

JULY, 2024



PITTSBURGH
DOWNTOWN

PARTNERSHIP

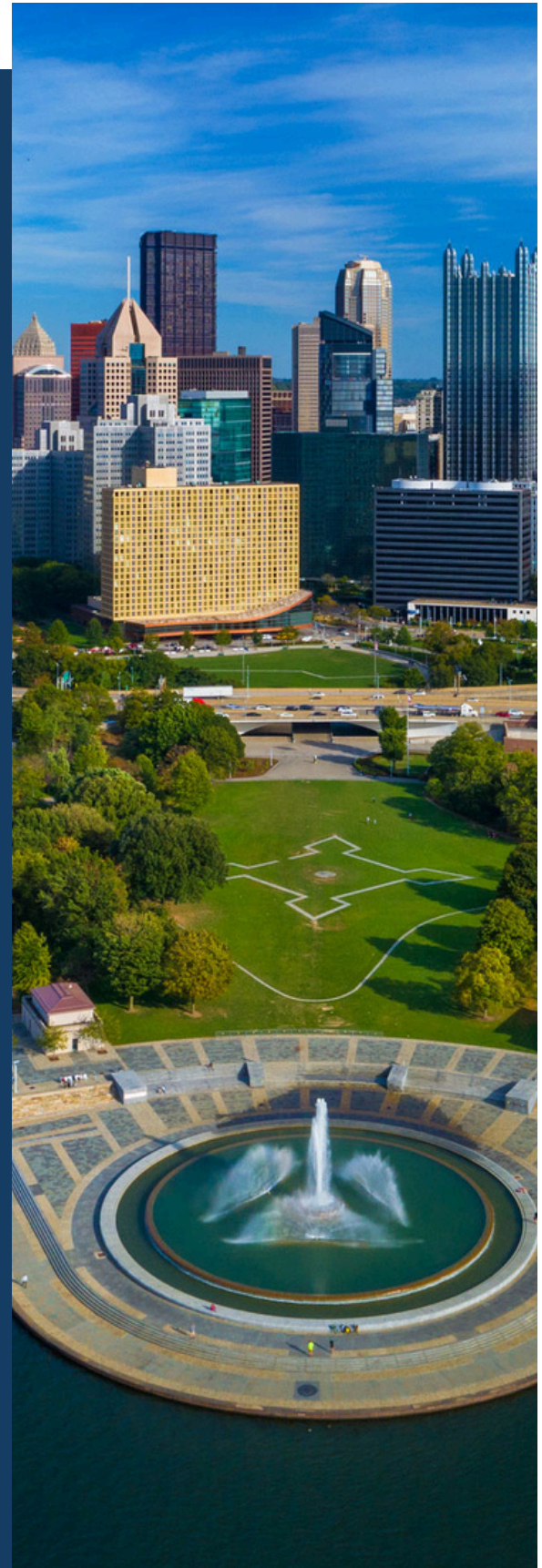
ENHANCING COLLABORATION REPORT

PRESENTED TO Pittsburgh Downtown Partnership

PRESENTED BY Team Success: Abby Mele, Elizabeth Drelling,
Ilse Bovard, Trey Goff

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PROJECT INTRODUCTION

This semester, Our team was tasked with consulting with the Pittsburgh Downtown Partnership (PDP) and three Downtown businesses: AZ Home Details, The Refillery, and love. The Pittsburgh Downtown Partnership is a non-profit organization formed by Downtown businesses, professionals, civic organizations, foundations, and residents. The PDP's goal is to advance initiatives that foster economic vitality and improve Downtown life- for a moment or a lifetime. The PDP is considered a Business Improvement District. The PDP operates in the Golden Triangle Downtown. PDP offers services like cleaning, safety, marketing, and transportation initiatives that directly benefit Downtown. The BID fills the gap between lacking legislation and government authority.

