitalizing on the rich intellectual resources of New York's premier medical research institutions. The plan includes:

- Construction of a biotech incubator for early-stage companies adjacent to Downstate's Brooklyn campus
- Development of the Brooklyn Army Terminal for biotech expansion and manufacturing for incubator graduates and other tenants, including those from other states and nations
- Workforce development programs and the creation of high-quality jobs

Downstate Technology Center, Inc., a non-profit organization, oversees the development and management of the biotechnology incubator. The incubator, which is in a New York State Empire Zone, will be 50,000 sq. ft. when fully constructed. The first half of the incubator (24,000 sq. ft.) is occupied, and we are about to begin design and construction of the final 26,000 sq. ft. The incubator tenants have access to Downstate's resources, such as scientists, students, medical library, vivarium, and specialized research facilities and equipment. The biotech companies are provided an affordable, nurturing scientific environment to help them reach their full potential.

When these biotech companies outgrow the incubator, they can expand into the Brooklyn Army Terminal. Working with the New York City Economic Development Corporation and the Research Foundation of the State University of New York, Downstate Medical Center has helped develop another non-profit organization; BioBAT, Inc. BioBAT's goal is to establish the Brooklyn Army Terminal as a site for biotech expansion and manufacturing. The Brooklyn Army Terminal is a gated, secure (24/7) complex located on a 97-acre harbor-front campus. The site, which is accessible by public and private transportation to all New York City medical and research institutions, is very adaptable for biotech needs.

BioBAT has raised \$12.5 million from New York City and \$42 million from New York State to develop the project. In Phase 1 (38,000 sq. ft.), the International AIDS Vaccine Initiative (IAVI), a Downstate Incubator tenant funded by the Bill and Melinda Gates

Foundation, became the anchor tenant in November 2008. The development of an additional 486,000 sq. ft. of biotech space will occur in phases. This new space can accommodate graduates of Downstate's and Columbia's Biotech Incubators, as well as more mature biotech companies.

To ensure an appropriate labor force, job-training programs in biotechnology are underway for graduate students at Downstate and with Hunter College of CUNY for biotechnology technicians. The biotechnology technician program, which has trained 181 students, includes a workshop, internship and job placement component that is tailored to New York City's growing biotechnology industry. This program has been very well received by students and employers.

While we have made significant progress, we still have much to accomplish. First, I would like to thank the New York City Council for your past and hopefully future financial support of the Biotechnology Incubator for early stage companies and the Brooklyn Army Terminal for biotech expansion and manufacturing. Both are absolutely crucial to the development of the Biotech industry in NYC. In addition, we need your support for workforce development programs that prepare our college and graduate students to work in the biotech industry. Such programs are essential to develop academic and industry partnerships since they align graduate training with industry needs, encourage entrepreneurship and help prepare future leaders of the industry.

The Biotech Initiative contributes significantly to New York City by diversifying its industrial base and by providing educational programs to service this growing industry. It also serves as an economic engine for jobs, new technologies and helps bring medical treatments to the marketplace. The development of affordable, state-of-the-art scientific space for this critically important industry will enable New York City to finally capitalize on its untapped potential as a world-class center for innovation.

BIOSCIENCE/BIOTECHNOLOGY TECHNICIAN TRAINING PROGRAM

➤ Goals

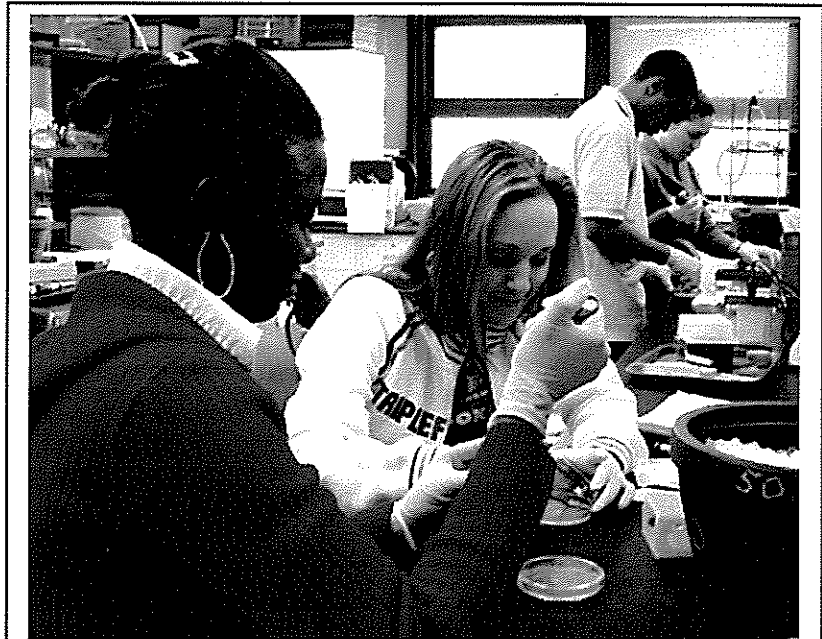
- Develop a market-driven, highly-skilled biotech/bioscience labor force
- Provide job placement

➤ Program

- Workshop – 1 month
 - Cell and molecular biology techniques
- Internships – 3 months
 - Workplace skills
- Job placement
 - Connect skilled employees with biotech/bioscience employers

➤ Administered by

- SUNY Downstate Medical Center and Hunter College of CUNY



"J.E. is doing very well in my lab. I would love to hire her... I am very happy you sent (her) and want to express my gratitude to you."

Licia Selleri, M.D., Ph.D.
Weill Cornell Medical College

"I landed a job at Wyeth (now Pfizer) working in their vaccines department... Thank you for all your hard work helping me find employment."

Program graduate

For information, contact:



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Brooklyn's Biotech Initiative

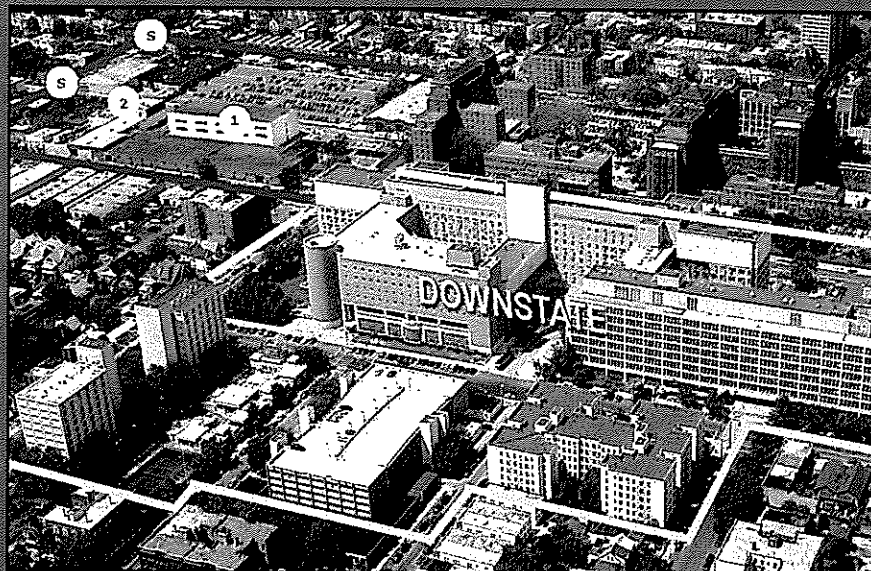


Downstate Biotechnology Incubator

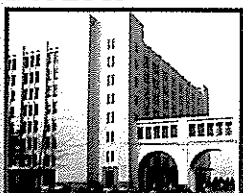
- ▶ Modular lab and office space
- ▶ Shared facilities / conference space
- ▶ High-speed telecommunications
- ▶ Access to university resources
 - Scientists / Clinicians / Students
 - Scientific library
 - Vivarium
 - Research facilities / Equipment
 - Clinical Trials

Downstate Biotechnology Park

- ▶ Empire Zone
- ▶ Access to
 - Experts in business, venture capitalists
 - Workforce development programs
- ① Biotechnology Incubator (50,000 sq. ft.)
- ② Commercial Chemistry Facility (13,000 sq. ft.)
- Ⓢ Subway Station



BioBAT



**DOWNSTATE
BIOTECH
PARK**



BROOKLYN

BioBAT at the Brooklyn Army Terminal

- ▶ Biotech expansion and manufacturing
- ▶ 486,000 sq. ft.
- ▶ Attractive, waterfront location
- ▶ Gated campus
- ▶ Accessible to NYC research institutions
- ▶ Empire Zone
- ▶ Accessible by public and private transportation
 - Served by subway and three bus lines
 - On-site parking
 - New York Water Taxi to lower Manhattan

Public Hearing on Tech start-ups, their benefits to NYC, and methods to encourage digital entrepreneurship

Wednesday, December 16, 2009 at 10 AM

Kathleen Kane Bardolf, JumpStart NYC Program Manager

The Levin Institute of the State University of New York is pleased to be invited to offer testimony on the importance of supporting New York City entrepreneurs, in particular innovation driven, entrepreneurs, as part of an integrated strategy to stimulate the economy through this period of recovery. A 2008 SBA study examining seven 20th Century business cycles shows that small companies create over 100% of all new jobs (119% to be precise) during periods of recession and recovery – while larger firms typically shed jobs and are slow to rebuild their payrolls. A recent study by the Kauffman Foundation came to a very similar conclusion. These data suggest that if job creation is an important goal of economic development efforts, then these initiatives must particularly target small, perhaps nascent enterprises.

Existing as they do in the shadows of the vast financial services sector in New York City, innovation-driven entrepreneurs and their companies have rarely taken center stage in the economic landscape of the City. However, in relatively rapid response to the downturn in the financial services sector, and more broadly in the City's economy, several initiatives were crafted by the NYC Economic Development Corporation and announced by Mayor Bloomberg in February 2009. The Levin Institute is honored to have been selected by the City (EDC) to develop and administer two of these initiatives, FastTrac and JumpStart NYC, and are pleased to report to you on the early success of these endeavors. We applaud the initiatives that the City has created. Their early success certainly suggests, and we would concur, that the City should continue and perhaps expand initiatives targeted at supporting and growing entrepreneurship and innovation in New York City. As the early success of FastTrac and JumpStart NYC hint, small investments of City dollars can stimulate economic activity at many levels, which we anticipate will lead to new jobs, income, and eventual tax revenues which will likely repay the modest investments that are required.

FastTrac is a program undertaken under City sponsorship through NYC Small Business Services, and with further support from the Kauffman Foundation of Kansas City, the foundation for entrepreneurship. FastTrac is a two-phase program to help entrepreneurs found new companies, and grow existing companies. The program is intensive, featuring six full days of peer-peer learning, led by trained facilitators, and featuring many presentations by successful entrepreneurs and topical experts. Levin was granted the contract to administer the FastTrac program through a competitive bid process, and based on Levin staff experience in this arena. Since taking this initiative in May, the Levin Institute has trained over 500 New Yorkers – and hopes to continue this successful program through the rest of this year and into 2011, under continuing City support.

During the first year, the FastTrac program has

1. led to the launch of new businesses and made significant progress towards other launch milestones (business plan completion, establishment of legal structure),
2. helped existing businesses stimulate more revenue, hire more employees, and receive financing/ capital
3. fostered a tight-knit community of alumni entrepreneurs in NYC, through classroom interaction, alumni events, and online communication.

In following up with Growth Venture Graduates of FastTrac, 12% have hired more employees and 48% have successfully increased their revenue. 92% Strongly agree or agree with the statement that the knowledge and skills that they learned from the GrowthVenture program helped them grow their business.

By 2011, well over 1,000 New York entrepreneurs will have received this highly beneficial opportunity, and will be part of an expanding alumni network of connected business creators. Here are some of their stories:

Natalie Kaminski of FinCode Solutions, a boutique software and web application development company, participated in FastTrac in June 2009. Since graduation, her company has established an advisory board and secured office space with Sunshine Suites, a member of the FastTrac resource panel. Locating office space gave FinCode an address in one of the most desirable areas in the city and allowed the business to diversify and extend its services to new industries. FinCode has established new relationships and created a steady cash flow. It now develops corporate websites, e-commerce solutions, database-driven solutions, and other web-based properties for a variety of clients.

Amy DeGiulio, of Sugar Flower Shop, runs her NYC cake boutique to create masterpiece cakes for weddings and other occasions by using the highest-quality ingredients.

After completing FastTrac, through the ongoing support of the facilitators and fellow entrepreneurs, she introduced her sugar flowers to gourmet retail markets. Just 3 months after completing FastTrac, her products were in Dean&DeLuca (D&D) stores. She earned \$3,500 from direct sales alone. DeGiulio's sugar flower products will appear in the next D&D Valentine's Day catalog.

Through FastTrac, DeGiulio gained media exposure from the Daily News, Help A Reporter Out (HARO) email blast, Crain's New York Business, and more. FastTrac helped her grow her business in a tough economy by teaching her pricing structure, growth margin percentages, and other financial tools.

Jennifer Wallace is the owner of nAscent Art New York, an innovative New York City art company which brings the work of emerging artists to individuals and businesses.

FastTrac helped nAscent improve team building and organizational planning, bringing momentum to its initiatives. One month after completing the program, nAscent generated numerous new partners, clients, and opportunities. A few months after FastTrac, the company grew from two to seven employees.

Currently, nAscent Art New York is partnering with the American Institute of Architects, non-profit players, industry leaders, and government officials to plan an art industry conference focused on preserving NYC as a global capital.

