



# THE PORTAL

VOLUME XXXV

CONTAINER 1

JANUARY/FEBRUARY 2003



## A Special Focus on Small Business

**Outlooks, World Views, and  
A Washington Perspective**

**The SBA: Advocate  
For Industry**



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# THE PORTAL

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**About our cover:** Today, more than ever, small businesses are the backbone of the global moving and forwarding industry. Beginning on page 4, this issue examines the state of small businesses both in the United States and abroad. (Cover photo and design by Boris Populoh)

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## PRESIDENT'S MESSAGE

## Small Businesses— Large Contributions



**By Terry R. Head  
HHGFAA President**

It's been interesting for me to think back over the past 30 years of my career in the moving and forwarding industry and contemplate the numerous companies in our industry and Association that initially started out as small businesses.

Some of our members have remained small intentionally; others for a variety of reasons failed to grow into large businesses, while still others have expanded and now encompass multinational and even multi-continental operations. A growing trend seems to be for a number of companies, large and small, to band together in cooperative partnerships, thereby accelerating their growth rate to large or even mega status.

Whether your company is considered small, medium, large, or even a mega-giant, your support of the Household Goods Forwarders Association and your contributions to the industry are well appreciated. I believe it is the diversity and variety of companies that makes our industry such a vibrant and interesting arena in which to work.

This issue of *The Portal* aims a spotlight on the small business aspect of our industry. For many years the Association has been known as the incubator and protector of small business interests within our industry. I hope you would agree that “protection” has not come at the detriment of our larger members. Whether promoting the rights and privileges as a HHGFAA member or ensuring fairness with respect to US military or government contracting opportunities, all the Association has ever worked for and asked for each of our members is a level playing field.

It's easy to define a “small business” when you simply consider its scope of operation, locations, fixed assets, number of employees, etc. (The US Government defines a small business within our industry's Standard Industrial Classification (SIC) Code as one that has less than 500 employees and generates an annual revenue turnover of less than US\$18 million per year.) So as you can see, a good number of companies in the United States, as well as overseas, would qualify as a small businesses under those criteria.

In my humble opinion, the “size” of a business is best defined by its business philosophy, strategic plan, and manner of operation. Most small companies remain small businesses because the owners or managers think like small business owners, rather than like the owners of a successful business.

Think small — be small. And there is absolutely nothing wrong with operating a small business. However, if your choice is to successfully grow your business you will have to develop within yourself and your organization a mindset more in keeping with entrepreneurs who think big.

Throughout this issue you will find an interesting array of educational and informative articles that may contribute to your attaining whatever stage of business development you wish to achieve. Of particular interest are our “Small Business InfoBytes,” which we encourage you to review and consider how they might apply to your own business. ■

# HHGFAA FOCUS: SMALL BUSINESSES

## RelogistiX: A Small Company with Big Plans

*By Steve Tattum, President, RelogistiX*



**RelogistiX  
President Steve  
Tattum and Vice  
President  
Macarena  
Sanchez in the  
company's  
Virginia office.**

**R**elogistiX was formed in January of 2002 and is very much a small company. Currently, there are four of us in the office in Sterling, Va., and we can utilize another two from our sister company, American Moving Services (AMS), in Santiago, Chile, for rate gathering if necessary. Our forecast, however, is to add at least two key employees to our Sterling office by the end of 2003.

Although there is a lot of very qualified competition in the area, RelogistiX has gone from strength to strength in its first year. I believe that the success of RelogistiX is due to hard work, our concentration on customer service and doing what we say we will. As a small company, we feel that we have some distinct advantages over our larger competition. Communication is much easier for us, and the shippers and accounts that work with us receive a friendly, courteous and knowledgeable service that quickly grows into close friendships. It is very easy for us to make ourselves available 24 hours a day and the people we work with all have my home telephone number, in the event that they need to reach me after normal business hours or over the weekends. As RelogistiX grows, this will remain the policy for all the staff. If you are the primary contact, the account and the shipper should always be able to reach you at any time.

RelogistiX is set up as a relocation management company. It does not have crews to pack or trucks with our name on the side, but this structure has proved to be a very cost effective and efficient way of doing business. My experience in the industry has nurtured great friendships and relationships with many service providers that do have crews and trucks. These relationships allow us the manpower and equipment to complete any size or type of relocation without the overhead associated to employment of crews and ownership of equipment. We have four vendors that regularly work with us in the Washington DC area and are all very much aware of the stringent packing requirements we have and complete a great service for us. As RelogistiX is 99% international, the materials used and methods of packing/loading are of paramount importance to us and I am pleased to say, all of our vendors have been extremely flexible with us.

I have heard of some companies in the area carrying an overhead of 48%! Although I am sure that this is the exception, certainly, our larger competition has a significant percentage of their profit being applied to the whole company overhead. In contrast, our overhead is minimal, which allows us the benefit of charging our customers less, providing the same or better service and still making the necessary profit for the company to build on.

Our customer base tends to come to us due to our reputation and experience and their understanding of our philosophy of doing what we say we will. After nearly 10 years in the industry, your name will get around, good or

bad. I am very proud to say that I have been accused of actually being “too honest.” I do not believe that this is possible, but nevertheless, it is a nice statement to have my name and the name of my company associated with.

Technology investments for a company the size of RelogistiX are, fortunately, not large. Beyond the normal business machines and word processing/small business software the majority of complementary programs for our communications and job tracking fall into the \$249.95 bracket. One exception to this was our online tracking software, which was written specifically for us and not cheap. We set up a pretty clean and functional website ([www.relogistix.net](http://www.relogistix.net)), LAN and telephone system for much less than expected. In the short term, I believe that our systems are more than ample, however, this is an issue that is discussed regularly at our weekly meetings. At the current rate of advancement in the technology field, I believe that there will always be something new that will help our business. There is also a lot of very complex industry related software out there too, which seems to be no more effective than the programs you can buy at the local stationery store. We are very careful not to waste money on the programs that really do not fit our needs.

We have not really come across any major obstacles establishing ourselves in the marketplace. Our services have been very well received by all and the experience has been nothing but encouraging. The support we have received from our accounts, shippers, vendors and associations has been very touching indeed, not least of which is the continued support and assistance of the HHGFAA and its membership worldwide. It really is an organization that is on top of our constantly changing industry and ready to help its members as needed. It is, without doubt, the most important organization for an international relocation company to be a member of.

Our expansion program this coming year will be determined in accordance with the continued growth of our account base. We have several growth programs being evaluated and some very interesting ideas for adding some related services. Due to our concentration on the USAID, DoD funded and diplomatic market, the worsening economy does not affect us as much as those companies that concentrate on the COD or corporate relocation marketplace, so our growth is pretty easy to forecast accurately. It is a great market, if you know what you are doing. A friend of mine, who has been an international packer for nearly 40 years, once told me “a real international company is a very hard thing to impersonate.” I could not agree more and apply this statement to working within our chosen market also. If you cannot find the experience in your organization or you cannot find a suitable hire with the necessary experience, you are better off to leave it alone.