One of the PDP's offerings is a business grant awarding small businesses that they feel would help improve the vitality of downtown. Our group was assigned The Refillery, AZ Home Details, and love. The Refillery and AZ Home Details are both grantees of Project Pop up and love, a sister store of love, Pittsburgh.

RETAILERS



Love, owned by Kelly Sanders and Monica Grunick, is a sister store of Love, Pittsburgh. At Love, the store is all about... Love! Love, offers locally sourced artisan goods and exclusive collaborations with local brands. The mission of the brand is to go beyond Love, Pittsburgh, and continue helping others love themselves. Love,'s demographic includes professional women aged from 20-60.



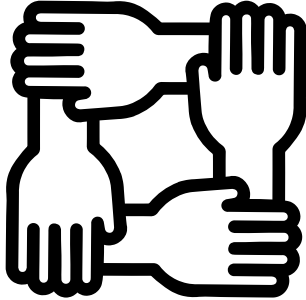
The Refillery, owned by Larissa Russo, is a "zero-waste" store where you bring (or buy) empty containers to reuse and refill with personal and home essentials (e.g. lotion, hand soap, laundry soap, etc). You choose the amount you want and then pay for it based on weight. Their demographic is all genders, ages 20-60.



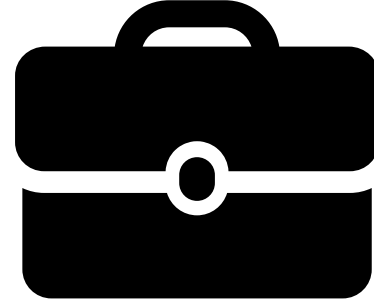
Jennie Zoe owns AZ Home Details, specializing in beautiful handmade, sustainable small-batch gifts and decor. AZ Home Details is a great place to find a unique gift for someone who has it all. AZ Home Details' demographic is young mothers and women aged 25-40.

MAIN ISSUES

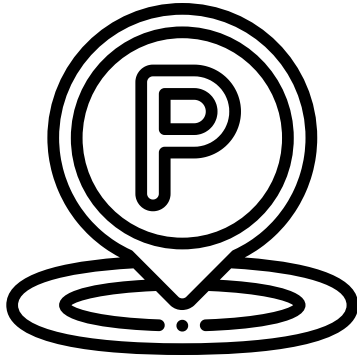
LACK OF COMMUNITY



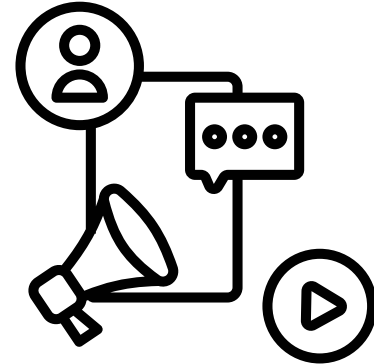
BUSINESS ACUMEN



PARKING FEES



MARKETING EXPERTISE



At the outset of the semester, the team had the opportunity to engage with the owners of the three small businesses with which they were partnered. During these meetings, Team 2 discussed various aspects including business profitability, concerns, and areas needing improvement. Four issues emerged consistently across their discussions: lack of community, insufficient guidance, high parking fees, and inadequate marketing expertise.

Building a stronger community means businesses can become more interconnected and leverage mutual opportunities for success. Emphasizing guidance ensures that business owners know how to develop their enterprises and where to acquire essential skills. By addressing parking fees, there can be improved access for both customers and employees. Enhancing marketing expertise will help businesses effectively showcase their products and attract more customers.

In selecting and implementing solutions, it is imperative that these issues were addressed as effectively as possible.