Candace Sandy is co-founder of Souls of My Sisters Books, a forum that publishes books, host workshops, and organizes programs to empower women of color. With the help of FastTrac, Sandy restructured her business, networked with entrepreneurs, and created new avenues of revenue. She projects an increase in revenue for fiscal year 2010.

Since completing the program, Souls of My Sisters Books has built partnerships and alliances with Mary J. Blige's Foundation For the Advancement of Women Now (FFAWN), the Urban League, New York City Housing Authority and more. Sandy recently finished a book tour and taught workshops on self-esteem and career for FFAWN. Her books will be used as part of FFAWN's workshops and similar programs.

Sandy is also working with NYC Business Solutions to pursue MWBE certification.

Robert Kaul, founder of R.M. Kaul & Associates Inc. started FastTrac with no firm business plan but an idea to distribute a new kind of medical device. During the program he pitched his idea to one of the guest speakers, Sandra Holtzman and in October the two signed a partnership agreement to manufacture the new product.

Now Kaul and his partners are on their way to sign a deal with a manufacturer, locate office space, and hire 6 people at launch in December. The new company is projected to generate well over \$1 million in first year revenue and grow to over 15 employees by 2011. FastTrac helped Kaul evaluate his business idea and equipped him "wonderful facilitators, terrific guest speakers, and the powerful online tool, HillSearch".

JumpStart NYC

JumpStart NYC is a new program developed by the Levin Institute under contract from the EDC. The concept of JumpStart NYC was to create a program which would offer a double dividend: first, it would help unemployed financial services staffer transition into new career options in New York's entrepreneurial sector; and second, it would groom this talent pool to be available and useful to help grow the entrepreneurial business community. Generally speaking, individuals with this level of talent and experience have not been available to start-up firms. Levin developed a program which includes a one-week educational boot camp and a 10-week consulting project experience in an innovative new firm. JumpStart NYC was piloted in April to June of this year, with 48 participants, and wonderful results. First, it was very positively received by the participants who gave it extraordinarily high ratings as an MBA+ type learning experience. Second, the project experiences were highly regarded BOTH by the participants and the companies who were able to use their talents.

A dozen of these companies gathered in a meeting in October, headed by Deputy Mayor Robert Lieber, and numerous staff from the EDC, to report on their experiences. Some of their verbatim comments are listed below. Lastly, four months after the conclusion of the JumpStart program, we know of the following outcomes of the original JumpStart cohort. Twelve (12) individuals are now employed. Four individuals have started their own firms. Five are working for income on a part-time basis in consulting roles, and two continue to work on a project basis for JumpStart firms, though not funded – about half the original group, and many have simply not reported.

All of the company CEOs or contacts with whom we have spoken are eager to be involved with JumpStart in the future, and made numerous statements of commendation to their consultants, to us, and to the EDC for having initiated the program.

Jacques Tohme, People Capital “The JumpStart NYC program by the Levin Institute sponsors an amazing opportunity for one giant pain New York City is experiencing. With six figure job losses in financial services, the Levin Institute so quickly recognized the necessity for the labor market to be transformed and to reallocate bulge bracket bank talent into the growing startup community in NYC. Everybody wins: small businesses get free mid-to-senior level talent for ten weeks and ‘interns’ gets exposure to an entrepreneurial world with different culture in order to leverage that experience and reinvent their careers.”

Matt Pressman, CEO, Project 2050 “Never did we imagine the amazing impact this program would have on both our business model and our bottom line. The JumpStart NYC program has helped Project 2050 with its business projections, forecasting, strategy and budgets and allowed our business to operate much more efficiently and effectively. We are proud to have been part of JumpStart NYC and hope to see the program grow in the future so that it can help small businesses like ours for many years to come. I can't say enough how valuable our consultant (and your program) has been to our company. Fantastic!”

Michael Gansl, Vice President, Speaklike “Our consultant hit the ground running. She had the skills to solve a major problem we had in response to a big client request, requiring the creation of a global network of over 300 specialists in short order. One skill she possessed was the ability to ask the right questions to get the job done. Her work was brilliant, and we have continued to work with her since the program formally ended. One key skill required in the entrepreneurial sector is to create your own structure, rather than rely on the structure of the big firm. That is one of the key transition issues, and our consultant and JumpStart bridged that gap.”

Joanne Taylor, Pasta Resources “Our consultants were positive and eager to learn, good communicators, and they brought all of their experiences and resources to the work they did for us. They did valuable work for us, uncovering significant potential cost savings and helping us to identify organizational needs going forward. Their assignments were special projects, things that we had wanted to do for a long time but for which we lacked the staff, and they approached them intelligently and with surprising focus and commitment. Thank you for making this possible!”

Tejpaul Bhatia, CEO, MediaMerx “We found the best project to be formed by finding that place where the interests of the consultant and the company intersected. This allowed us to explore a new market arena, and the development of some new content, while at the same time offering our consultant to explore a new skill set, and develop a portfolio that he could bring to future opportunities.

At the conclusion of the Capstone session, we invited participants to join in a discussion about the positive elements, and those needing improvement. Among the group, there was an almost unanimous agreement that the program had been worthwhile to very worthwhile. There were no suggestions for improvement in the educational aspect, which received very high ratings. Here are some of their comments.

Rodneyse Bichotte "JumpStart was remarkable. It taught me that I am very comfortable with change. I am very adaptable to any kind of environment. It was fun and different to come from a big bank stuffy environment, working long hours, to go to a happy go lucky, free going, exciting - technology oriented - company, and being able to work with senior managers directly. It was a great experience."

Ramon Vinluan "So many plusses, it is hard to list them out. The broad range of incredible speakers that Levin brought into this program. I would never have located these people left to my own devices. It was like business school plus – the best parts of business school to supplement my previous education. I went to a great business school, and this program met and exceeded that benchmark."

Because of the success of the first JumpStart NYC program, the EDC created two follow-on RFPs, and have now contracted with the Levin Institute to deliver six JumpStart NYC sessions for financial services professionals, and a pilot program for media professionals. In these programs, the city is specifically aiming to stimulate entrepreneurial activities in digital media, green finance, and arts and culture organization, by helping to transition New York's spectacular and experienced talent. Last Friday, we just completed the second round of the program, to similarly great ratings from the participants. They are just now beginning their projects, and we have every expectation of delivering the same positive outcomes as in the first program.

Levin appreciates the generous support and encouragement of the NY City Council. The Council's support of the Levin Institute, though capital funding has allowed us to make available the classroom and meeting space for both the JumpStart and FastTrac programs – and has allowed these hundreds of New Yorkers to participate in these programs at no cost to themselves. Council Member Daniel Garodnick, and Speaker Christine Quinn have been particularly helpful and supportive of the Levin Institute, and its programs. During the inaugural program of JumpStart NYC in April 2009, we were honored to be joined by City Council Member Daniel Garodnick, representing the Council, and indicating the Council's strong support for such programs. We are gratified by the support of the Council and the City, and will continue to work hard to deliver return on these investments. We are also happy to report that Representative Carolyn Maloney has also supported these initiatives to create jobs in the entrepreneurial sector in New York, and helped to include these programs in a Congressional appropriation which will help to grow these important programs.

Thank you for your consideration.

Hi everyone, my name is Darren Conte and I am the founder and CEO of Siftsort.com. We provide a smart simple and secure way for households to organize, access and share important family documents. I was the former Vice President of Crisis Management and Technology Implementation for Goldman Sachs and I have lived in NYC for almost 15 years.

When I started this company, my partner and I were fortunate that we were able to bootstrap with our own funds until we got ~~our~~ traction – surpassing the traditional Seed / Angel round stage. In this economy, that hasn't been easy. We've had to make a lot of sacrifices but stayed focused on establishing good strategic relationships that could generate revenue.

We have now

Once ~~we~~ reached a tipping point where more funds would be needed so that we could create jobs to service our clients - we started looking at Venture Capitalists to participate. That said, we also were exploring various Economic Development Incentive Programs to see what programs existed – that would help us to make a decision to either stay in NYC or relocate.

we were introduced to the NJEDA a few mos ago

NJ caught our eye, because of the various Edison Fund incentives and matching programs – that really made sense to us. These are programs that including low cost financing of up to \$1MM in addition to BEIP incentives for who we hired in NJ. These are also programs that we can reapply for each year, provided we are hitting our milestones.

After hearing that, we had decided to meet with NYCEDC to inquiry about there programs. And though various programs were explained, it didn't seem that they were as useful or as comprehensive as NJEDA. Which was a real surprise. Seemed to be more for early stage companies or more focused on office space. I also didn't see any matching programs, which could be useful to help stack outside investments.

So I think economic development needs a bit of improvement. There are great small companies here in NYC that start small, and then graduate to “not-so-small” and could use help at different levels when making the decision to stay or relocate – which may be driven by headcount. This is especially important for technology companies since we can work virtually anywhere and the NYC address is not a game changer for us.

That said, NYC really needs to be able to compete.

Other ways I think Govt could be helpful for small businesses:

We're finding that big companies we are working with are choosing to select small companies as their vendors, to help minimize there risk exposure. I was told in a recent conversation by a well known bank here in NYC, that “we prefer smaller companies over larger ones since larger ones tend to have more risk associated with them.”

That was very encouraging and maybe NYC should consider having incentives for large enterprises to do business with small companies the way we have programs for minority or women owned businesses.

What's also been encouraging is how NYC Government is opening up its data sets to allow start-ups the opportunity to build applications for the public, which would help to make NYC Govt more transparent. Programs like NYCBigApps have been long overdue and not just in NYC. However, where I feel there is still room for improvement is allowing the small company to hear what NYC is trying to do to improve their own technology platforms within its agencies. Maybe by having “open dialogue sessions” with decision makers in these agencies – NYC may find that a small company can improve something at a lower cost than an existing vendor. Small companies have a lot of fresh ideas that make a lot of sense for government and since we are citizens, we are really a stakeholders who want to see city government improve.

Thank you for the opportunity to speak today.

Testimony of Bruce E. Bernstein before The New York Council Committee on Technology in Government

December 16, 2009

I thank the committee and Chairperson Gale Brewer for having me here today, and for your ongoing interest in the issue of high tech economic development.

I have testified before this committee more times than I can count. But this is the first time I have testified where it was not on behalf of an organization. NYSIA, the organization I headed for 12 years, closed the past summer due to lack of funds. The organization is succeeded by the New York Technology Council (NYTC), and Paul Ellis is here to testify for the new organization. But I am here as an individual, representing only myself. This can be a liberating experience! Consider this testimony Bernstein unleashed, or unplugged.

My 12 years at NYSIA actually seemed longer, maybe 12 dog years. In that time, we consistently and incessantly talked about economic development policies such as incubators; tri-partite partnership to promote academic development between the university sector, the private sector, and government; revolving working capital loan funds guaranteed by the city; workforce policies aimed at promoting our regional high tech industry's regional competitiveness; and greater promotion of the industry by the city and the state. In fact, NYSIA played a direct role in implementing some of these policies. We opened the first software incubator in NYC at 55 Broad Street. We led the effort (often over protestations from government officials) to obtain an "H1B" training grant, bringing more federal funds into high tech workforce training. And of course we relentlessly promoted the industry, most effectively through our "Software Summits". So I am very pleased to see the city and state now adopting many of these policies, the city in particular in the last year, mostly through EDC.

Two New York City and State reports have recently emphasized the role of universities in high tech economic development: the Center for an Urban Future's "Building New York City's Innovation Economy", and the Governor's "Task Force On Diversifying The New York State Economy Through Industry-Higher Education Partnerships." I agree with the emphasis of these reports, and in fact believe that most high tech economic development projects should be housed or owned by universities. The CUF notes that research universities are "rooted assets". It would be hard for Columbia or NYU to leave New York City, although NYU is expanding into Abu Dhabi, so I guess if the modern finance capital mode of thought takes hold, a university could be convinced to off-shore. It would still be impossible for a publicly owned university such as CUNY to take that growth path.

Sarcasm aside, certainly universities are far more rooted than private companies, even immense private companies such as Google. And further, in my experience, universities have the staff continuity necessary for successful economic development projects. In my

12 years at NYSIA, we went through countless staff turnovers at EDC, every time having to re-establish ties. But our contacts and partners at CUNY remained the same.

And of course, there is the mission of the modern research university, which parallels closely the government mission of high tech economic development. And there is the successful practice internationally of university-led or university-based high tech economic development, which supports this point.

Other than to back up the general theme that universities are central to high tech economic development, I am not going to try to be comprehensive in my testimony. Rather, I wish to make two points that are too quirky, impractical, and/or impolitic for me to have made when I was actually representing people. But I think these points are good ones, whether or not they are popular.

The first has to do with financing. The city is now promoting seed funds, and has in the past promoted city-financed equity funds several times, not always successfully. And there are various proposals and existing programs designed to use a small portion of city and state pension funds to invest in job-creating "local" venture capital.

The VC industry as currently structured is a competitive advantage for the United States. We have the most mature venture capital sector in the world, and it has greatly aided the development of our tech industry.

But there are structural problems with venture capital, and private venture capital and/or angel capital is not the be-all and end-all of startup job creation. This is for several reasons. VCs need exit strategies, and they need exit strategies with very high returns. But some of the high tech companies that created the most jobs NYC, and became "rooted assets", did not have VC funding, or at least VC funding that "exited" in the traditional sense. I am thinking of Bloomberg; I am thinking of Information Builders. In both cases, the founder ran the company and was in it for the long haul. Both companies are closely held; venture capital never played a dominant role in either company (although there were outside investors).

In my time in NYSIA, by osmosis I learned some things about the VC business. Every VC I know of looks for returns of 7x, 10x, etc. on almost every investment. But a company that over five years has a 2x or 3x valuation return can still produce an awful lot of jobs. Further, VCs tend to follow other VCs. There is a herding instinct, and for good reason.