We have been working hard on our business plan to identify ways in which we are able to expand and still keep the small company feel and communication benefits that we currently enjoy. We believe that we have the answer through a fairly complex allocation method, the details of which, however, are among our more closely guarded secrets.

We are looking forward to a great 2003.

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**Inters & R staff who deal with international affairs. Standing (l. to r.): Joan Pau Martinez, sales director; Neus Martinez, traffic coordinator; M<sup>a</sup>Dolores Martínez, general manager; Angels Gallardo, communications manager. Seated (l. to r.): Antonio Gallardo, Branch Director; Susanna Raullet, marketing; Anselmo Díez, financial director; Olga Torras, international accounts and traffic.**

## **Inters & R: Where Opportunities + Work = Success**

*By M. Angels Gallardo, Communications Manager*

Inters & R was founded 15 years ago by one of the first women in charge of a moving company in Spain, after long years working for one of the largest moving companies in the world. Her experience taught her that the secret of success is a mixture of advantages enjoyed by both large and small companies.

Our company takes from large companies, for instance, the importance of investing in technology, safety and quality; on the other hand, we take pride in providing custom-made services to our customers, as small companies are known to do.

The deserved result of Inters & R's work style is that our portfolio is only made up of large multinational companies settled all around Spain.

Certainly our smaller structure and quality services sometimes force our rates to be high in comparison to those of larger companies. However, most of our corporate customers understand that they get what they pay for, and therefore choose to pay for the perfect service guarantee.

Few of the most important and largest European and North American companies have ever asked Inters & R to join them. The answer has always been the same from us: "Larger not always means better." Inters & R has always prioritized its independence and weighed it against the advantages of being part of a big company.

Inters & R has been growing since the first day it was founded and continues to grow. We try to keep giving the same personalized and customized service as we did at the beginning. Obviously, it is not always easy; therefore, in training our staff, we stress the importance of providing each of our customers the kind of service we have always been known for.

This is another important point to emphasize. Staff training is one of our main challenges as we seek to be competitive in our marketplace. We try to adapt as soon as possible to new technology in every aspect of the business: packing, warehousing, and all processes.

Although Inters & R is a small company we know the importance of networking in our industry, and that is why our company belongs to the main associations and works hard to support them.

### **International Store and Removals, S.L.**

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## **UK Entrepreneurs Do Well During Worldwide Economic Slowdown**

The Global Entrepreneurship Monitor (GEM) 2002, a worldwide survey of entrepreneurial activity, questioned 20,000 last year in the United Kingdom alone, represents the largest single study of entrepreneurial activity in the world. According to the survey, UK entrepreneurs are doing well in spite of the global recession.

Even though entrepreneurial activity is down around the world, Britain is faring well in the economic downturn. Of the G8 countries, only the United States and Canada fared better than the UK in reduction of total entrepreneurial activity. In addition, the gap between male and female entrepreneurship has narrowed in the last year by nearly 40%; however, the gap is still wider than the global average, with men in the UK twice as likely to set up in business as women.

According to the survey, entrepreneurial skills are also up: 43% of survey participants felt that they have the appropriate skills to start a business, which is 3% higher than the previous year.

In addition, the survey also produced interesting findings on the level of ethnic minority entrepreneurship. The data indicate that:

- Asian people are twice as likely to be involved in start-ups as their white counterparts.
- Caribbean people are three times as likely and Africans nearly five times as likely to be involved in entrepreneurial activity as white people.
- Caribbean women are the most entrepreneurial of all British females.

More information on this study and other UK related small business issues can be found at the UK's Small Business Services web page at <http://www.sbs.gov.uk>.

### **BANNER ADS ON HHGFAA'S WEB SITE: A SMART MOVE FOR YOUR BUSINESS**

Now, you can get more bang for your advertising buck, thanks to HHGFAA's new Web advertising program.

For a one-time setup fee and a nominal maintenance charge you can have a high-quality advertising vehicle designed for you and placed right on HHGFAA's Web site. There, it will be seen by a targeted audience of potential clients, trading partners, and colleagues throughout the industry.

|                          |          |
|--------------------------|----------|
| One-time setup fee:      | \$180.00 |
| Monthly maintenance fee: | \$ 45.00 |

For more information on how you can put this exciting technology to work for you, call HHGFAA at (703) 684-3780 today!

**Another Great HHGFAA Member Benefit!**

# SMALL BUSINESSES NEWS YOU CAN USE

## Small Business Lending Up 5.4 Percent in 2001

Small business lending increased by 5.4 percent in 2001, according to a study released in November by the Office of Advocacy of the U.S. Small Business Administration (SBA). Small business loans (under \$1 million) totaled \$460 billion in June 2001, an increase of \$23 billion over 2000.

The report, "Small Business Lending in the United States, 2001 Edition," analyzes bank lending patterns across the United States and across commercial bank sizes. It found that smaller business lending increased at a faster rate than larger loans as loans over \$1 million only increased by 0.9 percent.

The report ranks commercial banks in individual states based on their small business loan portfolios and also ranks major bank holding companies in the national market.

"This report offers small businesses, banks, and those interested in how small business are financed a way to compare commercial banks and bank holding companies. It is one way to measure their commitment to small business," said Thomas M. Sullivan, Chief Counsel for Advocacy.

The report is based on data from both Community Reinvestment Act (CRA) reports and Consolidated Reports of Condition and Income (call reports). The call report and CRA data both provide useful information, but are not comparable. CRA data reflect loans made during the year, while the call reports measure all outstanding loans as of June 30.

For the complete report, visit the Office of Advocacy website at [www.sba.gov/advo](http://www.sba.gov/advo).

If you would like to receive by e-mail Advocacy's news releases, monthly newsletter "The Small Business Advocate," Small Business Research and Statistics, or Regulatory Communications, visit <http://web.sba.gov/list/> to join the lists.

## Upcoming IRS Compliance Audits Should Be Taken Seriously

Over the next few months, 50,000 taxpayers (including some 30,000 small business owners who file Schedule Cs) will be audited by the Internal Revenue Service to compile information about taxpayer compliance. These audits are part of the National Research Program (NRP), a comprehensive effort to measure payment, filing, and reporting compliance for different types of taxes and various sets of taxpayers.

The NRP's purpose is to help the IRS build better compliance programs to more effectively catch tax cheating and help ensure everyone pays a fair share. Although the primary purpose of the NRP's discretionary audits is to gather information, their effects are as real as any enforcement audit.

