Hispanic-Owned Businesses on the Upswing

By: Robert Bernstein, International Trade Management Division

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With the recent conclusion of another annual celebration of Hispanic Heritage Month, here are two sources of business data that show gains in America’s Hispanic-owned businesses.

Survey of Business Owners

The number of U.S. businesses owned by Hispanics grew by more than 1 million firms, or 46.3%, from 2.3 million to 3.3 million from 2007 to 2012. In contrast, the total number of all U.S. firms increased 2.0 percent during the same period, from 27.1 million to 27.6 million. Hispanics owned 12% percent of all businesses in 2012, up from 8.3% five years earlier.

The rate of increase in receipts for Hispanic-owned firms also outpaced that of all firms. Hispanic-owned firms totaled $473.6 billion in receipts in 2012, an increase of 35.1% from $350.7 billion in 2007. In contrast, receipts for all firms grew 11.7% during the same period, from $30.0 trillion in 2007 to $33.5 trillion in 2012.

These statistics come from the 2012 Survey of Business Owners, which provides a broad socio-economic picture of business owners across the nation and is part of the U.S. Census Bureau’s five year economic census. The Survey of Business Owners not only identifies whether business owners are of Hispanic origin in general, but also their nationality, or specific Hispanic group. Each Hispanic group saw the rate of increase between 2007 and 2012 in the number of firms they owned outpace the national average: Cuban (up 12.4% to 281,982), Mexican (up 56.8% to 1.6 million), other Hispanic or Latino (up 44.1 percent to 1.1 million) and Puerto Rican (up 65% to 258,221).

Additionally, slightly under half of Hispanic-owned firms (approximately 1.5 million, or 44.5 percent) in 2012 were owned by women.

Annual Survey of Entrepreneurs

More business statistics from the inaugural 2014 Annual Survey of Entrepreneurs, which provides statistics for employer businesses only, show that among the nation’s nearly 300,000 Hispanic-owned firms with paid employees, more than half were located in one of three states: California (66,487), Florida (59,987) or Texas (49,722). Among the 50 most populous metro areas, Hispanic-owned firms were most common in New York-Newark-Jersey City (28,949), Los Angeles-Long Beach-Anaheim (28,858) and West Palm Beach (44,599), New York-Newark-Jersey City (28,949) and Los Angeles-Long Beach-Anaheim (28,858).

Returning to the nation as a whole, Hispanic-owned firms were most likely to be found in the accommodations and food services (40,371) and construction (40,340) sectors.

The survey also revealed a wide range of additional findings about Hispanic business owners and their firms. For example:

- 96.1% of Hispanic-owned businesses (that reported language information) conduct transactions in Spanish, potentially in addition to other languages.
- 13.1% of Hispanic-owned businesses (compared with 8.9% of all businesses that provided the time in businesses information) have been in business less than two years.
- 57.7% of Hispanic-owned businesses (that provided profitability information) were profitable; another 20.5% had losses, while 21.9% broke even.
- 52.4% of Hispanic business owners (who reported citizenship information) were not born a U.S. citizen.
- 35.7% of Hispanic business owners (who provided the education information) had a bachelor’s degree or higher prior to establishing, purchasing, or acquiring the business.
- 20.2% of Hispanic business owners (who provided the information) spend an average of 60 or more hours per week managing or working in the business, and 48.2% spend more than 40 hours doing so.

A separate topical module in the Annual Survey of Entrepreneurs focused on innovation and research and development activi-
Tools for Success

By: Terrie Daniel
Division of Supplier Diversity
Deputy Commissioner

I envision diversity as a brand new box of crayons freshly opened displaying many variations of color and hue. Some of them dark and robust, and some pastel with others being bright and vibrant. Each creates a uniqueness of its own when swiped across a canvas.

Inclusion exists when all of those colors and hues work together to create one beautifully spectacular portrait with each color and hue being unique in itself while still complimenting the beauty and uniqueness of all the others.

I encourage each of us to not lose focus but to concentrate on ways we can continue to compliment and celebrate the uniqueness of all we encounter.