So I am arguing that when the city looks to financing programs, particularly if pension funds are used, the city should look at least partially to alternatives to private VCs for managing these assets. I am thinking of not-for-profit VCs, with explicit job creation agendas. These are community VCs, similar to community banks. They exist. I know this advice flies in the face of the avowed expertise of the investment priesthood, but I have reason to believe this could work. For time reasons I won't elaborate more, but would be happy to do so if there is more interest.

Second, I want to float another idea, this one being long term and strategic. This is the idea of live/learn/work high tech campuses centered around universities and/or CUNY campuses. They should include incubators and, even more than incubators, high tech industrial parks. They can include high schools as well as universities. And they should include affordable housing for the employees. This concept is not that different than a very old concept, where Steinway and Pullman built worker housing next to their factories.

This might seem like an impractical concept in NYC, where real estate prices are so high. But it really is not. For example, as Columbia expands into the "Manhattanville" campus, the city should nudge it to include incubators and other closely related commercial space. And there are opportunities in the outer boros for planned expansion of CUNY schools in conjunction with high tech industry. The question is whether this concept is taken seriously in the city planning process. I don't see a lot of thinking in this direction; I see a lot of large development where we talk about shops and hotels and high end housing. These high tech integrated campuses are one road toward economic sustainability in NYC. Once again, I would be happy to elaborate on and explore this concept in any venue that would be useful.

I thank the committee and its chair for your patience in listening to my testimony for so many years, and for your great work in promotion of these issues.



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**Promoting the High Technology Business Sector in
New York City - Jointly with the Committee on Technology in
Government**

**Testimony by Michael L Smolens, Founder & CEO dotSUB LLC
December 16th, 2009 10:00**

New York City is the world's leading finance, media & advertising capital, home to the most culturally diverse residents & visitors, and the most visited tourist destination in the US. However, it has yet to give birth to the most recognized names in technology & innovation, like Google, Facebook, Myspace, Twitter, Amazon, Ebay, Apple, Intel, Cisco, Microsoft, Netflix, etc.

WHY is this happening and what can New York do to change this?

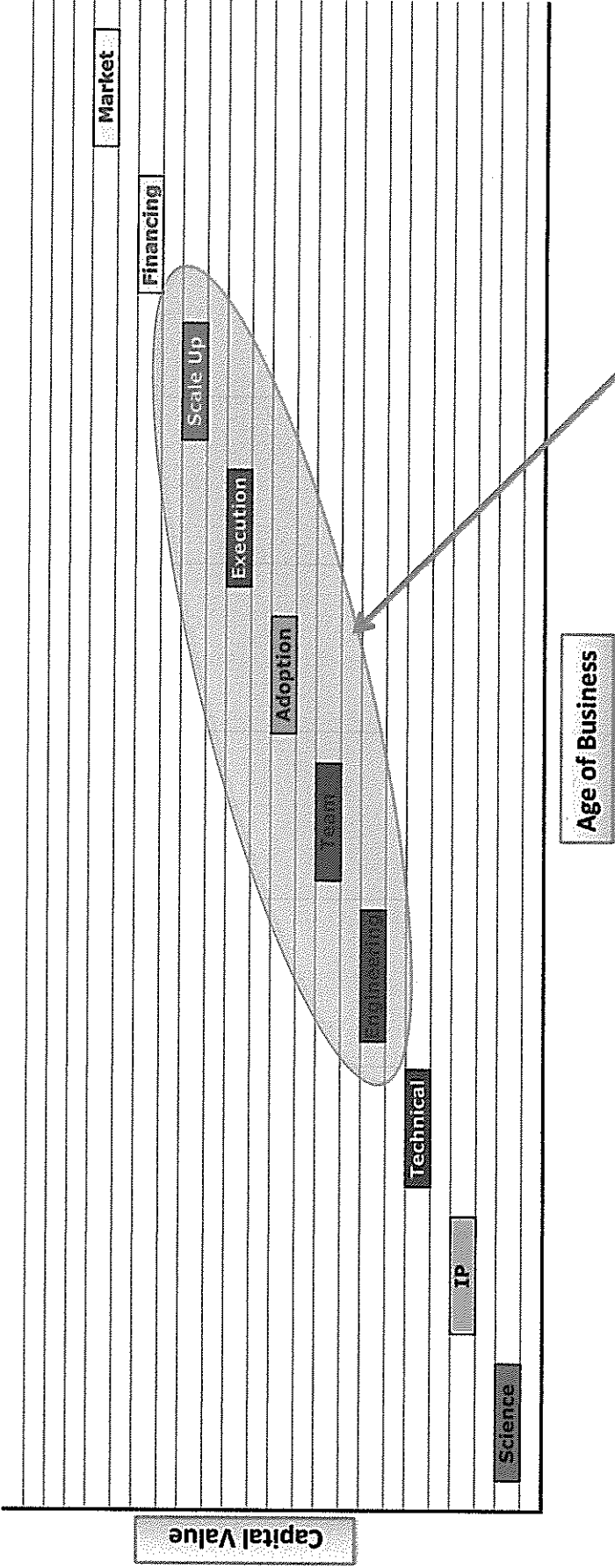
There are 3 basic issues, all closely intertwined:

1. Local investors & VCs are more current revenue and short term ROI focused, and tend not to invest in large ideas addressing markets not yet clearly formed that take longer to evolve.
2. There is no intimate relationship with a major university, like Stanford in the Valley. We have NYU & Columbia, who are at the top of the list, and numerous other colleges and universities in the NYC immediate area, but there needs to be a close and formal bond between entrepreneurs & universities/colleges.
3. NYC is home to more Fortune 1000 companies than any city in the world – but again their input and funding is not integrated into the local innovation DNA. Get them involved.

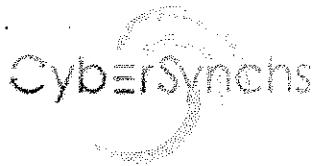
It is these 3 areas that need to be woven together – in a similar way to that done in Silicon Valley, and for different products and markets, that which is done in northern Italy among craftsmen, artisans, raw material suppliers, manufacturers and distributors. Both of these locations are high cost, but they 'just work'.

(dotSUB is attempting to raise its first round of outside/institutional funding, after nearly \$1 million invested by the Founders)

Risk Factors vs. Valuation of an Entity



Challenging Activities



"We tackle technology, so you can tackle life."

44 West 28th Street, 14th Floor• New York, NY, 10001
Amos@CyberSynchs.com

I would like to take a moment to thank the City Council for the invitation and the opportunity to discuss the state of the technology sector within New York City. I am Amos Winbush III, Founder and Chief Executive Officer of CyberSynchs, LLC. CyberSynchs is a Universal Data Synchronization firm that specializes in developing synchronization software for mobile, PC, television, digital camera-camcorders and other electronic devices. Our goal is to allow every user the ability to view, manage, edit or transfer personal data to every electronic device they come in contact with within their day to day lives.

The firm was launched in June of 2008 with \$250.00 and within a year's time we have grown the business to be valued at over ten million dollars and have penned major partnerships with Sun Microsystems, Samsung and Microsoft. It has not been easy launching an Internet technology firm in the height of a major economic melt down, but we saw the opportunity to fix a major issue.

New York City has a major opportunity and responsibility to every technology entrepreneurs to foster a community that values innovation; for technology alone does not create innovation, but comes from the people within the industry. To name a few opportunities and solutions that if addressed would create a strong technology community within the city are:

*Bring in quality investors by providing an investor incentive tax break for any seed money invested in a technology startup up to 200K. (City lacks a smart Investment community.)

*Develop an education program to provide the community with information and development programs focused on coding and the business of technology. This program would begin in schools as early as 6th grade. This would be a great program to begin to develop the young minds and help to foster innovation. The next Google or for that matter CyberSynchs has to come from somewhere, why not from our children. Our industry will only thrive if there is diversity from all backgrounds. (City lacks true innovation driven education programs.)

*Build a true technology community that fosters innovation by doing away with Pay to Pitch programs, it should be illegal. Startup firms have very little monies as it is and to feel as if the people whom you are pitching to are trying to get rich from charging hundreds of startups a fee for an opportunity to speak in front of investors can be a hard blow.

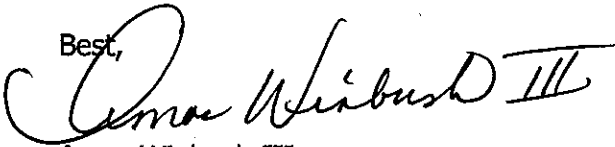
* Build a strong technology branch at the SBA with a focus of providing assistance to Internet and traditional technology firms. (Current program lacks the ability to provide valuable assistance to Internet/technology firms.)

*Provide assistance for startups from idea conception all the way to product release and beyond. This would include deeply discounted legal and financial assistance, server-hosting costs, business-marketing plan development and PR. It would also be a great idea to begin a website (database) that the technology community could log onto to find quality people to hire such as engineers and developers.

The city has begun to take notice by launching programs such as NYC Seed, but this program lacks smart leadership and an innovative approach when evaluating firms. NY Angels are not as active in investing as it should; NYU Poly Incubator lacks the incubator portion, but provides real estate space for small firms. There are also major gaps in the number of minority businesses that the city programs have invested in; this is a major issue that should be addressed.

Thank you for your time.

Best,

A handwritten signature in black ink, reading "Amos Winbush III". The signature is fluid and cursive, with the "III" at the end being more formal and distinct.

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TECHNOLOGY COMMITTEE TO REVIEW WAYS TO BOOST NYC SMALL BUSINESS TECH SECTOR

Ladies and Gentlemen of the Council and the Committee, thank you for allowing me to speak this morning. My name is James Gillis. I am a member of the New York Bar Association and the Venture Technology Committee of the New York Bar. I would like to talk with you this morning about a law known as the LLC publication requirement – a law that directly impedes New York City from attracting transplantable technology based businesses. These are the type of businesses that we in New York City should look to attract in order to grow the tax base and create more lucrative jobs for New Yorkers.

Businesses today have a veritable alphabet soup of entities from which to choose. However, there are two major types of entities that provide limited liability protection for their sponsors: corporations and limited liability companies, or LLCs. The LLC is rapidly becoming the entity of choice for many enterprises due to its favorable tax treatment and the flexibility it affords for structuring management and ownership relationships.

Current New York law requires that LLCs publish their basic information, such as their name and physical address, in 2 print media publications for 6 consecutive weeks. The publications are chosen at the discretion of the various county clerks in a process that is not always transparent. An LLC formed with its headquarters in Manhattan can expect to spend upwards of \$1,200 to comply with the law. This is the direct cost the law requires LLCs and their founders bear. But the publications on the county clerks' lists collectively share in tens of millions of dollars of additional revenues per year. Although the actual revenue numbers are not available, official statistics show that in the year 2007, almost 50,000 New York LLCs were formed. It is therefore not unreasonable to assume that the publication media receives at least \$25,000,000 in additional advertising revenues annually as a direct result of this law.

Although the LLCs themselves bear the direct costs of publication under the law, New York City bears the indirect costs in the form of businesses that choose to locate themselves elsewhere. New York is a world class city that is in direct competition for technology businesses. Successfully winning these businesses should be a priority and, to the extent we are successful, bestows a benefit on all New Yorkers. The LLC publication law's stated purpose is to protect the general public from limited liability entities. But all of the pertinent information published under the law is accessible to anyone, at anytime, and from any location on the New York Secretary of State's website.

Right now, there is a bill, S. 1667 / A. 4496, introduced by Senator Krueger and Representative Kellner, respectively, that is stuck in committee yet again that would abolish the LLC publication requirement. New York is now one of only three states that requires LLCs to publish. We share this dubious distinction with Arizona and Nebraska. States that we are competing with such as California do not require their LLCs to publish. It is an arcane, pointless and costly exercise that exacts a direct cost on small businesses and an indirect cost on all New Yorkers. Many growth technology businesses are transplantable – New York needs to remove as many barriers to entry as is possible in order to attract these businesses here so we all can benefit.



Testimonial of Andrew S. Feigenson

Managing Director, Digital Dawn

Before the New York Council Committee on Technology and Government
Hearing on Promoting the High Technology Business Sector in New York City
December 16, 2009

Members of the Council:

Good morning and thank you for inviting me to testify today. As a proud New Yorker and a supporter of the local technology industry, I appreciate the opportunity to offer my thoughts about how to continue growing our high technology economy.

To begin with, New York is a unique place, a huge economy and a powerhouse for many industries. However, it is still a disproportionately small player in the emerging technology sector. And since many of its core industries, like Media and Finance, are being actively challenged, it is more crucial than ever to address this gap.

While I can't pretend to have all of the correct answers, I would like to offer six thoughts on what New York might do to create a more robust environment for high technology businesses.

Addressing (and Accepting) the Cost Issue.

Cost is an unavoidable issue for New York's businesses.

Our real estate costs, living costs and salaries are among the highest in the country. And while a number of recent initiatives have begun to address this through things like incubator programs, New York's overarching cost issues are based on macroeconomic variables that probably will not change in the near term.

If we accept this premise, then the local economy needs to find ways to compensate for its cost disadvantage by creating incentives, building better infrastructure, and opening new opportunities for revenue and idea creation.

Building Links to Industry.

New York is home to a disproportionate number of large companies, with the Tri-State area accounting for almost 18% of the Fortune 500 list.

While some of these companies and industries invest in research projects amongst themselves and run small venture funds, few have committed to helping build local technology communities.