IDEAS CONSIDERED

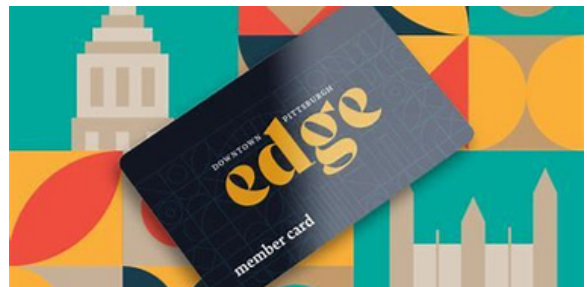
While researching and discovering ways to help each small business and PDP, the team had a bunch of ideas to sort through and had to weed out some ideas. These actions were good ideas, but the team chose to go in a different direction for one reason or another.

The first idea was to Create a digital Edge card. The Edge card is a membership card that gives the user discounts and promotions at participating Downtown businesses. Currently, the only way to get these deals is to sign up online and get a physical card mailed to your home address. Our team saw an opportunity to expand this service by creating a digital version of it, similar to a loyalty card at a grocery store. By making the card available digitally, people could scan a QR code to sign up for the card in-store, and not have to worry about waiting for a physical card to show up in the mail, and even further keeping track of that card and having it with you at the stores. Although this could be a great idea, our team did not have the time or resources to create the digital card, and upon reaching out to the PDP marketing team for help, received no response

The next idea the team explored was partnering with apartment complexes in effort to advertise our small businesses to Downtown residents. Considering The Refillery, one of the small businesses our team is working with is at the bottom of an apartment complex already, it could have been easy for these buildings to send out a press release, post flyers, or even hold mixers to help showcase the small businesses.

This could have been very beneficial for our client, however after reaching out to multiple apartment buildings Downtown including, Kaufmann Grand, Commonwealth, and Coda on Centre, they each had no soliciting policies and, therefore would not post or send out any information not about the apartment building.

The last idea that researchers investigated, but ultimately decided to move away from was asking PDP to start its own small business association for the businesses that it works with. This would be a great way to address the lack of community that many small business owners are feeling Downtown. While the team can see these businesses benefiting from something like this, researchers decided it was not feasible for the PDP to take on. Another idea was suggesting the businesses themselves come together to start a network but our team figured that different working styles, different business types, communication issues, and a lack of leadership would likely lead to little progress.



SITUATIONAL ANALYSIS SUMMARY

Magazines

It is a recommendation to utilize a Pittsburgh local magazine. This will help the retailers to market and raise product awareness. The recommendation is partnering with Table Magazine for the retailers. Table Magazine has a very similar demographic to the retailers. Table Magazine readers are Pittsburgh homeowners ages ranging 20-60 years old. Table also offers print and digital opportunities. For digital opportunities Table offers social media promotion, sponsored content, email newsletter, and targeted web impressions. It is recommended the PDP buy the advertisement and give their retailers the opportunity to be highlighted in Table magazine. This means the rates can be even lower for the retailers. To track metrics a QR code will be included in the advertisement to link the reader to the retailers page. Then activity can be tracked from the advertisement.

Parking Garages

The downtown parking situation is complex. Employees cannot afford the expensive monthly garage lease fees and end up parking on the street, taking up key street spots for customers who don't want to pay for parking garages. The employees who have been paying for parking leases cannot continue to do so and end up quitting their jobs because they cannot afford to come in anymore. Thus, it was decided that an appropriate tactic to tackle this problem would be to look into how parking garages may lower their rates.

Business Associations

A business association is a very beneficial resource to have, especially for small businesses. Two out of the three businesses Our Team has been working with expressed that they do not feel connected to other small businesses Downtown, and the other small business owner said she has lost when it comes to finding information on how to run/maintain her business. By joining a business association, small business owners can come together and network, while also learning and working towards common goals. This is also a great way to make partnerships and maybe even support each other on social media or through in-store marketing. A major business association in Pittsburgh is The Greater Pittsburgh Chamber of Commerce.