Thank you for reading this month and may each of you prosper and be fulfilled in all you do.

Hispanic Upswing (cont.)

ties of businesses. Responses to the survey from Hispanic-owned businesses revealed, for instance, that 34.4 percent have upgraded a technique, equipment or software to significantly improve a good or service. Here are a few other interesting facts:

• 29.7% have improved performance for a good or service by making changes in materials, equipment, software or other components.

• 13.7% have developed a new use for a good or service.

• 23.9% have applied a new way of purchasing, accounting, computing, maintenance, inventory control or other support activity.

• 20.6% have reduced costs by changing the way a good or service was distributed.

• 30.7% have made it easier for customers to use a good or service.

Subcontractor & Other Business Opportunities

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<tr>
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<td>Design Development Implementation (DDI) 17-001</td>
<td>3/1/17</td>
<td>John Helmer goo.gl/Rymse</td>
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<tr>
<td>Mental Health Funds Recovery Fiscal Agent RFP-17-072</td>
<td>3/2/17</td>
<td>Teresa Deaton goo.gl/ZxbTM5</td>
</tr>
<tr>
<td>Digital Content 17-055</td>
<td>3/15/17</td>
<td>Jennifer Mayfield goo.gl/gHETh5</td>
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</tbody>
</table>

Business Read

"The Power of Broke"
By: Daymond John

The instant New York Times bestseller from Shark Tank star and Fubu Founder Daymond John on why starting a business on a limited budget can be an entrepreneur's greatest competitive advantage, showing how brands, companies, and start-ups can leverage the power of broke to achieve success, fame, and profit.

Daymond John has been practicing the power of broke ever since he started selling his home-sewn t-shirts on the streets of Queens. With no funding and a $40 budget, Daymond had to come up with out-of-the box ways to promote his products. Luckily, desperation breeds innovation, and so he hatched an idea for a creative campaign that eventually launched the FUBU brand into a $6 billion dollar global phenomenon. But it might not have happened if he hadn’t started out broke - with nothing but a heart full of hope and a ferocious drive to succeed by any means possible.

When your back is up against the wall, your bank account is empty, and creativity and passion are the only resources you can afford, success is your only option. Here you’ll learn how to tap into that Power of Broke to scrape, hustle, and dream your way to the top.

Business Quote

"Rarely do we find men who willingly engage in hard, solid thinking. There is an almost universal quest for easy answers and half-baked solutions. Nothing pains some people more than having to think."

-Dr. Martin Luther King, Jr.

More business opportunities can be found at http://www.in.gov/idoa/mwbe/2488.htm
STATE OF INDIANA
RFP 17-055
INDIANA DEPARTMENT OF ADMINISTRATION
On Behalf Of:
DEPARTMENT OF CORRECTION
Solicitation for:
Tablet Based System of Delivering Digital Content and Electronic Services to Offenders in Correctional Facilities
Response Due Date: March 15, 2017

Part of the Division’s mission is learning about and promoting business opportunities for diverse firms. To that end the Division would like to draw attention to RFP 17-055: Digital Content. The Indiana Department of Correction has a need for a system to deliver digital content and electronic services for 26,000 adult and juvenile offenders housed in 23 correctional facilities in Indiana.

The overall intent of the IDOC with moving to a tablet based system is to provide educational services through digital media to support the rehabilitation of offenders thereby reducing recidivism. As the offender population includes a variety of ages, educational needs, offender service needs, and behavioral reward requirements, IDOC is looking for a scalable solution that will allow it to expand programming and tailor it to the needs of the various groups within its prison populations.

The system is to utilize a tablet based platform, a vendor provided network, and kiosks to deliver digital content including educational services, offender services, and behavioral rewards, in order to put a tablet in the hands of each offender on a 1:1 ratio. The Vendor will be expected to provide the tablets, kiosks, network, software, banking, and support for its solution, which must be secure for use in correctional environment.