More direct support from these established companies may create stronger incentives for high technology firms to locate themselves in New York and may these very same help industries find ways to re-invent their own businesses.

Developing New Funding Mechanisms.

Two problems face technology companies which are looking for capital in New York. First, there isn't enough of it (as documented by the Council for the Urban Future). Second, the current Venture Capital model has been suffering since the dot.com bubble and needs to be tweaked to support certain types of emerging businesses.

Just a few examples of where I see gaps are: *Niche Plays*, which are companies that will never result in \$1 billion IPOs but which represent solid and sustainable innovations; *Creative Concepts*, such as publishers and video creators, which have a hard time finding funding because of the seemingly speculative nature of their businesses; and *Clean Technologies*, which require large up front investments and have longer term payback horizons.

With all this said, I applaud the impact of local VCs like Union Square Ventures, RRE and the New York Angels for playing an invaluable role in growing New York's technology community. And also call attention to some of the newest government programs like NYSeed and NY Accelerator for Renewable Economy.

Improving Access to Universities and Engineering Talent.

As home to some of the world's top universities, one would expect more success in growing our technology industries directly from academic institutions, a point which is also noted in the Center for Urban Future's report "*Building New York City's Innovation Economy*."

Taking this a bit further, I recently had the chance to visit China and was struck by the degree of emphasis that their country's educational system places on building engineering talent.

In contrast, many of our brightest students find themselves creating new financial instruments or managing funds, which can be very lucrative professions but which bring little long-term value to the economy.

So, we would stand to benefit by improving technology transfer and by developing our engineering talent.

Fostering an Entrepreneurial Community.

New York's entrepreneurial community has evolved immensely over the past decade, and it still has a way to go.

Groups like the NY Tech Meet-Up and its various offshoots are great venues for furthering our entrepreneurial spirit.

These groups should be encouraged and supported and would likely benefit from central, physical locations where entrepreneurs can cluster to share energy and ideas.

Facilitating International Partnerships.

Finally, New York's technology companies exist in a global economy. Many of them outsource pieces of their development, sales and operations abroad. And, many of them also have opportunities to generate revenue by selling into foreign markets.

Smaller companies often find it difficult to source and negotiate international business relationships, due to a variety of complexities ranging from distance to language.

Understanding this reality, New York might be able to initiate programs that leverage its international status to assist in the globalization of its high technology companies.

In conclusion, I would like to thank the Committee once again for giving me the opportunity to be here today. As founder of a company which works with large and small, Media and Technology businesses, this topic is very important to me and to my team. So, I hope that my testimony was has been helpful.

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**Testimony presented to the Council Committee on Technology in Government,
and the Council Committee on Small Business
The Council of the City of New York, December 16, 2009**

Ways to Boost the Small Business Tech Sector

**Presented by Colleen Gibney
ITAC**

My name is Colleen Gibney, and I am the Technology Practice project manager for ITAC, The New York City Industrial & Technology Assistance Corporation. ITAC is an economic development organization with 21 years of helping NYC small businesses to grow and to create high-value jobs. ITAC is funded by New York State Foundation for Science, Technology and Innovation (NYSTAR) as the designated Regional Technology Development Center (RTDC) for the NYC Region. It is also a Manufacturing Extension Partnership (MEP) Center under a nationwide National Institute of Standards and Technology Program. We are one of three centers in the State funded to assist small R&D firms to apply for Small Business Innovation Research (SBIR) program funding from eleven Federal agencies. We also run sponsored programs for New York City companies, such as our City Council-funded MoveSmart/StayLean/GrowFast program, and our NYSERDA-funded NYC Energy Tech program to accelerate energy grid technology companies. We would like to take this opportunity to thank the Council for your consistent and generous support of MoveSmart/StayLean/GrowFast.

The Council Committees have asked, “how small technology start-ups are faring in this tough economy.” From what we are seeing, the answer depends upon a company’s access to capital as well as their sector. We have seen in the past that recessions can be a great time for innovative start-ups to gain significant market share as their competitors go under. For this to happen, however, a company has to have sufficient resources to make it through their commercialization process, including R&D, alpha and beta testing, and supply chain relationships, or clinical trials in the case of biotech start-ups. Pre-seed-stage start-ups, particularly those working to make the transition from a single founder to a compensated team, often lack these resources, and we have seen an increase in companies shelving innovative technology because they cannot afford to

pursue IP protection or further work. This Valley of Death scenario certainly did not begin with the recession, but the drying up of credit lines—including credit card limit cuts for sole proprietors, seems to be forcing start-ups to end projects sooner. Recessions are also a time when more new businesses are started, however, and ITAC has seen a greater number of first-time tech entrepreneurs in 2009 than in previous years. While some of these projects will end as job growth returns, there exists an abundance of highly talented people on the fence right now who could add value to a start-up team.

For start-ups creating truly innovative science-based projects, the Federal Small Business Innovation Research can provide the best chance of project funding. This program has grown increasingly competitive. ITAC provides support services to write SBIR grants for qualified companies through a grant from NYSTAR, and we provide a monthly outreach program to small tech firms. We expect to see program changes from Congress shortly as part of SBIR's reauthorization process, though, and we are concerned that some of these changes could make it tougher for pre-seed start-ups to win awards, but we will have to wait and see the final bill. As it now stands, companies who have personnel with advanced degrees qualified to manage science-based R&D projects on their compensated team are in the best position to receive awards.

Some sectors may be better positioned for the post-recession economy than others. ITAC runs a commercialization assistance program called NYC Energy Tech, funded by NYSERDA. Energy grid technology is an area of growth and focus for the State, but the supply chain is complex and difficult for small businesses to access. We are working closely with our grant advisors, including Con Ed, to bring a set of firms into investment rounds or a first customer. Once a company's commercialization process is underway in this area, they are often eligible for matching project funds from NYSERDA.

The Council can help small tech firms who have passed proof-of-concept and alpha testing by encouraging larger enterprises wishing to do business in New York City to implement a local firm's technology when feasible, or to serve as a beta test partner. Achieving a successful first implementation is key to many tech firms being able to interest VC firms in investing—both technical and market risks are lowered for investors.

HERMANN MAZARD
STATEMENT
CITY COUNCIL OF NEW YORK
12/16/2009

I would like to thank the Chairman on the _____ Committee and the members of the Council for this opportunity to speak with you this morning. My name is Hermann Mazard, I currently teach a graduate course on innovation at Polytechnic Institute of New York University and I am the CEO of a technology startup, HomeShop Technologies, Inc.

My company, HomeShop, has developed the framework for a digital grocery list. Our goal is to create a tool that allows consumers to save time in the grocery store, reduce impulse shopping and eliminate unnecessary trips. We are staunch advocates of the home-cooked meal and given the high concentration of foodies in the metropolitan region, New York would be an ideal location in which to deploy our technology. I am here today because I question the City's commitment to technology entrepreneurs. And I am not alone.

Over the last six months, there has been a mass exodus of entrepreneurs who have found it increasingly difficult to grow a technology business in New York City. Lack of capital is often cited as the primary reason but the real problem in New York is a lack of structure for attracting and retaining investment capital at the stages needed most. Specifically, at the seed stage.

Historically, federal government has been able to create liquidity for technology investments by lowering the capital gains tax. This tool was instrumental in fueling the flight of capital from the bond market to the stock market; it was also a factor for attracting venture capital and IPO investments during the late 1990s. But times are different now. Manipulating the capital gains tax rate alleviated a bottleneck at the growth & expansion stage of technology development. Today, that bottleneck exists at the seed stage and early stage of development. Because investing at this stage involves more risk, there needs to be greater proximity between investors and entrepreneurs. In other words, there is no federal program that can address this issue, it has to be done at the state and local level.

Silicon Valley is often referred to as the model for innovation but there are successful technology communities in many other cities including Boston, Austin (TX), Denver & Philadelphia. What

these cities have in common is (a) a partnership between the private sector, the university system and government and (b) a robust investment community. New York City has the former, not the latter. The City is home to only seven venture capital firms, of which only two are nationally recognized and actively investing. The City also has only three angel investment funds, of which only one is actively investing. The concentration of capital in the hands of so few investors creates a death-trap for any entrepreneur looking to raise capital, especially at the seed and early stage of development. This is why we are leaving. More competition is needed to create a robust investment community. If the goal of members gathered today is to turn the Big Apple into an orchard of innovation, I urge the City Council to address the barriers to attracting and retaining investment capital at the seed and early stage of development.

New York City is the financial capital of the world and the resources to build a robust investment community already exist within the city limits. That capital, however, exists on the sidelines earning a low rate of interest as it waits for the next “bubble” to emerge. For many years, New York investment houses have made a name for themselves by trend-surfing and riding investment waves. There is one more wave left to be surfed in the form of energy-investing and sustainability-investing as a result of federal stimulus programs. But that does little to create opportunities for the 95%+ of entrepreneurs who have neither experience nor training in solar energy, sustainable farming or wind-turbines.

What is needed is an investor literacy program that empowers high net worth individuals with an appetite for risk to effectively evaluate the merits of a business plan. The shutting down of the IPO markets coupled with the private sales of social media companies has reduced the public disclosures about new revenue sources and business models. The net result has been a widening of the education gap between investors in-the-know and those out-of-the-loop. An investor literacy program can change that; a curriculum has already been developed by the Kaufmann Foundation, which promotes the development of angel investment funds. Such a program could easily be administered in partnership with NYU, SUNY Levin or the CUNY system. It would be an essential first step in broadening the base of investors in New York City startups.

What is also needed is a tax incentive to attract investors, such as the seed stage tax credit implemented in over 20 states nationally. NYC’s QETC tax credit attracts investors to companies that are post revenue but this not where the bottleneck exists. In fact, there is adequate investment capital available at the Series A & Series B stage for companies that generate revenue. Where the incentive is needed is at the seed or angel stage where entrepreneurs are proving the viability of new business models. This program, sometimes called a High Tech Investment Tax Credit or Angel

Investment Tax Credit creates liquidity at the earliest stage of investing. Implementing such a program in New York City would go a long way in creating jobs and re-energizing the local economy.

I spent time speaking about what the City Council should consider; if time permits, I would like to spend a minute talking about what doesn't work. As much as we need the money, entrepreneurs could not in good conscience accept a direct investment from the City. State-sponsored investment programs don't work because the interests and risk appetite of the municipality may not be aligned with that of the entrepreneur or his/her investors. Too much oversight and the investment vehicle becomes vulnerable to patronage and corruption; too little oversight and it becomes vulnerable to krony-ism with the private sector. A so-called "public option" in technology investing may have seemed like a romantic idea. But the interests of the City are better served by building a robust base of private investors rather than trying to beat the venture capital community at their own game.

That having been said, there are gaps in the funding universe where a public option would continue to prove helpful. This gap exists for immigrant entrepreneurs, women, blacks and Hispanics. Refocusing the City's direct investment programs (micro-lending, seed fund, pension investing) to groups that have historically had limited access to capital would level the playing field and create a technology sector that is more reflective of New York's diversity.

I would like to conclude by saying that New York City is the greatest city in the world. One source of our greatness, that is rarely talked about, is the high concentration of churches, synagogues, mosques and temples within the five boroughs. What it tells me is that faith lives in Gotham City. Well, innovation is as much about faith as it is about technology; given the City's religious leadership, there is no reason why we should rank behind Boston, Denver or San Francisco in any category much less believing in its people and our believing in ourselves.

Thank you again for the opportunity to speak frankly today. I strongly believe that the key to solving the capital issue is to address the structure of the investment landscape. I am available to answer any questions and look forward to working in partnership with you as we turn the Big Apple into an orchard of innovation.

Hermann Mazar
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Testimony of Ray Garcia, NYC Tech Entrepreneur and Executive Advisor
Lawrence N. Field Center for Entrepreneurship and Baruch Small Business Development Center

To New York Council Committees on, Technology in Government, and Small Business

On Wednesday, December 16, 2009 at 10 am

Regarding Public Hearing on NYC Tech start-ups and methods to foster digital entrepreneurship

At Council Chambers, City Hall, New York City

Thank you for the opportunity to address the Council Committees on the topic of promoting Technology Entrepreneurship in NYC. As an advisor to both aspiring entrepreneurs and newly launched ventures I frequently hear the enthusiasm for opportunities and self-determination, as well as the challenges and struggles of creating the conditions for a successful venture.

The Committees' solicitation of public testimony on fostering NYC tech startup business and my summary opinions on each request for comment are as follows:

- **How are tech startups surviving in a tough economy?**

- o Tech startups typically are venturing in new unexplored territory by creating novel solutions which require that they find or develop new markets. As a consequence the conditions are always tough regardless of the state of the overall economy. This forces creativity and ingenuity in the products and business models. Tech startups create new economies so when the old economies stagnate they may actually thrive.
- o The tough economy impacts capital flow from Angel Funds (including friends and family funding) and Venture Funds to new startups and restricts available funding for growth stage companies. The alternative funding sources of bank loans and credit card debt as well as trade credits are all impacted as well.
- o The market of consumers and corporate buyers hesitates to acquire novel solutions and reverts to more familiar "safe" choices; therefore a stall in the growth and possible survival rate of startups will be impacted by the economic downturn unless those startups are generating novel value in areas without any pre-existing market.
- o The tough economy creates new opportunities for finding efficiencies therefore solutions that remove transaction costs from economic exchanges will do well. Even startups that only rely on an advertising business model may survive if they provide sufficient value to their respective audiences.
- o Dramatic shifts in industries such as publishing media create room for innovation and opportunity. The tough economy quickly erodes stagnant business model in traditional industries forcing innovation. Those innovations come from startups not from within large corporations who cannot adjust fast enough.