The Greater Pittsburgh Chamber of Commerce (GPCC) serves as the 10-county Pittsburgh region's chief advocate at all levels of government to secure public sector investment and legislative and regulatory improvements to improve the economy and quality of life. The enduring contribution of the chamber is its ability to bring people and organizations together around issues critical to the region's competitiveness and, through a unified voice, effectively convey the needs and priorities of the region to local, state and federal decision makers. This is a great partnership for a small business to have, because it opens them up to many more connections and opportunities.

SITUATIONAL ANALYSIS SUMMARY CONT.

Small Business Development Center

A Small Business Development Center (SBDC) is a crucial resource designed to support entrepreneurs through a range of free or low-cost services aimed at facilitating the establishment, growth, and effective management of small businesses. These centers provide comprehensive support including counseling, training, and resources in critical areas such as business planning, funding strategies, marketing, and management, thereby contributing to the economic vitality of small enterprises.

Duquesne University's Small Business Development Center, situated on the first floor of Rockwell Hall within the School of Business, offers an array of specialized consulting services. These services encompass personalized business consulting in human resources, marketing, finance, accounting, legal affairs, and sales. Additionally, the center provides assistance with loan applications, cash flow projections, lease negotiations, training sessions, networking opportunities, pro bono legal services, and digital media marketing programs. This multifaceted approach is designed to address the diverse needs of small business owners and enhance their potential for success. Additionally, the SBDC provides a "First Step" program that is designed for new businesses, covering all essential business knowledge.

In order to acquire the benefits provided by Duquesne University's SBDC, a business must be a client of the SBDC. In order to become a client, a business must go through the simple process of filling out a free online application, and the SBDC will reach out via email to notify their approval and include necessary next steps.

Become a client now!
<https://pasbdc.ecenterdirect.com/signup>

SOLUTIONS

BUSINESS ASSOCIATION PARTNERSHIP

To address one of the main issues we saw with our clients, which was a lack of community and network of small businesses, the recommendation is each of the small businesses to join PDP in becoming a member of the Greater Pittsburgh Chamber of Commerce. After carefully evaluating various options in the Pittsburgh Area, it became clear that the Chamber of Commerce is the ideal choice for fostering a small business community in Pittsburgh.

The Greater Pittsburgh Chamber of Commerce (GPCC) is a local business advocacy organization that works closely with local governments on issues like federal funding, permits, infrastructure and construction. The Organization has given itself the title of “Local Champions for Business Growth and Prosperity.” The recommendation is each small business become a member of the GPCC and get involved in the events, workshops, and networking socials they offer.

While speaking with the Manager of Business investment at the Greater Pittsburgh Chamber of Commerce, Mike Palmer, he spoke about upcoming events including seminars and classes for small business owners. Mike also expressed to the team that in the past couple of years, when looking for new members they have had a strong focus on downtown businesses specifically, and that the GPCC values sustainability highly.



Considering each business is located Downtown, tied to sustainability and could utilize guidance and resources, it is determined them a great fit for the chamber.

Joining the Chamber will have many benefits for the businesses and their owners. Once a business becomes a member, the owner receives a framed certificate to hang in the office, a link to their business’s website from the GPCC’s website, and rights to the GPCC logo. Members also get free subscriptions to different local magazines such as *Visit Pittsburgh* and *Pittsburgh Magazine*. Additionally, each member is automatically subscribed to receive Regional Business Headlines, an online daily digest of business news links about our region’s business happenings. Additionally, members get access to the Allegheny Conference’s comprehensive market research and databases, with demographics and specified information for each market sector. Lastly, another extremely helpful feature of becoming a member is their health care benefits. Since the Chamber works with mostly all small businesses, they offer a variety of health care coverage options through their partnership with Chamber Choice, which provide healthcare to businesses with as little as one employee.