Generally, the IDOC expects a successful proposal will include the following solutions:
1. A Secure Network
2. Tablet Services
3. Educational Programming
4. Offender Services
5. Behavioral Rewards and Entertainment Services
6. Assumption of Services currently provided by JPay, Inc.
7. A Phased, but Aggressive, Implementation Plan

All questions/inquiries regarding this RFP must be submitted in writing by the deadline of 3:00 p.m. Eastern Time on February 7, 2017. Questions/Inquiries may be submitted in Attachment G, Q&A Template, via email to rfp@idoa.IN.gov and must be received by the time and date indicated above.

Inquiries are not to be directed to any staff member of the Indiana Department of Correction. Such action may disqualify Respondent from further consideration for a contract resulting from this RFP.

All proposals must be received at the address below by the Procurement Division no later than 3:00 p.m. Eastern Time on March 15, 2017. Each Respondent must submit one original flash drive or CD-ROM (marked “Original”) and 8 copies complete copies on flash drive or CD-ROM of the proposal, including the Transmittal Letter and other related documentation as required in this RFP. The original flash drive/CD-ROM will be considered the official response in evaluating responses for scoring and protest resolution. The respondent’s proposal response on this flash drive/CD may be posted on the IDOA website, (http://www.in.gov/idoa/2462.htm) if recommended for selection. Each copy of the proposal must follow the format indicated in Section Two of this document. Unnecessarily elaborate brochures or other presentations, beyond those necessary to present a complete and effective proposal, are not desired.

All proposals must be addressed to:
Indiana Department of Administration
Procurement Division
402 West Washington Street, Room W468
Indianapolis, IN 46204

The above are selected excerpts from the official RFP.
To view RFP 17-055 in its entirety please click here: http://www.in.gov/idoa/proc/bids/17-055/055rfp.pdf

Indy Chamber is excited to announce its 4th Annual Women in Business Retreat this February in Indianapolis. This retreat is a great way for women from all professional backgrounds to escape their hectic life and learn from one another, share successes, laugh, network and strategize about what comes next.

This year’s speaker lineup is one you’re not going to want to miss! Hear from Indy native and HGTV star Karen Laine, as well as Cindy Solomon, speaker, consultant, and author of *The Rules of Woo: An Entrepreneurs Guide to Capturing the Hearts and Minds of Today’s Customers* and *Creating a Culture of Courage*.

2017 topics include:
- Maximizing your career in a virtual environment
- Emotional and social intelligence
- Money and negotiating
- ...and much more!

REGISTER TODAY AT WWW.WIB.INDYCHAMBER.COM

THANK YOU TO OUR SPONSORS
Indiana’s 120th General Assembly commenced in January. The first day for the State Senate was Tuesday, January 3, and Wednesday, January 4, for the House of Representatives. The deadline for the adjournment of both houses is Saturday, April 29, 2017. The Division of Supplier Diversity, being focused on minority-owned and women-owned businesses, wanted to recognize and thank all the female, and minority legislators.

The following pages are a breakdown of the female and minority legislators by chamber and party. Please feel free to take this complimentary directory courtesy of the Indiana Division of Supplier Diversity.

For more information about the 2017 legislative cycle, please visit IGA.IN.GOV.

We would like to extend a special thank you to Reps. John Bartlett, D; Sharon Negele, R; Sens. Vaneta Becker, R; Jean Breaux, D. These exemplary elected legislators have been appointed to serve on the Governor’s Commission on Minority and Women’s Business Enterprises.

In 1983, recognizing the importance of Minority and Women’s Business Enterprises (MBE/WBE) participation in state purchases, Public Law 34 (I.C. 4-13-16.5) created the Governor’s Commission on Minority Business Development, which is now the Governor’s Commission on Minority and Women’s Business Enterprises.

The Commission’s mandate is to explore opportunities and implement activities that will enable MBE/WBE to fully participate in the procurement system.

The Governor’s Commission on Minority and Women’s Business Enterprises meets at least four times a year. The meetings are free and open to the public. Review the upcoming commission meeting schedule to plan your meeting participation for the year.