- **What are the dynamics of successful startups**

- o During tough economic times startups go back to basics. They create new value and find customers to fund organic growth since the availability of capital is restricted.
- o They go into "low burn" mode where capital is conserved and growth is through customer acquisition and retention. They cut their labor, facilities and operating expenses to only what is essential to the

business. They find new strategies for optimizing their business models. This may include outsourcing work and sourcing products from cheaper countries.

- They get creative and find large revenue pools to pursue that larger companies have dominated historically. They go after disrupting the traditional markets by extreme value innovation that is fast to create for a small company and quick to deliver.
- They move away from high taxation, high cost of real estate, high cost of labor, and excessive regulatory environments. They find locations where it is easy to do business internationally.
- They tap into global networks of relationships to find new markets. Digital economies are naturally occurring networked markets which easily expand globally.
- They adopt channel sales and strategic partnerships to grow their businesses. Coordination, cooperation, and collaboration are the modes of growth. The competition is the large entrenched corporations.
- They appeal directly to the buyers and dis-intermediate the cost/value chain.

- **Options for the City to aid tech businesses global competitiveness**

- Create a fund for fostering technology business that is coupled with a strategy for nurturing growth. This needs to be a non-traditional fund that is managed by a collaborative of interest and not a Venture Capital structure. It needs to take a portfolio approach that includes synergistic cooperation amongst each invested company. NYC Seed, NY Economic Development Corp, and ITAC are not enough.
- Commission academic research that helps to understand not why startups succeed but why they fail. The failures will inform the Council substantially more about the problems in NYC regarding the struggles that tech startups have and what can be done to alleviate unnecessary burdens. Such a study should include a treatment on the psychology of Entrepreneurship, what motivates people to take these risks, believe in themselves, build up a support network, strive against the odds and how do they achieve the basic competencies and sustained motivations?
- Establish a tech startup nurturing environment at Baruch College's Lawrence N. Field Center for Entrepreneurship and Small Business Development Center (SBDC) where educational programs are coupled with on-going mentoring and research to understand the dynamics of new businesses, how they are formed, how they fail and succeed, how and why they grow, what contributions do they make to the NYC economy. A model for entrepreneurship needs to be developed that is not prescriptive, recognizes that it is dynamic and an emergent social economic system and is regenerative out of necessity. This representative model requires research to develop and put into active practice, to experiment and refine it, so that a deeper understanding of sustainable economic development can be made available to policy makers.
- Establish programs for lasting life long Entrepreneurship as a 21st century skill. Too many entrepreneurs become so out of necessity when they are un/under employed and go back to traditional corporate jobs once the economy improves. This is not entrepreneurship and lacks the dynamic for a vibrant new economy in NYC. Research is needed to understand the impact of Entrepreneurship within the firms so that the spirit of innovation carries into all segments of the NYC economy. Innovation and Intrapreneurship is vital to preparing corporate employees for success when they leave their firms to take on more risky ventures. Foster the life long Entrepreneur as a means of not just personal economic survival but as a means of fulfillment of dreams and aspirations to change the world.

- Longer term the city needs to have a comprehensive view of the eco system of the economy and how the lack of investment and performance in Science, Technology, Engineering, and Math education and research impact NYC's capacity to develop a growing technology economy for the 21st century.
- The city needs to solicit and engage experienced Entrepreneurs in its ranks and treat such experience as a qualifier for positions in government that are chartered to fostering the growth of business in this segment. It needs to foster a culture of Entrepreneurship, not a cult of personalities that represent the rare exception of a few individuals who won riches through a company IPO. The thousands of Entrepreneurs who have moderate success, the unknown population of surviving businesses that are generating value for the economy are the future of the city. We need a rebalancing of the priorities such that large corporations are not given incentives that are not also provided to smaller companies.
- **Foster tech business growth for knowledge based industries**
 - Coordinate a NYC Living Labs program for technology business experimentation that includes involvement from the Field Center for Entrepreneurship, the Baruch SBDC, CUNY, corporations, and government agencies. The Corporations would provide the innovation challenges and sponsorship, the government agencies would provide data and support to access the city resources, the universities would provide the technology innovation, and Baruch would develop and research the Entrepreneurship process and serve as the coordination center.
 - Expand business planning Entrepreneurship training to include the creative process of generating new opportunities where none seem to exist. Complement this with a mentoring and nurturing program that supports early aspirations and furthers the growth of tech startup companies.
 - Encourage NYC corporations to sponsor/fund local tech startups as a means of innovation for their industries.
- **Boost NYC image as a center for digital economies**
 - Focus on the coordination of local capabilities as ingredients for a healthy entrepreneurial environment. This includes, university based technology research, entrepreneurship research, the venture capital community, major corporations as sponsors, funder, buyers, and acquirers, and city agencies as buyers of technology services and providers of data. Reduce the operating cost of locating a business in NYC.
 - Promote Entrepreneurship to women, minority, and immigrant populations as an alternative career path to large corporations. While the H1B program has provided an influx of talent primarily from Asia, continuing to rely on this as a source of talent is not a long term strategic solution. Investing in the future of the un/underemployed through education in Science, Technology, Engineering and Math and training them in complementary life long Entrepreneurial skills may bring a richer diversity of business concepts which contributes to the economic development and vibrancy of NYC.
 - Create an international incubator for Entrepreneurship by working with the UN to engage developing countries who have immigrant populations in NYC to assist in creating solutions to their economic problems. These solutions would be developed in NYC and be deployed in the developing world. This is an emerging field of reverse innovation and Developmental Entrepreneurship. NYC is in a unique position to seize this emerging phenomenon.
 - Promote NYC globally as not just a tourist destination or place of International business but as the premier location for learning and practicing Entrepreneurship. Entrepreneurship training is largely locally focused but much of the technology opportunities are International in nature. This is missed in much of the Entrepreneurial training and programs. This approach could set apart NYC from all competing locations as a global innovation center attracting people from all over the world to come to NYC to learn and thrive as global Entrepreneurs.

My testimony above comes from direct experience in each area, with many years of reflection on these problems, and therefore provides the City Council some insights, from an Entrepreneur's perspective, that it may not readily find elsewhere. Each point above is a session of dialog on its own so my intention was only to provide the City Council some points of discussion to follow-up on with the appropriate experts on the subject at the Field Center for Entrepreneurship.

I am a fortunate beneficiary of the many possibilities NYC affords, the ambitious entrepreneurial spirit, so I share the City Council intentions of fostering entrepreneurship using NYC's advantages. I come from a humble immigrant family, was born, raised, and have lived in Manhattan for most of my life. I went to a NYC public high school and graduated from City Collège School of Engineering, then went on to work for several major NYC corporations for the early part of my career moving up the ranks to executive level positions in Information Technology. Ten years ago I made the choice to pursue an entrepreneurial challenge mostly due to the lack of creative growth within the large corporations I had worked for. I have since gone on to, start my own venture, help grow a startup, and worked for numerous investors and venture backed companies to help them through the entrepreneurial process of concept to market realization.

My journey has been a lonely one. As an engineer at major corporations I seldom encountered people with my background nor did they reflect the diverse ethnic population of NYC. Few women were represented in the Information Technology departments I worked in, and the few I knew were exceptionally talented. The same was true for the Tech entrepreneur community therefore my desire to find mentors, that would guide me, was left unfulfilled leaving me to work through the personal reflections that every entrepreneur goes through during times of temporary setbacks and signs of successful progress. I was quick to learn the mechanics of business but the access to experience, which helps with intuitive judgments that innovative tech businesses need to discovery and develop new markets, was something that I had to learn on my own. This experience left me with the desire to assist others through this journey, once I had achieved my own goals.

I am now volunteering portions of my time to help aspiring entrepreneurs in NYC. I am finding a lack of coordinated support in NYC that creates unnecessary barriers for ambition to go from an intense desire to effective action. I've tried to advise young aspiring Entrepreneurs to seek help from various NYC sources but much of the small business support focus is on the mechanics of business planning and pitches, which are important, but inadequate to convert aspiration to viable tech businesses. In my informal discussions with various organizations in NYC supporting small business (SCORE) and a review of the available programs to provide entrepreneurship training (Jumpstart NYC), confirm the lack of a full treatment of the entire entrepreneurial journey from early aspiration to a viable and sustainable growth business. I've concluded that a comprehensive strategy is in need for coordinating the fragmented efforts of NYC entrepreneurship programs within government, non-profit, educational institutions, industry, venture community, and the tech community.

I hope the City Council considers taking on the coordination role, or at least establishing the strategy for such an effort, by commissioning a study to (1) understand the unique challenges of NYC tech entrepreneurship as distinct from supporting small business, (2) find all the available resources in NYC that support tech entrepreneurship, (3) establish programs that fill the gaps in support of the full life cycle from aspiration to tech business growth, and track its impact and value to NYC over time, then (4) refine the strategy as the community learns from its successes and failures.

I am available to the City Council committee members to discuss further and can volunteer time to this effort.

Ray Garcia

**Lawrence N. Field Center for Entrepreneurship
Baruch College Zicklin School of Business**

**NYS Small Business Development Center
at Baruch College**

The Lawrence N. Field Programs in Entrepreneurship are housed and managed within the Zicklin School of Business but their scope extends college-wide at Baruch College and beyond as well as worldwide. The Field Programs use a unique and comprehensive model for entrepreneurship which brings together faculty, staff, students, consultants, practitioners, and entrepreneurs to provide educational programs and services as well as conduct research. Field Program professors and researchers work with Babson College to form the US Team for the Global Entrepreneurship Monitor (GEM) a not-for-profit academic research consortium that has as its goal making high quality international research data on entrepreneurial activity readily available to as wide an audience as possible. GEM is the largest single study of entrepreneurial activity in the world. In 2008 GEM conducted research in 43 countries and in 2009 the Field Programs professors conducted the first ever GEM New York State report (see attached executive summary).

The Field Programs in Entrepreneurship have nationally ranked (by *Entrepreneur* Magazine and the Princeton Review) undergraduate and graduate academic programs and degrees. An array of counseling/consulting services are provided by our highly ranked and award winning Centers - the Field Center for Entrepreneurship and the Baruch College Small Business Development Center. Local, regional and national conferences, workshops, trainings, and lectures are regularly offered. For fiscal year 2009 the Field Center and its associated SBDC provided technical assistance to 1,000 clients resulting in 350 jobs saved/created and 272 new businesses. Also 41 workshops were held and attended by 900 existing and budding entrepreneurs.

Baruch College, one of 11 senior colleges of the City University of New York, attracts motivated students of proven achievement. The Zicklin School of Business, the largest ASCSB-accredited business school in the United States, offers an array of full-time, part-time, executive, and honors programs leading to BBA, MBA, and PhD degrees.

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Global Entrepreneurship Monitor (GEM) 2009: New York State Report

EXECUTIVE SUMMARY

Edward G. Rogoff PhD • Thomas S. Lyons PhD • Albert Suhu • Ivory Phinisee • Monica Dean
BARUCH COLLEGE

OVERVIEW

The Global Entrepreneurship Monitor 2009: New York State Report was produced by Baruch College of the City University of New York. This report presents data on entrepreneurial activity in New York State and compares it to the rest of the country. The data was collected as part of the Global Entrepreneurship Monitor (GEM) study carried out by Babson College and Baruch College and supported by grants from the office of Congresswoman Carolyn Maloney and the Global Entrepreneurship Research Association (GERA).

The study shows that rates of entrepreneurship throughout New York State are substantially below national averages. Further, those businesses that are established in New York State are smaller, create fewer jobs, and are launched by entrepreneurs with less ambitious plans and whose motivation, to a large extent, arises from a lack of traditional employment options. The only statistic in which New York State surpasses national averages is in the business failure rate. This overall picture is consistent by region, gender, age and ethnicity.

KEY FINDINGS

Overall

- New York State (NYC, suburbs, upstate regions) has lower rates of early stage (6.7%) and established business ownership (5.7%) as compared to the U.S. (8.7% and 7.7%).
- New York State nearly triples nationwide rates among people who became early stage entrepreneurs because they felt they had no other alternative – the so-called “necessity” entrepreneurs.
- Among people with some post-secondary education, the rate of early stage necessity-driven entrepreneurship in New York State is nearly five times that of the U.S. For people with bachelors and post-graduate degrees, New York State early stage entrepreneurs are three times more likely to be necessity driven.
- New York State severely lags behind the country in established businesses that pay wages to their owners.
- New York State non-Caucasian entrepreneurs have shut down their businesses in the last 12 months at nearly double the rate of their U.S. counterparts.

Demographics

- New York State entrepreneurs have a mean age of 45.0 compared to the national average of 45.8.
- The percentage of male entrepreneurs exceeds females (68.1% to 31.9%).
- Approximately 33.6% of entrepreneurs are non-Caucasian and 16.7% are immigrants.
- 47.7% of New York State entrepreneurs have a bachelors degree or higher.

Outlook and Challenges

- New York State entrepreneurs are less likely than their U.S. counterparts to have access to Internet connections; however, New York State has a higher rate of Internet businesses than the U.S.
- New York State early stage entrepreneurs are at least twice as likely to use new technology as their national counterparts.
- New York State’s non-Caucasian early stage entrepreneurs are substantially more innovative than U.S. non-Caucasians; New York State Caucasians are less innovative than their U.S. counterparts.
- New York State Caucasians are much less optimistic than their U.S. counterparts with regard to seeing good opportunities for starting a business in the next 6 months.
- New York State entrepreneurs generally consider their ventures to have lower job growth potential than their national counterparts.