Any disparities that are uncovered during these audits may result in additional taxes, fines, and penalties. Revenue agents will collect as much information about the taxpayer as possible prior to the face-to-face audit interview. This means that the agent will already know a formidable amount about you and your business and can rule out some items before the audit even starts.

If you are selected for an audit, it is recommended that you do the following:

- Read all materials carefully. The IRS materials should inform you of your rights, the scope of the audits, and the materials and process they will use to get the information they need.
- Familiarize yourself with your current and past returns. Take time and be thoroughly familiar with your recent returns. By doing your homework before the audit, you can anticipate questions that might arise and acquaint yourself with the facts and decisions that support your return.
- When in doubt, seek professional advice. Unfortunately, any audit will cost you time and, quite likely, money. The IRS examiners are skillful and will be thoroughly briefed on your tax history. If you are uncertain about items on your return, consult a professional or have them represent you at the audit.
- Stop, look, and listen! You may want to interrupt the audit interview if you feel that the questions are unclear or beyond what you thought would be covered in the audit. You have the right to ask for clarification from the

examiner or the supervisor. Also, you can ask to stop the interview, leave, and schedule another appointment to allow you time to review the facts more closely or seek professional advice and other information as appropriate.

For more information, contact Russell Orban, assistant chief counsel for tax policy, (202) 506-6946 or e-mail him at [russell.orban@sba.gov](mailto:russell.orban@sba.gov).

## **Compliance Guide Directs Gov't Agencies In Considering Small Business Impact**

**I**n November the Office of Advocacy unveiled the new Regulatory Flexibility Act (RFA) compliance guide for federal agencies. Advocacy is issuing the guide to implement President Bush's Executive Order 13272. It is an easy-to-follow tool that enables federal agencies to better identify regulations subject to review under the RFA.

The Executive Order also required the federal regulatory agencies to submit their plans and policies for protecting small business in their rulemaking to the Office of Advocacy for review by Nov. 13. Agencies are required to publish their final RFA policy documents in the *Federal Register* by Feb. 13, 2003.

The Executive Order requires Advocacy to train regulatory agencies on how to comply with the RFA. These intensive training sessions will enable agencies to learn more about how to analyze their rules' impact on small entities and to ask specific questions of Advocacy regarding RFA compliance. The Office of Advocacy will begin RFA training after agencies have published their new policies and procedures in February.

The purpose of the executive order is to bind agencies together in a common goal — ensuring that small business issues are addressed as early as possible in the regulation writing process. Early intervention in the rulemaking process makes all the difference to small businesses.

*The Regulatory Flexibility Act: An Implementation Guide for Federal Agencies* is available on Advocacy's website, [www.sba.gov/advo](http://www.sba.gov/advo).

If you have any questions or concerns regarding the executive order or the RFA, contact Claudia Rayford Rodgers, senior counsel, at (202) 205-6804, or via e-mail at [claudia.rayford@sba.gov](mailto:claudia.rayford@sba.gov).

## **Two New Reports Focus on Innovation and Small Business**

**R**esearch and development expenditures by America's universities are a primary driver of small business formation and new jobs, according to a new study by BJK Associates. Entitled *The Influence of R&D Expenditures on New Firm Formation and Economic Growth*, the study was jointly commissioned by the Office of Advocacy, the National Commission on Entrepreneurship, and the Kauffman Center for Entrepreneurial Leadership.

The authors examined a number of socioeconomic factors that could drive new firm formation and job creation in the labor market areas surrounding research universities. They concluded that the lag between university R&D investments and local new firm formation is the most statistically significant at 2 years, and that these effects last as long as 5 years.

The research also determined that new firms form around university research activity centers much in the same way as they form around local industry clusters, a phenomenon attributed to information "spillover," which is most important in knowledge-based industries.

A second study published by the Office of Advocacy in October 2002 is *E-Biz.com: Strategies for Small Business Success*, by Joanne H. Pratt Associates. The study found that small businesses continue to embrace Internet technology, and smaller niche businesses are covering their website costs with increased revenues.

The report documents current trends in small business e-commerce and generates new statistics based on interviews conducted by the Gallup Organization. The study found that 65 percent of small, niche firms make a profit or cover the costs of their websites, and the smallest firms (those with fewer than 10 employees) benefit the most from their online presence.

The full text of both reports is available on the Advocacy website at [www.sba.gov/advo](http://www.sba.gov/advo).

## **Entrepreneurship: America's Economic Foundation**

"Small business is the heart of the American economy," said Tom Stemberg, founder and chairman of Staples, the office supply superstore, at a forum cosponsored by the SBA and Staples last fall in Los Angeles. Stemberg and others addressed an audience of about 150 small business owners; the lively dialogue focused on how small businesses can survive and thrive in today's tough economy. The forum also provided the official launch to a new e-

newsletter, SBA Solutions, which offers problem-solving information to small business owners.

Staples, a small business when it was established in 1986, today has revenues of \$11 billion and 55,000 employees — making it a huge small business success story. Stenberg still takes the business of small business very seriously. Having discovered that small businesses in particular were not getting a good deal on office products and that office supply stores didn't operate on an entrepreneur's 24/7 schedule, Stenberg expected that small businesses would flock to a warehouse-style office supply store with low prices.

Stenberg urged small business owners to listen to their customers and take advantage of the information and resources available to them from SBA.

## **SBA to Lower Cap for 7(a) Business Loans**

The *Washington Business Journal* reports that under the budget requested by the Bush Administration, the Small Business Administration has reduced the maximum amount of its popular 7(a) business loans from \$1 million to \$500,000. The loans — whose long terms and low payments are attractive to startups and early-stage businesses — are being scaled back because of fee reductions passed by Congress, according to SBA.

## **Tinkering With Taxes Hinders Small Business Planning, Growth**

Tinkering with the tax system and unexpected changes in tax rates make running a small business much more difficult and result in lower economic growth, according to an SBA finding.

In his paper, "Rules Versus Discretion in Tax Policy," SBA's Dr. Radwan Saade applies analysis used in macroeconomic policy to understand the role and effects of "rules" in tax policy. These rules include such things as mandated balanced budgets and legislative supermajorities needed to change tax rates.

Typical small business plans span 5 to 10 years, and require that the business owner make assumptions about the tax and regulatory environment, so that the plans make sense. Yet, this planning horizon is longer than the political election cycle. With adjustments to the tax code hinging on election outcomes, the result is less predictable — and that means less economic stability, which in turn means lower economic growth.

Rules implemented by some states, such as restraints on spending or revenues, offset the tax tinkering and result in greater stability and predictability for small business owners.

The complete text of the paper is available at [www.sba.gov/advo](http://www.sba.gov/advo).

## **The State of Small Business**

According to a new White House report, the number of small businesses continued to increase over the 1999-2000 period. The study, *The State of Small Business, 1999-2000*, shows that proprietorship income grew 7.9 percent and outpaced the growth of corporate income, which rose 5 percent.