For more information about the MWBE Commission, please visit GOO.GL/TQEGBJ.
Below is a breakdown of the female and minority senators by party. Please feel free to take this complimentary directory courtesy of the Indiana Division of Supplier Diversity.

For more information about the 2017 legislative cycle, please visit [IGA.IN.GOV](http://IGA.IN.GOV).

<table>
<thead>
<tr>
<th>Sen.</th>
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<tr>
<td>Vaneta Becker</td>
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<td>Jean Breaux</td>
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<td>Liz Brown</td>
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<td>Eddie Melton</td>
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<td>Susan Glick</td>
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<td>Lonnie Randolph</td>
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<td>Erin Houchin</td>
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<td>Karen Tallian</td>
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<td>Jean Leising</td>
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<td>Greg Taylor</td>
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Please visit [IndianaSenateRepublicans.com/senators](http://IndianaSenateRepublicans.com/senators) for full listing of Republican senators.

Please visit [IndianaSenateDemocrats.org/senators](http://IndianaSenateDemocrats.org/senators) for full listing of Democrat senators.
This a breakdown of the female and minority representatives by party. Please feel free to take this complimentary directory courtesy of the Indiana Division of Supplier Diversity.

For more information about the 2017 legislative cycle, please visit [IGA.IN.GOV](http://IGA.IN.GOV).
Small Business Legislation

Indiana’s 120th General Assembly commenced in January. The first day for the State Senate was Tuesday, January 3, and Wednesday, January 4, for the House of Representatives. The Division of Supplier Diversity, being focused on minority-owned and women-owned businesses, wanted to denote legislation that could possibly affect small businesses in the state of Indiana.

Visit [IGA.IN.GOV](http://IGA.IN.GOV) to find a full listing of proposed legislation by subject matter. Listed under “Small Business” are the following six pieces of legislation.

### Senate Bills

<table>
<thead>
<tr>
<th>Name</th>
<th>Authored by</th>
<th>Status</th>
<th>Description</th>
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<tbody>
<tr>
<td>SB 90</td>
<td>Sen. Jean Leising</td>
<td>First reading: referred to Committee on Agriculture</td>
<td>Defines the term &quot;cooperative or mutual entity&quot;. Requires the department of agriculture to regulate the use of the terms &quot;cooperative&quot;, &quot;co-op&quot;, &quot;mutual&quot;, and any derivative of those terms.</td>
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<tr>
<td>SB 141</td>
<td>Sen. Lonnie Randolph</td>
<td>First reading: referred to Committee on Tax and Fiscal Policy</td>
<td>Provides a nonrefundable tax credit to a small business for employing an individual who is receiving unemployment benefits or returning from military service (qualified new employee).</td>
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<td>SB 443</td>
<td>Sen. Rodric Bray, Sen. Eric Koch</td>
<td>First reading: referred to Committee on Commerce and Technology</td>
<td>Creates uniformity across Indiana’s business formation regulations, and establishes a business entity reporting requirement for LPs and LLPs.</td>
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### House Bills

<table>
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<th>Name</th>
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<tr>
<td>HB 1074</td>
<td>Rep. Karlee Macer</td>
<td>First reading: referred to Committee on Financial Institutions</td>
<td>Urges the legislative council to assign to an appropriate study committee during the 2017 legislative interim the topic of loans to Indiana small businesses.</td>
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<td>HB 1635</td>
<td>Rep. Vernon Smith</td>
<td>First reading: referred to Committee on Ways and Means</td>
<td>Provides that the owner of personal property that qualifies for the $20,000 and under personal property tax exemption may choose between claiming the exemption or filing a completed personal property tax return.</td>
</tr>
</tbody>
</table>
WEDNESDAY March 8, 2017
SBA/IDOA/OMWBD Business Development Seminar

Learn how to do business with the Federal Government and how your company can benefit.