BUSINESS ASSOCIATION PRICING

As for pricing, the membership rates vary based on the number of employees each company has. For Love, & Love, Pittsburgh, which have around 15 total employees between 4 stores, it would cost \$455 annually, while The Refillery would pay \$375 a year for 5-7 employees, and AZ home details would pay \$340 with only 2 employees right now. Although there is an annual cost, the benefits of joining the Chamber of Commerce greatly outweigh the monetary cost. If interested in Health Insurance, each business could pay an additional \$180 per year to become an associate member, and therefore eligible for the group rate health insurance.



Our annual membership rate varies depending on your number of employees:

Non-profit (unlimited employees)	\$325
For-profit	
1-4 employees	\$340
5-9 employees	\$375
10-19 employees	\$455
20-29 employees	\$570
30-39 employees	\$680
40-49 employees	\$790
50-74 employees	\$885
75-99 employees	\$995

Associate Membership, to receive group rate health insurance only, is available for \$180 per year.

Have more than 100 employees?

Consider joining our region's leading employers in the Allegheny Conference Regional Investors Council.

You'll receive all the Chamber benefits, plus the opportunity to play a much larger role in shaping future regional success and prosperity.



SOLUTIONS

Magazines

To address the concern about the lack of marketing expertise, it is decided to utilize local magazines. It is encouraged the PDP to create an advertisement for businesses that would like to participate. By the PDP paying for the advertising, this could offer an even lower price for the retailer. The retailers get exposure, and the PDP gets extra exposure.

Table Magazine has a wide range of readers that love shopping locally at locations like Downtown, Shadyside, Lawrenceville, and Mt. Lebanon. Their age range of readers is 35 years old and older, and they have three different categories of readers. The first category of readers are “Young Digerati (Urban)”. These readers are tech-savvy and live in the urban fringe in fashionable neighborhoods. Highly educated and ethnically mixed Young Digerati communities are filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants, and all types of bars. The second demographic is the “Upper Crust (Suburban)”. The nation’s most exclusive address, the Upper Crust is the wealthiest lifestyle in America - a haven for empty-nesters over the age of 55. No segment has a higher concentration of residents earning over \$100,000 a year. Finally, the last demographic group is “Country Squires (Town/Rural)”. Upper class residents that do not live in an urban setting. Typically, Baby Boomers that have fled the city in search for small town charm. Families are typically six figure households and are noted for large amounts of property. The demographics of Table Magazine are just as diverse as the customers of AZ Home Details, The Refillery, and Love,. The Team is proposing a two-pronged approach to advertising with Table Magazine.



SOLUTIONS

Table Magazine offers both digital and print advertising. Their digital issue statistics are 12,500 subscribers, 30,000 monthly page views, and 72% of readers being between 25-64. Digital advertising comes in 4 different ways: sponsored content, email newsletter, social media, and web banner advertising. Sponsored content includes a digital article on Table Magazine’s website for 30 days that is 600 words and can have 9 images attached to it. Packages for sponsored content begin at \$2,500. Table Magazine offers a bi-weekly newsletter that is sent on Tuesdays and Thursdays. Table also offers advertising on their social media. Instagram and Facebook images or videos 3 slide stories in a week or a Facebook post including 35 words, image and a link to client’s website. Table offers Web Banner Ads on their website that run for 30 days. They also offer targeted web impressions which are delivered across the table audience. Social media promotional packages begin at \$500. The digital offerings are all effective but based on price and potential reach we recommend using the social media option. Using Table Magazine’s social media will help facilitate PDP to spread awareness for the retailers.



SMALL BUSINESS FEATURE 2024

Pittsburgh Downtown Partnership working with small businesses

AZ Home Details is owned by Jennie Zoe. Specializing in beautiful, delicate handmade sustainable small batch gifts and decor, AZ Home Details is a great place to find a unique gift for someone that has it all. The owner and husband grew up in the Philippines where her family owned a manufacturing and exporting business, so she has 49 years of experience in the industry and it shows.