RECOMMENDATIONS

1. Map the current industry and business assets in New York State (i.e., what industries are currently represented, by what businesses, and where), making these benefits more transparent to entrepreneurs who are looking for opportunities in the state.
2. Conduct a needs assessment of entrepreneurs and prospective entrepreneurs in the state.
3. Create a state-wide technical and financial service providers’ network that permits these various organizations to work

together to assist entrepreneurs in a more ordered and strategic way, providing the right assistance, at the right time, and at the right price.

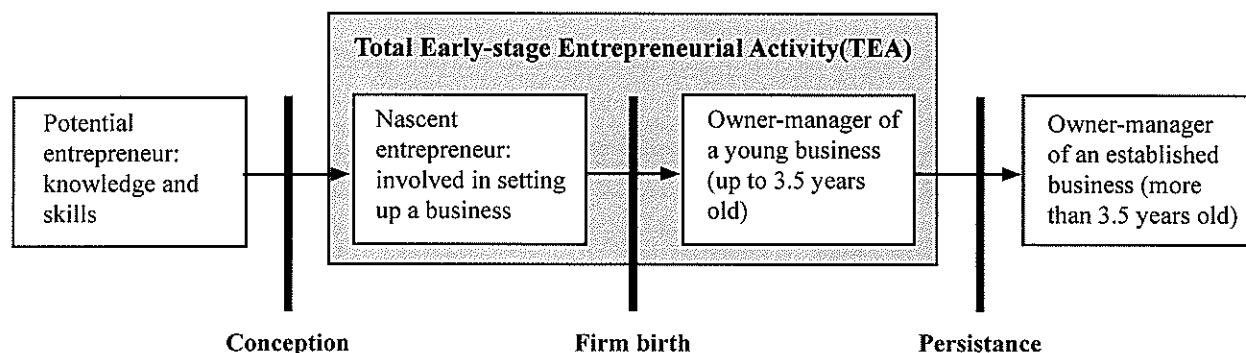
4. Support the creation of networks to facilitate interaction among entrepreneurs, provide them with opportunities for developing peer-to-peer support, role-modeling, mentoring, and strategic partnerships. These networks should also help entrepreneurs to pool resources throughout the state. New York State should publicize existing networks so more entrepreneurs are involved in creating new connections.
5. Study the reasons behind poor broadband coverage in some areas of the state and develop a plan to remedy this situation.
6. Reduce the tax and regulatory burden for entrepreneurs. The state's financial situation does not allow for broad tax reductions; however, targeted reductions aimed at entrepreneurs would immediately improve the entrepreneurial environment.
7. Nurture New York State's substantial populations of minority and immigrant entrepreneurs who, as the survey indicates, have a greater propensity to engage in necessity-driven entrepreneurship than any other groups. Minority and immigrant entrepreneurs should be supported within their communities through local and state-wide training programs and networking, as well as through mentoring and financial assistance programs that are proven to foster business growth.
8. Target high-growth industries that already exist in the state such as ceramics, semi-conductor production, and fashion design for effective training, networking, mentoring and financing programs.

GEM METHODOLOGY

GEM takes a broad view of entrepreneurship and focuses on the role played by individuals in the entrepreneurial process. Unlike most entrepreneurship data sets that measure newer and smaller firms, GEM studies the behavior of individuals as they start and manage a business. Furthermore, GEM views entrepreneurship as a process and considers people in different phases of entrepreneurial activity: from the earliest point when the business is in gestation, to the established phase, and, finally, to the possible discontinuation of the venture. A key GEM indicator is the prevalence rate of early-stage entrepreneurial activity (also known as the TEA index).

Within this context, GEM provides an umbrella under which a wide variety of entrepreneurial characteristics, such as motivations, innovativeness, competitiveness, and high-growth aspirations can be systematically and rigorously studied.

The New York State data was gathered in March 2009 using a random digit dial telephone survey of New York State residents. Respondents were asked questions relating to planned business start-ups in the next three months, existing business start-ups (businesses less than 42 months old), and established businesses (businesses more than 42 months old). They were also asked about demographic information, motivations, innovation, technology usage, entrepreneurial attitudes and perceptions, aspirations, and business financing. The GEM 2008 United States Adult Population Survey results were conducted in June of that year and were used in this report for comparison purposes.



** If you are interested in a copy of this report please email: ivory.phinisee@baruch.cuny.edu.



**Zicklin
School of
Business**

THE LAWRENCE N. FIELD
CENTER FOR ENTREPRENEURSHIP

The ~~Levin~~ Institute

Public Hearing on Tech start-ups, their benefits to NYC, and methods to encourage digital entrepreneurship

Wednesday, December 16, 2009 at 10 AM

Kathleen Kane Bardolf, JumpStart NYC Program Manager

FOR THE RECORD

The Levin Institute of the State University of New York is pleased to be invited to offer testimony on the importance of supporting New York City entrepreneurs, in particular innovation driven, entrepreneurs, as part of an integrated strategy to stimulate the economy through this period of recovery. A 2008 SBA study examining seven 20th Century business cycles shows that small companies create over 100% of all new jobs (119% to be precise) during periods of recession and recovery – while larger firms typically shed jobs and are slow to rebuild their payrolls. A recent study by the Kauffman Foundation came to a very similar conclusion. These data suggest that if job creation is an important goal of economic development efforts, then these initiatives must particularly target small, perhaps nascent enterprises.

Existing as they do in the shadows of the vast financial services sector in New York City, innovation-driven entrepreneurs and their companies have rarely taken center stage in the economic landscape of the City. However, in relatively rapid response to the downturn in the financial services sector, and more broadly in the City's economy, several initiatives were crafted by the NYC Economic Development Corporation and announced by Mayor Bloomberg in February 2009. The Levin Institute is honored to have been selected by the City (EDC) to develop and administer two of these initiatives, FastTrac and JumpStart NYC, and are pleased to report to you on the early success of these endeavors. We applaud the initiatives that the City has created. Their early success certainly suggests, and we would concur, that the City should continue and perhaps expand initiatives targeted at supporting and growing entrepreneurship and innovation in New York City. As the early success of FastTrac and JumpStart NYC hint, small investments of City dollars can stimulate economic activity at many levels, which we anticipate will lead to new jobs, income, and eventual tax revenues which will likely repay the modest investments that are required.

FastTrac is a program undertaken under City sponsorship through NYC Small Business Services, and with further support from the Kauffman Foundation of Kansas City, the foundation for entrepreneurship. FastTrac is a two-phase program to help entrepreneurs found new companies, and grow existing companies. The program is intensive, featuring six full days of peer-peer learning, led by trained facilitators, and featuring many presentations by successful entrepreneurs and topical experts. Levin was granted the contract to administer the FastTrac program through a competitive bid process, and based on Levin staff experience in this arena. Since taking this initiative in May, the Levin Institute has trained over 500 New Yorkers – and hopes to continue this successful program through the rest of this year and into 2011, under continuing City support.

During the first year, the FastTrac program has

1. led to the launch of new businesses and made significant progress towards other launch milestones (business plan completion, establishment of legal structure),
2. helped existing businesses stimulate more revenue, hire more employees, and receive financing/ capital
3. fostered a tight-knit community of alumni entrepreneurs in NYC, through classroom interaction, alumni events, and online communication.

In following up with Growth Venture Graduates of FastTrac, 12% have hired more employees and 48% have successfully increased their revenue. 92% Strongly agree or agree with the statement that the knowledge and skills that they learned from the GrowthVenture program helped them grow their business.

By 2011, well over 1,000 New York entrepreneurs will have received this highly beneficial opportunity, and will be part of an expanding alumni network of connected business creators. Here are some of their stories:

Natalie Kaminski of FinCode Solutions, a boutique software and web application development company, participated in FastTrac in June 2009. Since graduation, her company has established an advisory board and secured office space with Sunshine Suites, a member of the FastTrac resource panel. Locating office space gave FinCode an address in one of the most desirable areas in the city and allowed the business to diversify and extend its services to new industries. FinCode has established new relationships and created a steady cash flow. It now develops corporate websites, e-commerce solutions, database-driven solutions, and other web-based properties for a variety of clients.

Amy DeGiulio, of Sugar Flower Shop, runs her NYC cake boutique to create masterpiece cakes for weddings and other occasions by using the highest-quality ingredients.

After completing FastTrac, through the ongoing support of the facilitators and fellow entrepreneurs, she introduced her sugar flowers to gourmet retail markets. Just 3 months after completing FastTrac, her products were in Dean&DeLuca (D&D) stores. She earned \$3,500 from direct sales alone. DeGiulio's sugar flower products will appear in the next D&D Valentine's Day catalog.

Through FastTrac, DeGiulio gained media exposure from the Daily News, Help A Reporter Out (HARO) email blast, Crain's New York Business, and more. FastTrac helped her grow her business in a tough economy by teaching her pricing structure, growth margin percentages, and other financial tools.

Jennifer Wallace is the owner of nAscent Art New York, an innovative New York City art company which brings the work of emerging artists to individuals and businesses.

FastTrac helped nAscent improve team building and organizational planning, bringing momentum to its initiatives. One month after completing the program, nAscent generated numerous new partners, clients, and opportunities. A few months after FastTrac, the company grew from two to seven employees.

Currently, nAscent Art New York is partnering with the American Institute of Architects, non-profit players, industry leaders, and government officials to plan an art industry conference focused on preserving NYC as a global capital.

Candace Sandy is co-founder of Souls of My Sisters Books, a forum that publishes books, host workshops, and organizes programs to empower women of color. With the help of FastTrac, Sandy restructured her business, networked with entrepreneurs, and created new avenues of revenue. She projects an increase in revenue for fiscal year 2010.

Since completing the program, Souls of My Sisters Books has built partnerships and alliances with Mary J. Blige's Foundation For the Advancement of Women Now (FFAWN), the Urban League, New York City Housing Authority and more. Sandy recently finished a book tour and taught workshops on self-esteem and career for FFAWN. Her books will be used as part of FFAWN's workshops and similar programs.

Sandy is also working with NYC Business Solutions to pursue MWBE certification.

Robert Kaul, founder of R.M. Kaul & Associates Inc. started FastTrac with no firm business plan but an idea to distribute a new kind of medical device. During the program he pitched his idea to one of the guest speakers, Sandra Holtzman and in October the two signed a partnership agreement to manufacture the new product.

Now Kaul and his partners are on their way to sign a deal with a manufacturer, locate office space, and hire 6 people at launch in December. The new company is projected to generate well over \$1 million in first year revenue and grow to over 15 employees by 2011. FastTrac helped Kaul evaluate his business idea and equipped him "wonderful facilitators, terrific guest speakers, and the powerful online tool, HillSearch".

JumpStart NYC

JumpStart NYC is a new program developed by the Levin Institute under contract from the EDC. The concept of JumpStart NYC was to create a program which would offer a double dividend: first, it would help unemployed financial services staffer transition into new career options in New York's entrepreneurial sector; and second, it would groom this talent pool to be available and useful to help grow the entrepreneurial business community. Generally speaking, individuals with this level of talent and experience have not been available to start-up firms. Levin developed a program which includes a one-week educational boot camp and a 10-week consulting project experience in an innovative new firm. JumpStart NYC was piloted in April to June of this year, with 48 participants, and wonderful results. First, it was very positively received by the participants who gave it extraordinarily high ratings as an MBA+ type learning experience. Second, the project experiences were highly regarded BOTH by the participants and the companies who were able to use their talents.

A dozen of these companies gathered in a meeting in October, headed by Deputy Mayor Robert Lieber, and numerous staff from the EDC, to report on their experiences. Some of their verbatim comments are listed below. Lastly, four months after the conclusion of the JumpStart program, we know of the following outcomes of the original JumpStart cohort. Twelve (12) individuals are now employed. Four individuals have started their own firms. Five are working for income on a part-time basis in consulting roles, and two continue to work on a project basis for JumpStart firms, though not funded – about half the original group, and many have simply not reported.

All of the company CEOs or contacts with whom we have spoken are eager to be involved with JumpStart in the future, and made numerous statements of commendation to their consultants, to us, and to the EDC for having initiated the program.

Jacques Tohme, People Capital “The JumpStart NYC program by the Levin Institute sponsors an amazing opportunity for one giant pain New York City is experiencing. With six figure job losses in financial services, the Levin Institute so quickly recognized the necessity for the labor market to be transformed and to reallocate bulge bracket bank talent into the growing startup community in NYC. Everybody wins: small businesses get free mid-to-senior level talent for ten weeks and ‘interns’ gets exposure to an entrepreneurial world with different culture in order to leverage that experience and reinvent their careers.”

Matt Pressman, CEO, Project 2050 “Never did we imagine the amazing impact this program would have on both our business model and our bottom line. The JumpStart NYC program has helped Project 2050 with its business projections, forecasting, strategy and budgets and allowed our business to operate much more efficiently and effectively. We are proud to have been part of JumpStart NYC and hope to see the program grow in the future so that it can help small businesses like ours for many years to come. I can't say enough how valuable our consultant (and your program) has been to our company. Fantastic!”

Michael Gansl, Vice President, Speaklike “Our consultant hit the ground running. She had the skills to solve a major problem we had in response to a big client request, requiring the creation of a global network of over 300 specialists in short order. One skill she possessed was the ability to ask the right questions to get the job done. Her work was brilliant, and we have continued to work with her since the program formally ended. One key skill required in the entrepreneurial sector is to create your own structure, rather than rely on the structure of the big firm. That is one of the key transition issues, and our consultant and JumpStart bridged that gap.”