The report examines small business's role in the economy, including trends in the number of businesses owned by women and minorities, the share of federal government procurement going to small firms, the availability of financing to small businesses, and progress in efforts to mitigate regulatory burdens on small firms as a result of the implementation of the Regulatory Flexibility Act.

The complete report is available at [www.sba.gov/advo](http://www.sba.gov/advo) and from the Superintendent of Documents at (202) 512-1800.

## **SBA, Hartford Team Up**

The Small Business Administration has teamed with the Hartford Financial Services group to provide small businesses with brochures, audiotapes, seminars, and online courses about risk management and insurance, reports the *Washington Business Journal*.

The brochures and tapes, developed by the Hartford, are available at many local SBA offices. Seminars will be held in the next few months at sites around the country.

The first online course is available now at SBA's classroom website, [www.sba.gov/classroom](http://www.sba.gov/classroom). Small business owners can e-mail questions about risk management and business insurance issues and participate in periodic online forums.

### **Small Business InfoByte**



#### **If Audited, Know Your Rights**

The Office of Advocacy has met repeatedly with the IRS to ensure that the NRP's impact on the taxpaying small business is minimal. Although the primary purpose of these discretionary audits is to gather information, their effects are as real as any enforcement audit. Disparities that are uncovered during these audits may result in additional taxes, fines, and penalties. If a small business owner feels that the questions are unclear, beyond the original scope indicated, or uncomfortable for any reason, the IRS has agreed that the taxpayer can stop the audit, leave, and schedule another appointment. This will allow the business owner time to review the facts more closely or seek the needed help and information.

## **New Study Estimates Small Business Share of Wealth**

The Office of Advocacy has issued a new study, *Estimation of Small Business Wealth*, underscoring the important role small firms play in the U.S. economy. There were two main findings:

- Small business wealth accounted for 43% of total business wealth in the United States in 2000.
- The small business share of business wealth declined from about 56% in the early 1990s to 43% in the late 1990s — a decline largely attributable to the stock market explosion of the late 1990s. Since most small business wealth is privately held, it was not subject to the surge in corporate wealth valuation that accompanied the stock market boom and was overshadowed by the multiplication of large business wealth.

### **Estimates of Small Business Wealth, Selected Years (Billions of Dollars, Percent)**

| <b>Year</b> | <b>Total Business Wealth</b> | <b>Total Small Business Wealth</b> | <b>Small Business Share of Total Business Wealth(Percent)</b> |
|-------------|------------------------------|------------------------------------|---|
| 1990        | 5,716                        | 3,387                              | 59.3  |
| 1992        | 7,381                        | 4,168                              | 56.5  |
| 1997        | 14,972                       | 7,096                              | 47.4  |
| 1998        | 17,285                       | 7,259                              | 42.0  |
| 1999        | 20,953                       | 9,126                              | 43.6  |
| 2000        | 19,434                       | 8,327                              | 42.8  |

*SOURCE: Estimation of Small Business Wealth, Joel Popkin and Company.*

*SBA Solutions*, the SBA's new e-mail newsletter, provides access to the latest news and information on the U.S. Small Business Administration's loan programs and services. This free, interactive tool is designed for potential and established entrepreneurs. It features an easy-to-navigate format and several regular sections, including Disaster Assistance, SBA Classroom, FAQs, and links to articles designed to help small businesses succeed. For a free subscription to SBA Solutions, visit <http://web.sba.gov/list/>.

# Exporting Diversity: A Small Business Guide to Exporting

By Boris A. Populoh  
HHGFAA Director of Programs and Services

We have all witnessed the dramatic slowdown of the global economy. Giants of transnational commerce have been brought to their knees and some did not have the strength to get back on their feet. There are certainly as many reasons for these companies' collapse as there are excuses made by their presidents or CEOs — and you know what they say about excuses. Being unprepared for unforeseen events does not shield you from their occurrence.

Today's competitive and volatile world economy makes it virtually impossible to be prepared for every eventuality that a company may encounter. However, as a business leader or corporate executive you can put plans into place that will help your company weather unforeseen turmoil, whether it is the result of economic downturns, terrorist attack, or industry-specific chaos.

One way the effects of unexpected corporate distress can be mitigated is through the diversification of corporate activities. By removing some of your eggs from your basket and creating new baskets, you will moderate potential negative corporate impacts in the event that one of your eggs gets cracked.

The U.S. Small Business Administration (more commonly referred to as SBA) has published a trade guide, *Small Business Guide to Exporting*, through its Office of International Trade (OIT). The guide was developed as an information tool in an effort to assist American business development in the international marketplace. This resource, which can be found on the SBA's Web page, helps to answer questions and takes some of the mystery of getting started in the export arena.

If you have considered entering the international market, the *Small Business Guide to Exporting* can assist you in your efforts. The guide highlights export success stories of many small businesses. Furthermore, it is a comprehensive how-to manual, as well as a reference book providing you with contacts and resources that can ease your entry into the export industry. The guide is divided into two parts and seven chapters. Part I introduces you to the world of exporting by using examples of small businesses all around the United States that have found exporting to be an exciting and profitable way to expand their business.

The guide then walks you through a process designed to establish your knowledge, comfort level, and readiness to become involved in the international export arena. Chapter 1 provides you with a business plan to assess your company's export readiness, goals, and commitment to establishing an export process.

The next chapter explains how to conduct foreign market research and suggests some resources available to you to assist you in that process. Chapter 3, entitled "Foreign Market Entry," discusses various methods of distributing products abroad with an emphasis on the exporting process.

Chapter 4 and 5 address monetary issues associated with export transactions. These chapters look at the steps involved in making trade happen, including setting prices, negotiating the sale, and examining the legal aspects of exporting. Furthermore, they outline government and private sector financing resources and methods of payment available in the international export arena.

Chapter 6, "Transporting Goods Internationally," looks at moving goods overseas, including the packaging and labeling process. The final chapter in Part I explores different methods of entering the global marketplace. It looks at more complex means of market entry beyond exporting, such as joint ventures and offshore manufacturing facilities.

Part II: "The Exporter's Directory" is a comprehensive listing of contacts and informational resources to assist you in your efforts to diversify your operations to include export operations.

The SBA and a number of federal, state, and local government agencies are ready to assist you in opening new avenues of opportunity in the international marketplace. With their help, and with the information contained in this guide, you will find that access to international markets is possible and profitable.

The *Small Business Guide to Exporting* can be found on the SBA's Web page at <http://www.sba.gov/OIT/info/Guide-To-Exporting/index.html>.