- Eligibility requirements
- Benefits of various programs
- Goals of the program
- How to apply
- Program terms

Certification workshop for minorities, women, veterans and disabled business owners

Individuals interested in City of Indianapolis/State of Indiana certification will receive the following information on:

- The application process
- Learn how to apply and complete certification application
- Find out about individual and one-on-one counseling opportunities
- How to register as a vendor through the City’s Purchasing Division and obtaining information on current and upcoming bidding opportunities
- Participate in a questions & answer session with representatives

Workshops are FREE to attend, but registration is required. Please register at [http://www.indy.gov/eGov/City/DMWBD/Pages/RSVP.aspx](http://www.indy.gov/eGov/City/DMWBD/Pages/RSVP.aspx) or call (317) 327-5262 to sign up.
Welcome our Business Development and Certification Liaison

The Division of Supplier Diversity would like to welcome its newest team member, Tony A. Kirkland. Tony has joined our division as the Business Development and Certification Liaison.

Tony Comes with a long history of civil service and experience in the diversity field. Tony most recently was the Special Assistant to IN Governor Michael R. Pence. His responsibilities included the Healthy IN Plan 2.0 (HIP 2.0) Outreach, Chairman of the Indiana Minority and Women Business Enterprise Commission, and the Indiana Economic Development Commission. Tony previously served the State of Indiana in several leadership positions under Governor Mitchell E. Daniels, Jr., including serving as Executive Director of the Indiana Civil Rights Commission (ICRC). Prior to his appointment to the ICRC, he served in top leadership positions within the Governor’s Office which included serving as the Senior Advisor of Minority Affairs & Policy Director in the Intergovernmental Affairs Department, as well as Policy Director of System Services.

Prior to joining the Governor’s Office, Tony served as Director of the Metropolitan Evansville Transit System (METS), Evansville, IN. Tony also was the Director of Business Development for Finch Constructors Inc., a Mechanical, Electrical & Plumbing Construction Management firm in Indianapolis, IN. Tony is a Master Compliance Administrator (MCA) certified through the American Contract Compliance Association (ACCA).

Tony’s extensive background and passion for the advancement of diverse businesses makes him a tremendous asset to the Division. “[Supplier Diversity] Showcases the company’s interest in and commitment to the economic growth of all communities across the State of Indiana.”

Purdue Grant Writing Workshop

Purdue Extension is offering an introductory course on preparing grant proposals. The workshops will be held in communities around the state this spring.

The Beginner’s Guide to Grant Writing Workshop teaches grant writers of all skill levels how to prepare and submit a professional proposal. The two-day interactive workshops take place from 9:00 AM to 4:30 PM local time on both days listed above.

During the workshop, participants develop their ideas into written proposals. They learn about how to find funders as well as strategies for successful grant implementation. “Over the years, participants of the Beginner’s Guide to Grant Writing workshop have gone on to win millions of dollars in grant funding, bringing vital programs and services, equipment, infrastructure, and amenities to communities all across Indiana,” said Kris Parker, Regional Community Development Educator with Purdue Extension.

Registration is $175 per person and includes a workbook, reference materials and lunch both days. Professional review of a draft proposal is also included.

Additional information and a registration form are available by going to http://bit.ly/2gdgXFu. Or, by contacting Kym Schwinkendorf at 219-386-5232, or kschwink@purdue.edu.