Joanne Taylor, Pasta Resources “Our consultants were positive and eager to learn, good communicators, and they brought all of their experiences and resources to the work they did for us. They did valuable work for us, uncovering significant potential cost savings and helping us to identify organizational needs going forward. Their assignments were special projects, things that we had wanted to do for a long time but for which we lacked the staff, and they approached them intelligently and with surprising focus and commitment. Thank you for making this possible!”

Tejpaul Bhatia, CEO, MediaMerx “We found the best project to be formed by finding that place where the interests of the consultant and the company intersected. This allowed us to explore a new market arena, and the development of some new content, while at the same time offering our consultant to explore a new skill set, and develop a portfolio that he could bring to future opportunities.

At the conclusion of the Capstone session, we invited participants to join in a discussion about the positive elements, and those needing improvement. Among the group, there was an almost unanimous agreement that the program had been worthwhile to very worthwhile. There were no suggestions for improvement in the educational aspect, which received very high ratings. Here are some of their comments.

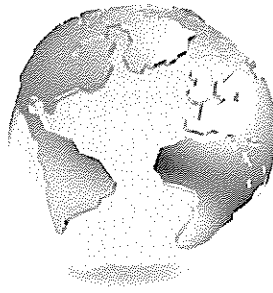
Rodneyse Bichotte "JumpStart was remarkable. It taught me that I am very comfortable with change. I am very adaptable to any kind of environment. It was fun and different to come from a big bank stuffy environment, working long hours, to go to a happy go lucky, free going, exciting - technology oriented - company, and being able to work with senior managers directly. It was a great experience."

Ramon Vinluan "So many plusses, it is hard to list them out. The broad range of incredible speakers that Levin brought into this program. I would never have located these people left to my own devices. It was like business school plus – the best parts of business school to supplement my previous education. I went to a great business school, and this program met and exceeded that benchmark."

Because of the success of the first JumpStart NYC program, the EDC created two follow-on RFPs, and have now contracted with the Levin Institute to deliver six JumpStart NYC sessions for financial services professionals, and a pilot program for media professionals. In these programs, the city is specifically aiming to stimulate entrepreneurial activities in digital media, green finance, and arts and culture organization, by helping to transition New York's spectacular and experienced talent. Last Friday, we just completed the second round of the program, to similarly great ratings from the participants. They are just now beginning their projects, and we have every expectation of delivering the same positive outcomes as in the first program.

Levin appreciates the generous support and encouragement of the NY City Council. The Council's support of the Levin Institute, though capital funding has allowed us to make available the classroom and meeting space for both the JumpStart and FastTrac programs – and has allowed these hundreds of New Yorkers to participate in these programs at no cost to themselves. Council Member Daniel Garodnick, and Speaker Christine Quinn have been particularly helpful and supportive of the Levin Institute, and its programs. During the inaugural program of JumpStart NYC in April 2009, we were honored to be joined by City Council Member Daniel Garodnick, representing the Council, and indicating the Council's strong support for such programs. We are gratified by the support of the Council and the City, and will continue to work hard to deliver return on these investments. We are also happy to report that Representative Carolyn Maloney has also supported these initiatives to create jobs in the entrepreneurial sector in New York, and helped to include these programs in a Congressional appropriation which will help to grow these important programs.

Thank you for your consideration.



NEW YORK
entrepreneurweek[™]
STAND UP AND COME TOGETHER

“Tech start-ups, their benefits to NYC & methods to encourage digital entrepreneurship”

Wednesday, December 16, 2009 at 10:00AM

Gary Whitehill
Founder, New York Entrepreneur Week

OBJECTIVES OF THE COUNCIL:

- Understand how small tech start-ups are surviving in this tough economy
 - Understand the dynamics behind successful firms
 - What options are available to the city in aiding their struggle
 - Ways to foster small business growth and image as tech digital media leader
-

Dear Council Members:

I would first like to thank each of you for the opportunity to speak here today. A special thank you to Council Member Brewer as well- this opportunity is truly appreciated.

For those of you who may not know me- my name is Gary Whitehill and I am the Founder of New York Entrepreneur Week (NYEW). As a quick overview for those of you who also may have not heard of us- we are a non-profit 501c3 organization, formed around a single belief: entrepreneurship can change the world.

In pursuit of this ideal, the foundation's objective is to equip and unite a new generation of world-changers; enabling them to elevate the impact of entrepreneurship on education, communities and economies all around the globe.

To this point- the movement has been an unprecedented success. Throughout the week of November 16th-20th, 2009 over 2,600 entrepreneurs attended NYEW; with an additional 7,500 viewers watching the event live online.

Regarding today's topic at hand-

The Council is tasked with a very intricate challenge- understanding how tech start-ups are surviving, the dynamics behind these firms, options the city has available for aiding these companies, and also understanding ways in which to help foster small business growth- particularly as it relates to knowledge-based industries.

What I am here to share with each of you today, is a viewpoint on the entire entrepreneurial ecosystem here in New York and ways in which the city can help to foster entrepreneurial growth.

(The need)

When looking at the state of entrepreneurship, specifically in New York, there's an important lesson to be learned. Although there are many resources for entrepreneurs- they are extremely disparate.

There are many great organizations with visionary missions achieving great things in the entrepreneurship space- whether a for-profit, non-profit, city organization, state organization. However, the issue is that each of these organizations is micro-focused on execution of their own individual mission. As a result, organizations become increasingly more disparate, further pushed into their own silos and the entrepreneur suffers greatly.

(How do we know this is an unmet need?)

Money flowing outside New York to places around the world is a great thing- transfer of wealth is what keeps economies moving. However, when 89% of venture capital funding, a crucial funding mechanism, is disproportionately allocated outside our ecosystem, it's a dire red flag. The figure, more than anything else, is a telltale sign of the fragmented ecosystem we have here in New York- providing very little deal flow that's attractive to investors.

Without a solid ecosystem, funds will continue to leave the state at an alarming rate, because the problem is systemic at this point- meaning, there isn't just one challenge- there are many challenges which must be addressed for New York to achieve the image this Council seeks.

As a brief example- in the overview release by the Council there was a mention that incubators, venture capitalist funds and industry consortiums help improve the economy and provide support. In regards to vc funds, and certainly not to single them out- the Council would be well served to realize that they are unfortunately not "white knights." These funds have a plethora of investors and their metric of success as judged by these stakeholders is just one thing- return on investment. By the nature of this one metric, more than 97% of businesses here in New York would not qualify for their financial support. This has been true for quite a long time, and banks at one time used to pick up this gap in the funding ecosystem. But as a result of these harsh economic times this funding mechanism has completely dried up.

The point here is- yes incubators, vc's and industry associations are all necessary in the ecosystem and do provide support to certain industries and companies However, the ecosystem has:

- Critical funding holes
- A completely fragmented infrastructure
- Challenging intricacies at each step

(The solution)

Right now is a critical time in our economy, and the stage is ripe for a fundamental change in how businesses are founded, built and scaled. The truth is that unstable times create incredible opportunities.

Entrepreneurship holds the key to catapulting our economy out of a state of downturn and decline. What I hope becomes clear to the Council here today is that the more we stand together, the bigger the difference we will make. For entrepreneurship to become the powerful force it can be in driving the economy here in New York, we need to break down barriers and build platforms which connect us. We need to support each other, help build each other's visions, and leverage our collective strengths

But we're facing our own challenge. Former Soviet President Mikhail Gorbachev once said, "It would be naive to think that the problems plaguing mankind today can be solved with means and methods which were applied or seemed to work in the past."

There's no doubt that entrepreneurship innovates, changes and grows business. But if we keep doing what we did before, we're going to get what we always got – and if there's one message we should all have loud and clear by now, it's that we're all accountable for the economic challenges we're facing.

Building superior platforms for collaboration in this state is mightily important, because there is real power in coming together to talk about business, to hear other perspectives, and connect with people who have bold ideas. It is also a start toward eliminating the immense fragmentation challenge we currently have here in New York.

From a resource and feasibility perspective- instead of creating a new office, organization, website or initiative focused on entrepreneurship- the Council would be well served to consider leveraging and providing additional resources to the established organizations that have already solidified themselves as staples here in the New York entrepreneurial community.

As an example, these organizations include: Asita, Women Presidents Organization, Entrepreneurs Organization, Womensphere, NY Tech Meetup, Manhattan Chamber of Commerce, The Hatchery, MIT Enterprise Forum, Columbia Technology Ventures, Blue Venture Community, Angelsoft, GarysGuide, Centernetworks, Entrepreneurs Roundtable, Admit Advantage, Workshop in Business Opportunities, Start Out, Executive Council, Nolcha, Urban Interns, Summit Series, iBreakfast and Ultra Light Startups.

The reason I mention each and every one of these important entrepreneurial organizations is because New York Entrepreneur Week partners with each and every one of these organizations in an effort to achieve our mission of aggregating the disparate entrepreneurial organizations and resources in the State. The overall point here is that, as stated before, the entrepreneurial community here in New York is extremely diverse and complex.

Organizations which already have their tentacles deep in the entrepreneurial ecosystem's trenches hold a credible influence, and are continuous hubs of constructive feedback for this Council. Whatever comes from this meeting, I sincerely hope the Council will reach out to each and every one of these organizations and embrace them- because they're each doing amazing and life changing things in our community.

In closing, as two 30,000 foot recommendations to the Council:

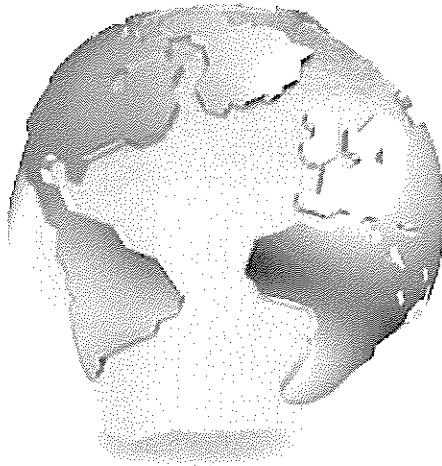
- First, as an incentive for investors to in fact become “white knights” in the funding eco system- Ease taxes on investment income for investments held more than 5 years in NYC companies made when the company has fewer than 50 employees.

I am sure this Council has heard this recommendation before and most believe it to be an unapproachable subject during these tough economic times. I would challenge the Council to understand the bigger picture then just the short term loss of tax income for the city, and have faith in the waterfall of investment to NYC this change would spark. Going forward, to build a healthy and holistic ecosystem, one of the main challenges we as stakeholders here in NYC face is incentivizing investors here in NYC to stay put. Clearly, with 89% of venture capital funding going outside the state- we are not doing a very good job. Lowering taxes on investment income with the above parameters will have a direct and instantaneous impact on the funding ecosystem here in NYC and will create numerous opportunities for a much larger increase in revenue for the city instead of just one.

- Second, before attempting to delve into challenges within each vertical of entrepreneurship- understand the stakeholder groups in the community and provide a framework and catalyst for them to conquer New York's economic challenges.

By embracing, leveraging and providing a platform of collaboration for these groups, who are each their own microcosm of influence within the community, the Council will give the entire entrepreneurial community a much needed boost to drive economic change in exponential ways.

Thank you very much for your time and happy holidays.



NEW YORK
entrepreneurweekTM
STAND UP AND COME TOGETHER

Council Member Debrief
November 16th – 20th, 2009
Columbia University



From Left to Right: Gary Whitehill (Founder of The Relentless Foundation), Matt Weiss (EO Global Learning Chair), Bob Johnston (Founder of Executive Council), Robert Levin (Founder of New York Enterprise Report), Shervin Pischevar (Founder of SGN), Bryan Janeczko (Founder of Wicked Start), Sergio Fernandez de Cordova (Chairman of The Relentless Foundation)

All images from New York Entrepreneur Week- held November 16th-20th, 2009

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Speaker & Partnering Organization Reactions	8

Featured Nationally Before 35,000,000+ Daily Readers



Thank You

Dear Council Member:

The New York Entrepreneur Week movement was an unprecedented success. Throughout the week, over 2,600 entrepreneurs attended the event; with more than 7,500 viewers watching the event live on USTREAM.

Currently, 89% of the venture capital funds residing in New York are invested in other hubs of innovation, including: Boston, Washington D.C. and Silicon Valley. When a crucial funding mechanism is disproportionately allocated outside an ecosystem, it's a dire red flag.

Right now is a critical time in our economy. The stage is ripe for a fundamental change in how businesses are founded, built and scaled. The truth is, with the right framework, unstable times create incredible opportunities.

This movement provides the framework and catalyst for conquering New York's economic challenges by aggregating disparate entrepreneurial stakeholders from around the state with remarkable entrepreneurs from around the world; giving attendees the chance to learn, grow, connect and leverage opportunities to drive economic change in exponential ways.

We are now actively in discussions with Philadelphia, Omaha, Mexico and Puerto Rico for our next strategic deployments.

On behalf of our Board of Directors, I would like to thank you for your generous support. As you will read, NYEW changed lives, and without your support this endeavor would not be possible.