## Small Business InfoByte

Recent research points to small businesses' remarkable strength as the engine of the U.S. economy, according to the U.S. Small Business Administration. Small firms represent an important share of the nation's economic wealth and produce more than half of private economic output. They lead the way out of economic downturns and make important contributions to innovation and employment. It continues to be clear that small businesses drive the economy, says SBA.





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# MILITARY/GOVERNMENT UPDATE

## OMB Releases Action Plan to Address Contract Bundling

On Oct. 30 the Office of Management and Budget's Office of Federal Procurement Policy issued a report and action plan to reduce contract bundling in executive branch agencies, pursuant to President Bush's Small Business Agenda. The report is entitled, Contract Bundling: A Strategy for Increasing Federal Contracting Opportunities for Small Business.

OMB's strategy for unbundling contracts seeks to avoid the paperwork and labor-intensive system of the past without unfairly reducing small business opportunities. "The challenge," states the report, "is to strike an appropriate balance between operational efficiency, opportunity, and fairness." Most proposed regulatory changes under the plan are to be prepared by Jan. 31, 2003.

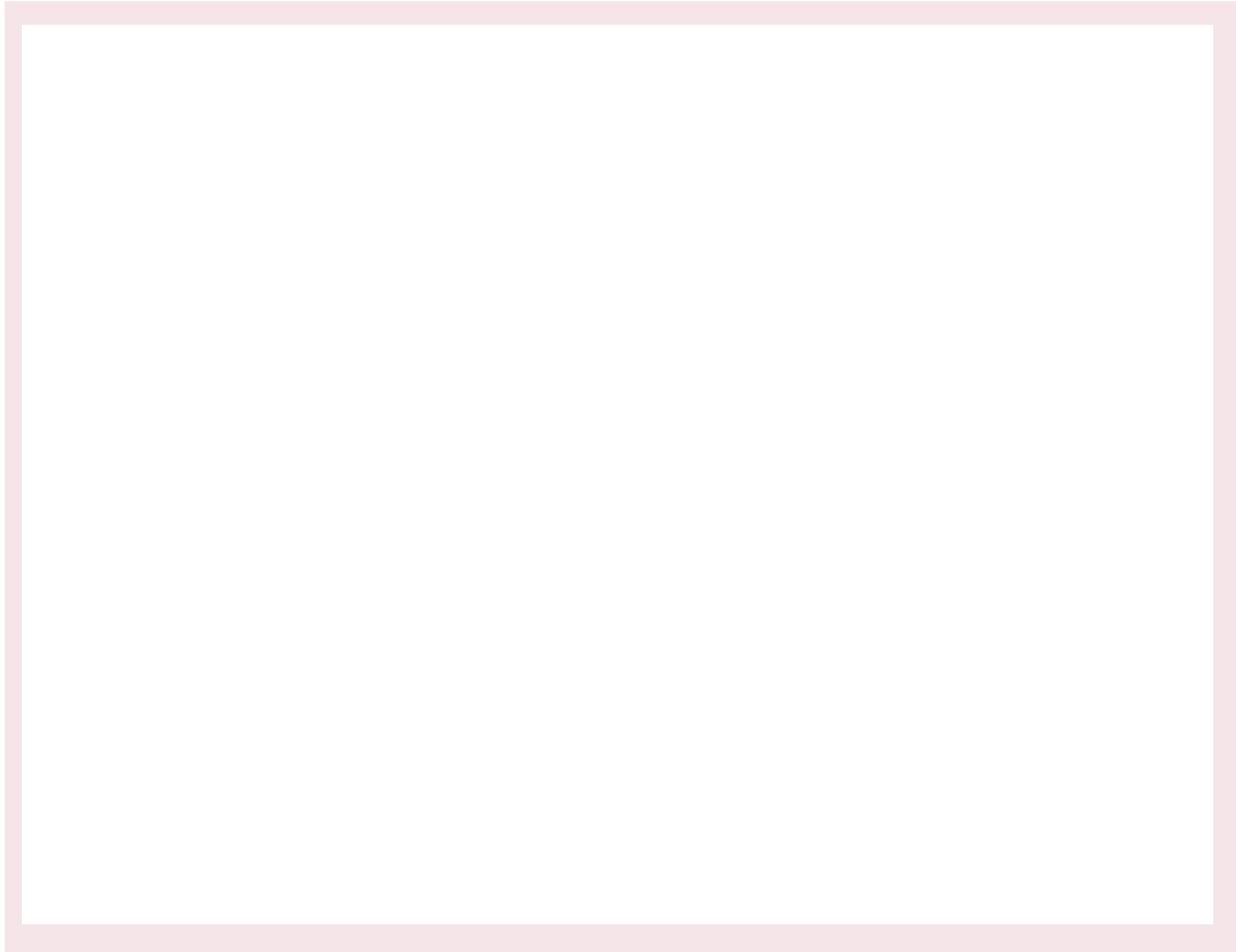
Also in October, the Small Business Administration issued a new report, The Impact of Contract Bundling on Small Business, which studies the issue through FY 2001. The complete text of the OMB report is available at [www.acqnet.gov](http://www.acqnet.gov).

Here are the action plan's nine items:

- Ensure accountability of senior agency management for improving contracting opportunities for small business. Agencies will be required to report to OMB's deputy director for management on the status of agency efforts to address contract bundling issues. The first agency status reports will be due Jan. 31, 2003.
- Ensure timely and accurate reporting of contract bundling information. Recording and distributing timely and accurate information on contract bundling is the key to accountability. OMB, agencies and the SBA can use this information to monitor contract bundling trends and adjust practices as warranted. The President's Management Council, composed of deputy secretaries and administrators from the 26 major executive branch departments and agencies, will ensure agency accountability for timely and accurate reporting on contract bundling efforts and statistics.
- Require contract bundling reviews for task and delivery orders under multiple award contract vehicles. The definition of contract bundling in the Federal Acquisition Regulation (FAR) and SBA regulations will be clarified to require contract bundling reviews by the agency OSDBU (Office of Small and Disadvantaged Business Utilization) for task and delivery orders under multiple award contract vehicles. Such reviews are not currently required, and recent and significant increases in this type of contracting make contract bundling review essential.
- Require agency review of proposed acquisitions above specified thresholds for unnecessary and unjustified contract bundling. SBA regulations and the FAR will be modified to require contract bundling reviews of proposed acquisitions above agency-specific dollar thresholds. Individual agency review thresholds for acquisitions between \$1 million and \$7 million should be established based on an agency's volume of contracts and in consultation with the SBA and agency OSDBU.
- Require identification of alternative acquisition strategies for the proposed bundling of contracts above specified thresholds and written justification when alternatives involving less bundling are not used. SBA regulations and the FAR will be modified to require agencies to identify alternative acquisition strategies that involve less bundling when an agency contemplates a bundled contract above a certain threshold. Where a bundled contract is used, a written justification will be required. Individual agency thresholds will be established based on an agency's volume of contracts and in consultation with the SBA and agency OSDBU.
- Mitigate the effects of contract bundling by strengthening compliance with subcontracting plans. In acquisitions where contract bundling is determined to be justified, actions will be taken to mitigate the effects of bundling by increasing subcontracting opportunities for small businesses. To encourage greater small business participation as subcontractors in bundled acquisitions, the FAR will be amended to require agencies to use contractor compliance with subcontracting plans as an evaluation factor for future contract awards. These procedures will include specific requirements for agency monitoring of contractor efforts to comply with subcontracting plans for government contracts.
- Mitigate the effects of contract bundling by facilitating the development of small business teams and joint ventures. In acquisitions where contract bundling is determined to be necessary and justified, actions will be taken to mitigate the effects of bundling by encouraging the development of teams of small businesses to effectively compete for bundled or consolidated contracts that might be too large or diversified for individual small businesses to perform.
- Identify best practices for maximizing small business opportunities. Some agency acquisition plans and