Sudoku

Complete the grid so that every row, column and 3x3 box contains every digit from 1 to 9 inclusive.

```
 4 7 2 3 5 8 1 6 9
 5 1 8 9 7 4 6 3 2
 3 9 6 8 4 1 2 7 5
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For the full list of certified MBE & WBE firms, please visit: http://www.in.gov/idoa/mwbe/2743.htm
### Congratulations To Our Newly Certified Vendors!

#### Certified WBEs

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<th>Contact Person</th>
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<th>Email Address</th>
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<tr>
<td>Alliance Comfort Systems Inc.</td>
<td>Lori Rhodes</td>
<td>(502) 384-8500</td>
<td><a href="mailto:aca.receptionist@alliancecomfortsys.com">aca.receptionist@alliancecomfortsys.com</a></td>
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<tr>
<td>AltaStaff LLC</td>
<td>Taz Wilson</td>
<td>(312) 269-9990</td>
<td><a href="mailto:taz@altastaff.com">taz@altastaff.com</a></td>
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<tr>
<td>B. Nutty LLC</td>
<td>Lisa Stanford</td>
<td>(844) 426-6889</td>
<td><a href="mailto:info@bnutty.com">info@bnutty.com</a></td>
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<tr>
<td>Cain Signs LLC</td>
<td>Benda Cain</td>
<td>(765) 679-5448</td>
<td><a href="mailto:sales@cainsigns.com">sales@cainsigns.com</a></td>
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<tr>
<td>Choice Trucking Inc.</td>
<td>Carol Ward</td>
<td>(317) 445-4431</td>
<td><a href="mailto:cward@choicetruckling.net">cward@choicetruckling.net</a></td>
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<tr>
<td>Eco-Kinetic LLC</td>
<td>Nancy Phillips</td>
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<td><a href="mailto:nancy.phillips@ecokinetic.net">nancy.phillips@ecokinetic.net</a></td>
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<td>Green Solutions</td>
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</tr>
<tr>
<td>J.P. Parker LLC</td>
<td>Pamela Parker</td>
<td>(317) 738-9837</td>
<td><a href="mailto:flowaters@pparkerco.com">flowaters@pparkerco.com</a></td>
</tr>
<tr>
<td>Lemak LLC</td>
<td>Elizabeth Reynolds</td>
<td>(260) 906-6434</td>
<td><a href="mailto:beth@lemakllc.com">beth@lemakllc.com</a></td>
</tr>
<tr>
<td>Miller Expedited Freight Inc.</td>
<td>Joann Miller</td>
<td>(317) 856-9240</td>
<td><a href="mailto:robfair@millerexpedited.com">robfair@millerexpedited.com</a></td>
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<tr>
<td>Neptune Construction Inc.</td>
<td>Joan Jacobs</td>
<td>(317) 780-6010</td>
<td><a href="mailto:jpc@neptuneconstructioninc.com">jpc@neptuneconstructioninc.com</a></td>
</tr>
<tr>
<td>NextGen Information Services Inc.</td>
<td>Carmen Jacob</td>
<td>(314) 333-5370</td>
<td><a href="mailto:michellec@nextgen-is.com">michellec@nextgen-is.com</a></td>
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<tr>
<td>Northpointe Engineering &amp; Surveying Inc.</td>
<td>Donna Smithers</td>
<td>(317) 884-3020</td>
<td><a href="mailto:donna@npes.biz">donna@npes.biz</a></td>
</tr>
<tr>
<td>Precisely Write Inc.</td>
<td>Ruth Nickolich</td>
<td>(317) 585-7701</td>
<td><a href="mailto:info@precisely.com">info@precisely.com</a></td>
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<tr>
<td>ProPrint Forms LLC</td>
<td>Malinda Smith</td>
<td>(317) 861-8701</td>
<td><a href="mailto:msmith@promprintforms.com">msmith@promprintforms.com</a></td>
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<tr>
<td>Six Feet Up Inc.</td>
<td>Gabrielle Hendryx-parker</td>