THIS PITTSBURGH-BASED SMALL BUSINESS OPENED RECENTLY DOWNTOWN, HAS SAVED 25,902 SINGLE USE CONTAINERS FROM ENDING UP IN LANDFILLS SINCE OPENING A "ZERO-WASTE" STORE WHERE YOU BRING EMPTY CONTAINERS TO REUSE AND REFILL WITH PERSONAL AND HOME ESSENTIALS. YOU CHOOSE THE AMOUNT YOU WANT AND THEN YOU PAY FOR IT BASED ON ITS WEIGHT.

Love, Pittsburgh & Love, Owned by Kelly Sanders and Monica Grunick, love, is a sister store of Love, Pittsburgh. At love, the store is all about... Love! love, offers locally sourced artisan goods as well as exclusive collaborations with local brands. The mission of the brand is to go beyond love, Pittsburgh and continue with helping others love themselves.

©www.TableMagazine.com 01

Table Magazine prints 25,000 bi-monthly issues with a readership of more than 135,000. We suggest investing in a full-page advertisement. To run the advertisement once utilizing a full page of space it would be \$4,500, four times would be \$4,150, and six times would be \$3,650. As one chooses to continue running their ads the prices decline. For print advertising there is a timeline to be followed to ensure an advertisement is included. The goal is to get the advertisements in the magazine during the “Gatherings” issue which is in February. To be apart of this issue payment and a request to be in the magazine must be submitted by January 18th . The artwork for the advertisement is due January 25th . This ensures the advertisement is included in the Gatherings issue of Table Magazine, which will be mailed February 9th.

To fully capitalize on this opportunity it is suggested PDP runs a full page in Table Magazine showcasing all three businesses. Along with print advertising we also suggest PDP utilizes Table’s social media packaging. By using both social media and print advertising this means there can be more exposure for the retailers. Additionally since PDP is a non-profit it was communicated that Table Magazine offers lower rates and is willing to work with businesses.

SOLUTIONS

Parking Garages:

After speaking to John Stabile from Alco Parking Group and Christopher Speers from the Public Parking Authority of Pittsburgh, a clearer understanding of the complexities of Downtown parking was obtained.

Christopher, the Director of Public Parking, explained that as a government-sponsored organization, they had very little room to offer deeper discounts than they already did. They partner with the PDP where possible but cannot do much more in the downtown area beyond the monthly night and shift lease discounts they offer. He also mentioned that a big part of the issue with a lack of street parking for customers in the evenings and weekends was partly because employees were not paying for the garage leases and instead used street parking.

After talking with John at Alco, it was discovered they already had a discounted parking program. John expressed the concern he and his father have about the situation in the downtown area and explained how this led to their creating a program specifically for businesses there. They take it on a case-by-case basis, asking each business to complete a questionnaire that captures necessary information like the number of employees, business location, and parking spaces needed. This is then considered, and a discounted flat rate between \$11 and \$15 is offered for a specific parking garage – usually closest to the business. With a QR Code, employees can make reservations through the ParkWhiz App. Several businesses have already signed up, including Dentons, K&L Gates, ReedSmith, Jewish Healthcare Foundation, BNY Mellon, and MOC (Mechanical Operations Company).

The PDP could distribute this information to help businesses in the downtown area with employee retention. They could add it to their website, and could mention this to businesses using the PDP's services. Moving employees to parking garage leases will open up street parking, and there will be an increase in foot traffic.





SOLUTIONS

Small Business Development Center

Prior to learning about the Small Business Development Center (SBDC), the team reached out via email to arrange an in-person meeting with Richard Longo, the Director of Duquesne University's SBDC. During this thirty-minute meeting, the team assessed the eligibility of the three small businesses for SBDC assistance, identified critical areas where the SBDC could provide impactful support, and gained comprehensive insights into the SBDC's offerings.