justifications for bundling contracts include successful strategies for maximizing prime and subcontracting opportunities for small businesses.

- Dedicate agency OSDBUs to the President's Small Business Agenda. In accordance with these recommends, agency OSDBUs are expected to significantly increase reviews of proposed acquisitions for contract bundling as well as monitor contractor compliance with subcontracting plans.



# MARITIME/OCEAN SHIPPING

## EU Seeks Box Security Talks With the U.S.

*By Bruce Barnard*

In a bid to defuse an escalating trans-Atlantic dispute over ocean container security, the European Union has sought the go-ahead from national governments to negotiate an agreement with the United States on behalf of its 15 member states.

The European Commission, the EU's executive agency, said the proposed agreement would replace the bilateral accords on the Container Security Initiative (CSI) Washington has signed with seven EU governments.

The Commission claims these accords, which permit the stationing of U.S. customs inspectors at European ports, not only are illegal but also likely will divert trade from EU ports that are not involved in the CSI and will distort competition.

The Commission said a key objective of the negotiations would be to ensure that legitimate trans-Atlantic trade is not hindered by increased security and to equalize control standards for U.S. and EU companies.

The Commission has begun legal proceedings against France, Germany, the Netherlands, and Belgium for breaching EU laws and is considering action against Spain, Italy, and Great Britain following complaints from EU ports, exporters, and importers.

The ports of Rotterdam, Antwerp, Hamburg, Bremerhaven, Le Havre, and Felixstowe are participating in the box program.

— SOURCE: *The Journal of Commerce Online*

## Bonner Calls European Action 'Regrettable'

Customs Commissioner Robert C. Bonner said the European Commission's legal action against European countries that have joined the U.S. Container Security Initiative is "regrettable." The European Commission said it is taking legal action against six European nations for signing bilateral CSI agreements with the United States instead of signing one "pan-European" agreement. The commission alleges that the countries participating in CSI broke European Union law by creating a competitive advantage for container ports that joined the program.

U.S. Customs officials respond that they have to start somewhere in securing containers against terrorism, and that the largest container ports are the logical place to begin. Customs' plan is to enlist the 20 container ports that account for 50 percent of U.S.-bound containers, and to expand CSI as quickly as possible to all European ports that ship significant numbers of containers to the U.S.

"CSI is the only formal program in operation today that is designed to detect and deter terrorists from exploiting containerized cargo," Bonner said.

## Customs Finalizes 24-Hour Cargo Rule

Inbound specifiers take note: The U.S. Customs Service has published a final rule affecting inbound cargo for the United States.

Under the final rule, most ocean carriers or qualified non-vessel operating common carriers (NVOCCs), must electronically transmit cargo manifest information to Customs 24 or more hours before cargo is loaded on U.S.-destined ships at foreign ports.

Customs says that while the rule must become effective as soon as possible due to national security needs, it will not assess penalties for non-fraudulent violations or institute other enforcement actions for 60 days after the effective date of Dec. 2, 2002.

The 24-hour rule will not apply to bulk cargo, and breakbulk cargo may be exempted on a case-by-case basis. Companies that are exempted from the 24-hour rule must submit their cargo declaration form to the agency one day prior to arrival in the United States.

The final rule also permits NVOCCs that are registered with the Federal Maritime Commission (FMC) to become bonded with Customs. Such entities will be permitted to be included in the electronic filing program.

Shippers' associations may not participate because they are associations of shippers and are not currently

regulated under U.S. law and are not licensed or registered with the FMC.

You can find a copy of the rule at [www.nitl.org/new/24hrrule.pdf](http://www.nitl.org/new/24hrrule.pdf) or at the HHGFAA Website, [www.hhgfaa.org](http://www.hhgfaa.org).

## **Marad Chief Suggests Multi-Port Cargo Drops**

Distributing international freight shipments at several ports rather than dropping an entire shipload at one port could help relieve highway congestion, according to William Schubert, head of the Maritime Administration.

Speaking to transportation officials at the Transportation Research Board annual meeting, Schubert said “short sea shipping” would ease congestion on the highways and reduce emissions as it has been doing in Europe for over a decade.

Schubert’s remarks focused on what security, safety, and congestion-relieving measures should be included in the next surface transportation bill, which Congress is expected to debate and pass this year. He predicted that the number of U.S. freight shipments would explode in coming years, with a commensurate increase in trucks on the Interstate highways.

Multi-port drops already are occurring at West Coast ports, where about 35 percent of international freight entering the country comes through the ports of Long Beach and Los Angeles.

— *SOURCE: Transport Topics*

## **U.S. Ports Remain Congested**

Ports on the West and East coasts are still digging out from the crush of cargo that continues to pile up four months after a management lockout of longshoremen at Pacific ports. Truckers in Los Angeles and Long Beach have had to wait as long as 8 hours at some container terminals. The congestion has spread to the East Coast, where some cargo was diverted after the lockout.

The closure of West Coast ports scrambled the ship rotations of some carriers, some of which discharged containers at already full ports without reloading vessels with boxes returning to Asia. Frustrated by long lines that limited them to one round trip per day, many drivers chose not to work during the holidays.

Importers have been hit with demurrage fees because they’ve been unable to get their containers moved out of port by truck. Terminal operators are looking forward to Feb. 1, the Chinese New Year, when Asian factories close for 2 weeks. Operators say that should give them enough time to clear the docks and return to normal operations.

— *SOURCE: Journal of Commerce*

## **U.S. Government to Test E-Seals**

The Departments of Transportation and Defense will conduct a joint test of electronic seals on intermodal cargo containers to see whether they can be constantly monitored during international shipments.

In a 6-month project, Savi Technology and Par Technology Corp. said they will test the interoperability of their respective short-range radio frequency and long-range cellular communications systems, according to a joint statement.