<td>(317) 861-5948</td>
<td><a href="mailto:gabrielle@sixfeetup.com">gabrielle@sixfeetup.com</a></td>
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<tr>
<td>Sue-Win Inc.</td>
<td>Denise Garrett</td>
<td>(317) 791-4000</td>
<td><a href="mailto:suewinc@att.net">suewinc@att.net</a></td>
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<tr>
<td>SVC Inc.</td>
<td>Seema Verma</td>
<td>(317) 809-8536</td>
<td><a href="mailto:sverma@svcinc.org">sverma@svcinc.org</a></td>
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<tr>
<td>A.S.A.P. Courier &amp; Delivery Service Inc.</td>
<td>Norma Pinner</td>
<td>(317) 283-1885</td>
<td><a href="mailto:ASAPCourier@abcglobal.net">ASAPCourier@abcglobal.net</a></td>
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<tr>
<td>BC Countertops Inc.</td>
<td>John Thompson</td>
<td>(317) 637-4427</td>
<td><a href="mailto:johnt@thompsonet.com">johnt@thompsonet.com</a></td>
</tr>
<tr>
<td>Camacho Equipment &amp; Janitorial Supply</td>
<td>Jesse Camacho</td>
<td>(317) 891-1736</td>
<td><a href="mailto:camacho@camachojanitorial.com">camacho@camachojanitorial.com</a></td>
</tr>
<tr>
<td>Cazares Concrete LLC</td>
<td>Francisco Cazares</td>
<td>(765) 649-7159</td>
<td><a href="mailto:Francisco@cazaresconcretellc.com">Francisco@cazaresconcretellc.com</a></td>
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<tr>
<td>E.I.B. Communication</td>
<td>Ezzard Charles</td>
<td>(219) 290-1710</td>
<td><a href="mailto:eibcharles@comcast.net">eibcharles@comcast.net</a></td>
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<tr>
<td>EmNet LLC</td>
<td>Luis Montestrucue</td>
<td>(574) 855-1012</td>
<td><a href="mailto:kculo@emnet.net">kculo@emnet.net</a></td>
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<td>Global Water Technology Inc.</td>
<td>Michael Byerley</td>
<td>(708) 349-9991</td>
<td><a href="mailto:mbyerley@gwt-inc.com">mbyerley@gwt-inc.com</a></td>
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<td>Lapsley Inc.</td>
<td>Donilla Mudd</td>
<td>(260) 745-3265</td>
<td><a href="mailto:dmudd@lapsleyinc.com">dmudd@lapsleyinc.com</a></td>
</tr>
<tr>
<td>MWF LLC</td>
<td>Scott May</td>
<td>(812) 936-5304</td>
<td><a href="mailto:mwfl@bluemarble.net">mwfl@bluemarble.net</a></td>
</tr>
<tr>
<td>RAOAFS Inc.</td>
<td>Azra Sheriff</td>
<td>(219) 887-4241</td>
<td><a href="mailto:glenparkcleaners@msn.com">glenparkcleaners@msn.com</a></td>
</tr>
<tr>
<td>Thomas Sutton Lawncare LLC</td>
<td>Thomas Sutton</td>
<td>(317) 987-5103</td>
<td><a href="mailto:Tomslawncarenl@gmail.com">Tomslawncarenl@gmail.com</a></td>
</tr>
<tr>
<td>Total Shred Solutions LLC</td>
<td>Marc House</td>
<td>(317) 289-5381</td>
<td><a href="mailto:michelle@totalshreditsolutions.com">michelle@totalshreditsolutions.com</a></td>
</tr>
<tr>
<td>Worth It! Futures LLC</td>
<td>Danielle Chatman</td>
<td>(317) 324-8741</td>
<td><a href="mailto:worthit.futures@gmail.com">worthit.futures@gmail.com</a></td>
</tr>
</tbody>
</table>

For the full list of certified MBE & WBE firms, please visit: [http://www.in.gov/idoa/mwbe/2743.htm](http://www.in.gov/idoa/mwbe/2743.htm)

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### Sudoku

Complete the grid so that every row, column and 3x3 box contains every digit from 1 to 9 inclusive.

```
4 2 7 | 8 5 6 | 1 3 9
---+-----+-----
1 9 6 | 7 2 3 | 4 5 8
---+-----+-----
3 8 5 | 9 1 4 | 2 6 7
```

```
5 1 4 | 3 7 8 | 6 9 2
---+-----+-----
2 6 8 | 1 9 5 | 3 7 4
---+-----+-----
9 7 3 | 4 6 2 | 8 1 5
```

```
6 3 9 | 2 4 7 | 5 8 1
---+-----+-----
7 5 2 | 6 8 1 | 9 4 3
---+-----+-----
8 4 1 | 5 3 9 | 7 2 6
```