The SBDC provides a wide range of consulting services, including personalized advice in human resources, marketing, finance, accounting, legal affairs, and sales. Additional services offered include loan assistance, cash flow projections, lease negotiations, training sessions, networking opportunities, pro bono legal services, and digital media marketing programs. Notably, all services, except for virtual and in-person training sessions (which are optional and range from \$30-\$75), are provided at no cost to SBDC members. Membership requires only a free online application available on the SBDC Duquesne website (www.duq.edu/sbdc).

Furthermore, during President Biden's administration, small businesses received an additional \$180 billion in funding, a portion of which was allocated to Duquesne's SBDC. The SBDC is funded by taxpayer dollars, ensuring its services are free to clients. The SBDC offers a complimentary \$7,000 value marketing package, which includes services such as preparation, filming, selling, and e-commerce optimization. Additionally, the SBDC has a "First Step" program designed for startups, available both in-person and virtually, covering essential business knowledge. Clients receive 10 hours of pro bono legal services at no charge, with discounted rates available for additional hours if needed.

The team met with Barry Bernazzoli, leader of the Pittsburgh Business Group. The Pittsburgh Business Group is a free association that connects businesses within Pittsburgh monthly. Mr. Bernazzoli informed the team that there would be a small business meeting at Duquesne University on July 9th, and all three of the small businesses were invited to attend. There were additional meetings on July 16th, July 23rd, and several upcoming meetings in August as well. Also, if the businesses required one-on-one meetings with Mr. Bernazzoli, there would be four opportunities in July alone. The team sent out three individual personalized emails to the clients to let them know and encourage their participation. Unfortunately, zero of the businesses were able to attend any of these meetings.

The solution of the SBDC addresses two of the four main issues, including insufficient guidance and a lack of marketing expertise. The SBDC will guide the small businesses through each step of owning a business and provide necessary knowledge. Additionally, they provide marketing consulting and a marketing package that not only informs business owners on how to market, but takes over the process for them, ensuring that their products are introduced to consumers in a way that ensures maximum economic success.

TIMELINE

The team developed a comprehensive timeline for the following year following our consulting partnership conclusion. In August and September, the plan is for PDP to join the Small Business Development Center (SBDC). Following this, from October to November, the focus will be on joining the Chamber of Commerce. December and January will involve connecting with the SBDC to create a press release. Additionally, to the press release on January 18th a bid must be submitted to Table Magazine and January 25th the advertisement design must be submitted. In February and March, efforts will be concentrated on following up on the press release. During April and May, coordination with parking garages will take place. Finally, from June to July, the evaluation of business performance will be conducted, which includes tracking digital magazine click percentages, surveying business owners, tracking increases in parking passes, and surveying retention rates for the Chamber of Commerce.

Aug-Sep	Oct-Nov	Dec-Jan	Feb-Mar	Apr-May	Jun-Jul
Join SBDC PDP survey small businesses and offer an opportunity to be featured in a magazine	Join Chamber of Commerce Finalize businesses that would like to participate in being featured in the magazine	January 18th, Ad Bid is due for the February issue January 25th, artwork for advertisement is due	Connect with SBDC to create a press release February 9th, February issue is released	Coordinate with parking garages Follow up on press release	Evaluate business performance Digital magazine clicks % Survey business owners Track increase in parking passes Survey retention rates for the Chamber of Commerce

OVERALL PRICING

Overall Pricing

	<u>Retailers</u>	<u>PDP</u>
• Annual Chamber of Commerce Membership	\$ 455	\$ -0-
• Magazine Advertising	\$ -0-	\$ 4650
• Parking Monthly Leases	\$ (tbd*)	\$ (tbd*)
• SBDC		
• Membership	\$ -0-	\$ -0-
• Virtual Classes (4@ \$75ea./year)	\$ 300	\$ -0-
• Legal Services (up to 10 hours)	\$ -0-	\$ -0-
	\$ 755	\$ 4975



*tbd, based on individual applications

HOW MIGHT WE MEASURE SUCCESS?