Best regards,

Gary Whitehill
Founder, New York Entrepreneur Week

Press Releases

Oct 8, 2009 – Marketwire – New York Entrepreneur Week Launches the Most Encompassing Entrepreneurial Movement in New York State History

<http://www.marketwire.com/press-release/Nyew-1057263.html>

Oct 19, 2009 – Marketwire – Independent Retail Week and New York Entrepreneur Week Align to Stimulate Entrepreneurial Growth and Awareness in New York State

<http://www.marketwire.com/press-release/Nyew-1061571.html>

Oct 27, 2009 – Hartford Business Journal Online – Gary Whitehill, Granby native, founder New York Entrepreneur Week

<http://www.hartfordbusiness.com/news10750.html?Type=search>

Nov 11, 2009 – Crain's New York Business – Young People Primed for a Startup Surge

<http://www.crainsnewyork.com/article/20091111/SMALLBIZ/911119993>

Nov 11, 2009 – Marketwire – Top NY Non-Profits Come Together for First Time to Bolster Impact of Non-Profit Resources Throughout State

www.marketwire.com/press-release/Nyew-1075034.html

Nov 12, 2009- Young Upstarts – New York Entrepreneur Week

<http://www.youngupstarts.com/2009/11/12/new-york-entrepreneur-week/>

Nov 12, 2009 - Marketwire – FEED Projects Celebrate the Business of Fashion With the Partnership of Independent Retail Week: New York and New York Entrepreneur Week

www.marketwire.com/press-release/---1075677.html

Nov 17th, 2009 - Marketwire – NYC Department of Small Business Services Sponsors New York Entrepreneur Week

www.marketwire.com/press-release/Nyew-1078284.html

Attendee Testimonials

A short note to thank you for having organized this great event. The speakers were wonderful and the themes were very informative and helpful, it was a great week, very fruitful. Thank you so much for organizing this kind of informative and affordable event on behalf of entrepreneurs. I wish you the best for the upcoming events.

May you have a wonderful holiday season.

Best regards,

Marie-Ange Martin

I want to send you a personal "Thank You" for putting together New York Entrepreneur Week. It really changed my life!

Yours,

Jason C. Weber

Congratulations to you and all the team who made NYEW possible. I am very fortunate to be part of this historical experience.

Happy Holidays,

Ramon Blancas

I paid to attend, came the first day, got sick (not serious but feeling lousy), stayed home and have been watching online ever since- fabulous! Thank you so much for streaming the event. I could see that 70-120 people were tuned in at any given moment – so your outreach was approximately doubled - definitely a worthwhile investment.

Many thanks,

Scott Shuster

The event was amazing. Thank you.

- Eugene Lopin

This is an advance thank you note before the end of the week.

I have never attended as useful a conference. As an example, I have just had a positive response from Michael Mendillo, Wentworth Group, at 1:45AM to mine sent at 1:00AM. It proves out what most of the panelists said -entrepreneurs never sleep.

All of your speakers are willing to speak to the attendees individually in a very positive manner. It is also a great deal of fun to talk to all the others who also feel sometimes that their brains are going to explode from all the issues with which they must deal.

All the best,

Karen F. Avakian

I just got back from my third day at Entrepreneur Week and wanted to congratulate you on putting together a first rate event. I have learned a great deal and have been inspired by the speakers as well as attendees with whom I have met. You can be sure that I will recommend the event to my business network. Thank you again for providing such a great service to the NYC area.

Regards,

Jeff Maglin

Once again, thank you for creating this amazing opportunity and thank you for being an extraordinary person.

After this week I've realized I should be and I can be an entrepreneur. When I lived in agony - I didn't know how to start. One month ago I realized I needed more information. I signed up for almost every possible entrepreneur event. I went two networking events- they absolutely sucked.

At the beginning this week I came to learn new information but when I left I got not only information - I got power. What you and the panelists shared touched, moved and inspired me. Every second I feel worth living, I'm anticipating unknown great challenges.

I don't have to live my life trying be right, avoiding looking bad - I dare to ask questions, make my mistakes, achieve my dreams and cause difference in other people's life.

Thanks.

Mila Antonova

Speaker & Partnering Organization Reactions

"Gary and New York Entrepreneur Week are great assets to students, the city and the country. By helping share knowledge and introduce like-minded people, great things can be built. The value of this organization is especially important in this time where small businesses (who employ over half the country) are in need of resources and ideas and individuals are in need of jobs."

Brett Hickey / Co-Founder & President, Aegis Capital Group

"New York Entrepreneur Week has become the go-to and trusted platform for entrepreneurs throughout the State. This was accomplished in a very short time frame, which speaks volumes about the mission and vision of NYEW. The Week provides a plethora of original content from some of the best and brightest entrepreneurs in the nation. Gary and his team have solidified their place as influential stakeholders within the community."

Allan Young / Co-Founder, University Venture Fund

"New York Entrepreneur Week accomplishes something never achieved before ... Uniting the multitude of business groups in New York for the sole purpose of helping business owners learn and grow. It is an honor for the Entrepreneurs' Organization, New York Chapter, to be a part of it."

Matthew Weiss / EO Global Learning Chair

"New York Entrepreneurship Week presents a much needed platform of resources for entrepreneurs throughout New York State. NYEW provides not only information and tools for success, but also a great community for networking and partnerships."

John Battaglia / Founder, The Rockstar in You

"New York Entrepreneur Week was a great opportunity for me to spread the word about Behind the Burner and also join a group of well-versed speakers to share our knowledge on business building and funding challenges local entrepreneurs are facing today."

Divya Gugnani / Founder, Behind the Burner & Former Vice President, FirstMark Capital

"I am extremely proud to have been (and will continue to be) a part of New York Entrepreneur Week. The events are an amazing experience. NYEW is the only forum I know of which addresses many of the vast and varying challenges entrepreneurs of every age, stage of revenue and locale face throughout New York State. NYEW is a much-needed state-wide endeavor which has already become a staple in the community."

Murat Aktihanoglu / Founder, ENT Roundtable & Centrl

"New York Entrepreneur Week is an upbeat and inspirational week-long-forum that caters to entrepreneurs of all stages. The week is packed with events and the turnout is very strong. My biggest issue is that I cannot attend as many events as I'd like!"

Darren Herman / BusinessWeek's Top Entrepreneur of 2007

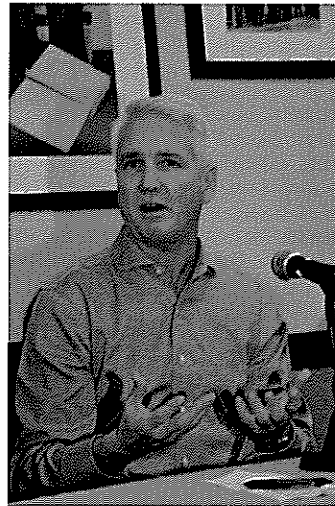
"New York Entrepreneur week is an amazing opportunity for thousands of people with great ideas to connect with established entrepreneurs, angel investors and venture capitalists. The potential for growth and innovation is huge."

Ari Meisel / Serial Entrepreneur & Founder, LEED AP

Additional Testimonials Available Upon Request



Nancy Johnson
Founder & CEO of Optimize



Chris McCann
President of 1-800Flowers.com



Jennifer Walzer
Founder & CEO of BackUpMyInfo!

New York Entrepreneur Week
"STAND UP AND COME TOGETHER"
 Council Member Debrief



From Left to Right: Gary Whitehill (Founder of The Relentless Foundation), Charles Bernard (Founder of Criteria for Success), Ellen Gustafson (Co-Founder & Executive VP of FEED Projects), Shelby Scarbrough (Founder of Conexus Global Services), Kevin Daum (Founder of TAE International), Thomas Mendes (Founder of Plaza Too)

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: MAZIAR DALAEI

Address: 489 FIFTH AVE

I represent: IPP SOLAR

Address: 459 FIFTH AVE

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: JONATHAN LABARRE

Address: _____

I represent: ROANWELL CORPORATION

Address: 2564 PARK AVE BRONX N.Y.

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Thomas Lauenhaupt

Address: 35 35 75 Street

I represent: Connecting NYC Inc.

Address: connectingnyc.org

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: AVI KARNANI

Address: 250 MERCER STREET C305

I represent: _____

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12-16-09

(PLEASE PRINT)

Name: Andrew Chepait's

Address: 354 East 66th Street, 4A, NYC 10065

I represent: ELIA Life Technology, Inc.

Address: 354 East 66th Street, 4A, NYC 10065

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: Dec. 16. 2009

(PLEASE PRINT)

Name: Andre A. Fenton

Address: 16 SPRING St. #2 NYC, NY 10012

I represent: Bio-Signal Group. Corp.

Address: Dowinstate Med. Ctr. 450 Clarkson Ave. Bklyn. NY, 11203

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: 12/16/09

(PLEASE PRINT)

Name: STEVEN MASVA

Address: 101 EAST 15TH

I represent: NY State Bar Venture and Technology Committee

Address: and ITAC

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12-16-2009

(PLEASE PRINT)

Name: TEJ BHATIA

Address: 408 West 34th Street #2K, NY, 10001

I represent: Media Merx (start up)

Address: 118 East 28th Street #901, NY, 10016

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: James Gillis

Address: 2200 Arch Street Unit 601 Phila PA 19103

I represent: NY State Bar Assn. Venture

Address: Technology Committee

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/09

(PLEASE PRINT)

Name: Charlie O'Donnell
Address: 7423 Ridge Blvd. Apt 1B, Brooklyn, NY
I represent: First Round Capital
Address: New York, NY

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/14/09

(PLEASE PRINT)

Name: SARAK SUBANPUTRA
Address: _____
I represent: NYC Investment Fund
Address: 1 BPP NY, NY

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: 12/16/09

(PLEASE PRINT)

Name: Andrew Feigenson Digital Dawn
Address: 97-12 69th Ave
I represent: _____
Address: _____

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

Name: Colleen Gibney (PLEASE PRINT)

Address: _____

I represent: ITAC

Address: 253 B'way

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16

Name: Paul Ellis (PLEASE PRINT)

Address: 280 Fieldston Terrace, Bronx

I represent: New York Technology Council

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/09

Name: Amos Winbush III (PLEASE PRINT)

Address: 37 WALL Street

I represent: CyberSynch, LLC

Address: 44 W. 28th Street

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/2009

Name: ALAN MITCHELL (PLEASE PRINT)

Address: 150 NASSAU ST 14C 10038

I represent: MIT ENTERPRISE FORUM

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/2009

Name: BRUCE B. BERNSTEIN (PLEASE PRINT)

Address: 230 RSD, NY 10025

I represent: self

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/09

Name: BRUCE NEWMAN (PLEASE PRINT)

Address: 160 VARICK ST, NY 10013

I represent: NYU POLY

Address: 6 METROTECH, 10071

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12-16-09

(PLEASE PRINT)

Name:

DARREN CONTE

Address:

311 E. 71ST 5F NY NY 10021

I represent:

SIFTSORT.COM

Address:

757 THIRD AVE 2303 NY 10017

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name:

Hermann Maizard

Address:

1509 Carroll Street

I represent:

Home Shop Technologies Inc.

Address:

New York, NY

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 2009 12 15

(PLEASE PRINT)

Name:

PAUL GARWIN

Address:

NAME.SPACE, WIFI-NY

I represent:

E 7ST NY NY 10009

Address:

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Terri Chow
Address: 167-10 Crocheron Ave 5M, Flushing NY 11358
I represent: All Day Buffet
Address: 16721 West street suite 1753, NY, NY 10061

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Michael Smolens
Address: 260 E 72nd St #C 9104
I represent: dotSUB
Address: same

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 1/16/09

(PLEASE PRINT)

Name: Gary Whitehill
Address: 510 Silver St N. Granby CT 06860
I represent: New York Entrepreneur Week
Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Heather Miles

Address: 4 Bedford Street Apt 3 10014

I represent: Masur Law (startup law firm)

Address: 101 E. 15th Street 10003

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Monica Dean

Address: 906 Havemeyer Ave Bx NY 10473

I represent: Baruch College

Address: 55 Lexington Ave Suite 2-140 NY NY

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: Dec. 16, 2009

(PLEASE PRINT)

Name: RAY GARCIA

Address: 324 West 88 NYC 10024

I represent: Field Center for Entrepreneurship

Address: 6x 23rd Street Baruch College

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 16TH DEC 2010

(PLEASE PRINT)

Name: DAWN BARBER

Address: 333 E 80TH ST

I represent: NY TECH MEETUP

Address: 333 E 80TH ST NYC 10075

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Michael Brown

Address: 437 Clermont Ave. Brooklyn 11238

I represent: Life Cycle Solutions, Inc. (Energy Efficiency start-up)

Address: same

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: EVA Cramer

Address: SUNY Downstate Medical Center

I represent: Downstate Biotech Incubator + BioBAT
at the Brooklyn Army Terminal

Address: 450 Clarksons Ave Brooklyn NY 11203

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/09

(PLEASE PRINT)

Name: KRISTY SUNDIATA

Address: 110 WILLIAMS ST

I represent: NYCEDC

Address: 110 WILLIAMS

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: 12/16/2009

(PLEASE PRINT)

Name: VARBIN STAYKOFF

Address: 99 Gold St. 5B Brooklyn, NY

I represent: clean technology financial advisor

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 12/16/09

(PLEASE PRINT)

Name: Richard P. Stanta

Address: _____

I represent: Bintro

Address: 79 Hudson St. Hoboken NJ 07030

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**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: 12/15/09

(PLEASE PRINT)

Name: HANNAH KOPELMAN

Address: 180 CROTON BLVD #92

I represent: 1600-NY 1014

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Oleksandr Malguzik

Address: 120 Wall St, 29th Fl., NY, NY 10005

I represent: Long Range Communications, Inc

Address: 1-1

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 16TH DEC 2009

(PLEASE PRINT)

Name: NATE WESTHEIMER

Address: 176 Delancey St 3F 10002

I represent: NY TECH MEETUP

Address: % down barber 333 E 80th St NYC 10075

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: KRISTY SUNDJAJA, VP FOR MEDIA,

Address: GREEN + EMERGING TECHNOLOGIES

I represent: EDC

Address: _____

◆ Please complete this card and return to the Sergeant-at-Arms ◆