The security, status, and location of the shipments will be monitored between a Defense Logistics Agency facility in Cumberland, Va., and the Port of Norfolk and again between the Port of Rotterdam and GERMERSHEIM, Germany. Initially, the chassis and their containers will not be tracked while being transported by ship.

The chassis will be outfitted with a Par module that includes a global positioning satellite system receiver and a cellular modem for transmitting location reports. Savi will also attach a reader to the chassis that communicates with an electronic tag on the container seal. The tag will identify the container and its contents to the reader, which will link the information to the chassis and transmit the status of actual shipment to a network center for distribution via the Internet or direct electronic message.

— *SOURCE: Transport Topics*

## Carlyle Group Acquires CSX Lines

Carlyle Group, a global private equity firm, has agreed to acquire a majority stake in CSX Lines for \$300 million. CSX Lines, a subsidiary of CSX Corp., is the nation's largest ocean transportation company. It operates 17 U.S.-flag vessels to and from the continental United States, Alaska, Hawaii, Guam, and Puerto Rico. The deal is expected to close in the first quarter of 2003, pending regulatory approval. Carlyle said Chuck Raymond, CSX Lines' president and chief executive, as well as his management team, will remain in place with the new carrier, which will be renamed Horizon Lines LLC.

— SOURCE: *Journal of Commerce*

### In Brief ...

**Maersk Sealand** has introduced its West African Express service linking North America with West Africa. The weekly fixed-day service from Port Elizabeth, N.J., to Tema, Ghana, expands Maersk Sealand's coverage of West Africa. In addition, dedicated feeder services departing Dakar, Senegal, and Abidjan, Ivory Coast, provide connections to other West Africa locations including Apapa, Nigeria.



**APL** has launched a weekly container transportation feeder service to support the fast-growing trade between Asia and Central America. The new service also will link Central American markets with the U.S. West Coast. The Mexico-Central America Express service, which sails up and down the coasts of California, Mexico, and the northern zone of Central America, connects at Los Angeles with several of APL's transpacific services.



The *Journal of Commerce* reports that the **Shipbuilders Council of America** supports renewal of the Maritime Security Program, which subsidizes 47 U.S.-flag ships, but it wants provisions to protect shipyards. The council says a new subsidy program should require non-emergency repair and maintenance on MSP ships to be performed in U.S. shipyards, and that the subsidy to carriers should be raised to reflect higher U.S. costs. The group also wants at least 20 ships enrolled in an MSP program to be built in the U.S. during the next 10 years. U.S. shipyards are considered uncompetitive for large commercial vessels. The council's solution: an "MSP Construction Fund" that would pay 75 percent of what the Maritime Administration determines to be the difference between U.S. and non-U.S. shipbuilding costs. The 25 percent difference would be covered by Title XI loan guarantees and funds from carriers' Capital Construction Fund savings accounts.



Large U.S. multinational firms are scaling back on investment and hiring despite recent gains of the economy, reports PricewaterhouseCoopers. A PWC survey in the third quarter of 2002 found that 48 percent of the senior executives polled said they were optimistic about the future, down from 69% earlier in the year. Only 32% said they think the U.S. economy is growing, a drop of 5% from the second quarter. PWC says U.S. senior executives are nervous because of the threat of terrorism and the possibility of a war in the Middle East. It adds that confidence in recovery has "weakened considerably."

— SOURCE: *Journal of Commerce*



James M. Loy, director of the **Transportation Security Administration**, said his agency is working this year to enhance highway and port cargo security as well as air passenger security, which until now has been the primary focus of antiterrorist measures at the agency. Loy said he also wants to involve local and state agencies in the security of the intermodal supply chain to ward off the possibility of an attack.

# TECHNOTES

## **New in Print: A Small Business Guide to Internet Marketing**

Here's a short publication that's helpful and full of relevant, practical information for business owners. *How To Really Market on the Internet* is a matter-of-fact, non-technical introduction to some very sophisticated tools.

The free publication was created by the SCORE Association and Verizon Information Services, which have formed a national alliance to provide small businesses with educational materials on Internet marketing. Together, they have developed a practical guide to e-mail marketing, Web identity and website development and promotion.

How To Really Market on the Internet covers essential components for using the Web as a dynamic marketing channel. Topics covered include managing e-mail marketing; registering a Web domain name; developing and promoting a website. The workbook provides tips on how to choose an Internet service provider (ISP), how to decide on a Web developer or a do-it-yourself approach, and key decisions for website goal setting. To help determine the strategic nature of a business's online presence there is a checklist for determining where your online business is headed.

SCORE says that *How To Really Market on the Internet* is designed to give entrepreneurs the practical knowledge that they can turn into a powerful Internet presence.

Free copies of the workbook are available at all of the 389 SCORE chapters nationwide. Call (800) 634-0245 to find a SCORE office near you. Entrepreneurs are encouraged to use the workbooks during SCORE business counseling to help them plan for business. Visit SCORE on the Web at [www.score.org](http://www.score.org).

## **Slow But Steady Growth**

More businesses and homes in the United States opted for high-speed Internet access in the first half of 2002, albeit at a slower pace than 2001, according to the FCC. Growing 27% from the prior 6-month figures (ended December 2001), there was a total of 16.2 million high-speed 'Net connections at the end of June 2002; 14 million of those served residential and small businesses. That's a slower climb than the 33% increase of 9.6 million to 12.8 million lines from July through December 2001. The FCC also says that those in rural areas now have better odds of finding a high-speed connection: 50% of the least-populated ZIP codes now have high-speed access.

— SOURCE: *informationweek.com*

## **EU Approves Joint Web Freight Venture**

The European Commission has approved a joint venture by freight handlers and airlines to facilitate the movement of freight around the world via a Website linking supply with demand.

Lufthansa, Air France, and British Airways will join Global Freight Exchange Ltd. in offering air freight capacity to forwarders. The plan has been designed to prevent the participating airlines from dominating the global cargo market.

The business-to-business venture will protect commercially sensitive information of all participating parties, and will not undermine competition. The joint venture should be viewed as yet another distribution option for air freight, the Commission says.

— SOURCE: *Inbound Logistics*

## **Big Day for the 'Net**

The Internet turned 20 on New Year's Day. On Jan. 1, 1983, the Defense Department's Advanced Research Projects Agency Network officially switched from the Network Control Program protocol to TCP/IP. Using TCP/IP to create unique addresses was the beginning of the ability to connect networks and heralded a new way of looking at computers — as communications devices, not just as number crunchers.

— SOURCE: *Informationweek.com*

## Virus Rx: Protect Your Computer

Once your computer is connected with the outside world, it is vulnerable. To protect it, says *Bottom Line Personal*, you need antivirus software *and* a firewall.