Understanding the need to measure whether these ideas have been successful, the approach will be to do the following:

Survey retention rates for the Chamber of Commerce:

Plan to survey the sign-up and attendance rates of the retailers at the Chamber of Commerce meetings to see which of the retailers took advantage of the membership perks.

Calculate Sales Growth:

Evaluate the financial statements for a year for all the retailers to see what, if any, sales growth there has been since the implementation of these ideas.

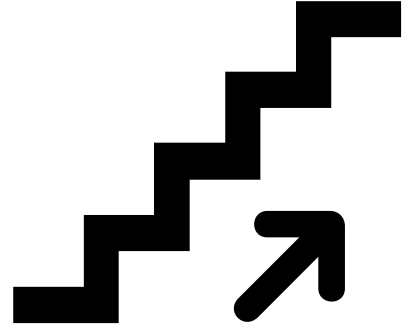
Magazines & Marketing:

If the retailer opted for digital marketing, utilizing digital click percentage to views numbers is obtainable. This will provide a strong indication of if the advertisements placed are effective. Using a QR code in the print advertisements is another metric to measure the print readers activity with advertisements

Survey Business Owners:

Given the fact that owners have boots on the ground, they can give good indications as to whether or not they have seen any significant increases in foot traffic. The surveys would also inquire about employee retention, as this was a concern for some of the businesses.

NEXT STEPS



SBDC

AS THE SEMESTER CONCLUDES AND THE CONSULTING ENGAGEMENT WITH THE PITTSBURGH DOWNTOWN PARTNERSHIP (PDP) APPROACHES ITS END, THE TEAM SEEKS TO ENSURE THAT PDP AND THE THREE SMALL BUSINESSES THEY HAVE WORKED WITH ARE SUPPORTED BY A RELIABLE PARTNER TO FOSTER LONG-TERM SUCCESS AND PROFITABILITY.

THE TEAM RECOMMENDS THAT PDP ESTABLISH A PARTNERSHIP WITH THE DUQUESNE UNIVERSITY SMALL BUSINESS DEVELOPMENT CENTER (SBDC). THE SBDC OFFERS SPECIALIZED SUPPORT DESIGNED TO ADDRESS THE UNIQUE NEEDS OF SMALL BUSINESSES. BY COLLABORATING WITH THE SBDC, PDP CAN ENSURE THAT THE BUSINESSES UNDER ITS PURVIEW RECEIVE TARGETED ASSISTANCE AND STRATEGIC GUIDANCE. THIS PARTNERSHIP WILL NOT ONLY AID IN THE GROWTH AND SUSTAINABILITY OF THESE INDIVIDUAL BUSINESSES BUT WILL ALSO CONTRIBUTE TO THE OVERALL ECONOMIC VITALITY OF DOWNTOWN PITTSBURGH.

SBDC CONTACT INFORMATION:

WEBSITE - [HTTPS://WWW.SBDC.DUQ.EDU/](https://www.sbdc.duq.edu/)

PHONE – (412)-396-1633

EMAIL - DUQSBDC@DUQ.EDU

LOCATION - 108 ROCKWELL HALL, 600 FORBES AVE, PITTSBURGH, PA 15282-0103

TABLE MAGAZINE

THE TEAM ALSO RECOMMENDS PDP CONTACT TABLE MAGAZINE TO BE FEATURED IN THEIR GATHERINGS ISSUE. THE GATHERINGS ISSUE IS THE FEBRUARY ISSUE OF TABLE MAGAZINE WHICH GIVES PDP AMPLE TIME TO PUT TOGETHER THEIR ADVERTISEMENT. THE PDP MUST CONTACT AND PAY FOR AN ADVERTISEMENT BY JANUARY 18TH , THE ART FOR THE FEBRUARY ISSUE IS DUE JANUARY 25TH AND THE MAGAZINE IS RELEASED TO SUBSCRIBERS ON FEBRUARY 9TH.

BIBLIOGRAPHY:

PEOPLE

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