A *virus* can destroy all your data and the programs that run your computer. It is introduced into a computer via a program file, most commonly an e-mail attachment. A *worm* is a virus that sends itself to every e-mail address in your address book, wreaking havoc on others' computers. For the greatest protection, subscribe to an antivirus service that is constantly updated.

Two recommendations: Norton AntiVirus, [www.symantec.com](http://www.symantec.com) (\$59.99 for software, \$19.99 per year after the first year for upgrades) and McAfee VirusScan, [www.mcafee.com](http://www.mcafee.com) (\$49.95 for software, \$14.95/year after the first year for virus updates). They are easy to set up and run automatically for PC and Macintosh. The programs periodically walk you through updating to protect against new viruses.

If your computer becomes infected with a virus or worm, disconnect it from the Internet so you don't infect others. Use antivirus software to eliminate the problem.

*Firewalls* control access to your computer by hackers and outside programs, such as those carried on Websites. Some can alter e-mail attachments so viruses can't activate until you double-click on them. As long as you never open unexpected attachments, viruses can't spread.

Software for PCs includes McAfee Personal Firewall, [www.mcafee.com/myapps/firewall](http://www.mcafee.com/myapps/firewall) (\$29.95 per year for software and updates) and ZoneAlarm Pro, [www.zonelabs.com](http://www.zonelabs.com) \$49.95 for software, \$19.95 per year for updates).

For Macs, try Norton Personal Firewall, [www.symantec.com](http://www.symantec.com) (\$69.95 for software, \$9.95 per year for upgrades). The firewalls are easy to set up, and they log incoming connections

## Smaller Niche Businesses on the Net

Small business continues to embrace Internet technology, with niche businesses covering their website costs with increased revenues, according to a Small Business Administration publication, *E-Biz.com: Strategies for Small Business Success*.

Author Joanne H. Pratt outlined current trends and strategies in small business e-commerce and detailed new findings. For example:

- 65% of small, niche firms make a profit or cover the costs of their websites.
- Less than 10% of small businesses' online commerce is business-to-business.
- The smallest forms (fewer than 10 employees) benefit the most from being online.

Pratt noted, "The Internet offers unparalleled opportunities for small business by developing imaginative ways to conduct e-business. As these trends accelerate so too will small business' role in the virtual economy."

The complete report can be found at <http://www.sba.gov/advo>.

## Homeland Security Department Web Page Now Online

**T**he New Department of Homeland Security (DHS) officially came into existence on Friday, January 24, with the swearing-in ceremony of former Pennsylvania Governor Tom Ridge, who will be Secretary of the new department.

The creation of the Department of Homeland Security establishes the government's 15th Cabinet-level agency, consolidating 22 previously unrelated agencies under one roof. In conjunction with the official establishment of the DHS, the department's Web page was also unveiled. The site, which can be found at <http://www.dhs.gov/dhspublic/>, is designed to provide the public with a central location to learn more about the new department's responsibilities and activities.

# TRUCKING

## Carriers Seek Relief from Paperwork

The Truckload Carriers Association has filed a petition with the Department of Transportation asking DOT to eliminate the financial reporting requirements for motor carriers. Currently, interstate motor carriers with \$3 million or more in revenue must file annual financial reports with DOT's Bureau of Transportation Statistics. Carriers with \$10 million or more in revenue also must file quarterly. Unfortunately, DOT cannot grant the relief TCA requested; only Congress can. DOT can eliminate the quarterly reports and reduce the amount of data collected in the annual reports, but under law DOT alone cannot eliminate annual reporting.

— SOURCE: *TrafficWorld*

## Security Note:

*Transport Topics* reports that the Bush Administration has recommended \$20 million in grants to help train U.S. truck drivers to spot suspicious activity on roads and bridges.

## Small Business InfoBytes



Confused about the Americans with Disabilities Act? You can get a free copy of *Americans with Disabilities Act: ADA Guide for Small Business*, which contains the basic requirements of the law. It's free from the Federal Consumer Information Center. Call 1-888-878-3256 and ask for Item #590G.



Two-third of new small businesses survive at least 2 years. According to an SBA study of businesses, over the 1989–1992 period:

- About 66% of businesses with employees remain open at least 2 years after startup
- 49.6% are open at least 4 years,
- 39.5% are open after 6 years.

Moreover, small firms with fewer than 500 workers create more than half the new jobs — about 55.7 million employees in nonfarm private sector companies in 1999. Companies with fewer than 100 employees employed 40.1 million.



## Regulatory Flexibility Enforcement Tools Just Got Better

As part of his Small Business Agenda, President Bush's Executive Order 13272 is helping to tear down regulatory barriers to entrepreneurial growth, says the U.S. Small Business Administration. SBA has issued a new guide for federal agencies as they work to comply with the President's call for greater accountability to small business in their rulemakings.



Small businesses create two-thirds to three-quarters of net new jobs, according to a Small Business Administration study of 1998–1999.

# INDUSTRY NEWS



Waymouth

**Chris Waymouth** has joined MoveAssist International Ltd. as the general manager of the company, headquartered in Hertfordshire, U.K. He is tasked with developing the company's quality systems, both internal and external, to enhance the service MoveAssist provides to its domestic and international customers.

Waymouth is well known in the industry, having spent his entire working life in the business, including 10 years with North American Van Lines and, more recently, 12 years as administration director of Transeuro, now TEAM Relocations.

Contact him at [info@moveassist.com](mailto:info@moveassist.com). Website: [www.moveassist.com](http://www.moveassist.com).



The Suddath Cos., headquartered in Jacksonville, Fla., has named **Barry Vaughn** president and chief executive officer.

Vaughn has been with the company for more than 28 years, and had been chief operating officer for the past year. In his new role, he will oversee the day-to-day operations of all the corporation's subsidiaries, including Suddath Relocation Systems and Suddath Transportation Services.



Guardian Services Inc. has appointed **Salvatore Messina** as vice president and general manager responsible for the U.S. Capital Region. The appointment was made to enhance Guardian's presence and service commitments in the marketplace. Guardian has serviced the region for over 56 years and is considered one of the largest military agents in Baltimore, Md.

Messina has more than 25 years of combined experience in the domestic and international industry. His knowledge of relocations, distribution, project cargo, and record retention will complement Guardian's group of companies. Originally from the New York area, he is now a resident of Maryland and headquartered at Guardian's Odenton, Md., facility. Guardian offers over 600,000 sq.ft. of warehouse storage and distribution services.



**Roger Stone** has been named commercial crating sales associate at Movers Specialty Service, Inc., in Montgomeryville, Pa. He will lead the commercial crating sales effort and will be responsible for present account maintenance while cultivating new customer relationships.

Stone has over 18 years' sales and business experience and was a partner in an office automation equipment company, American Copy. He is tasked at MSS with building the sales revenue stream and growing the business to a national level. Contact him at [rogers@mssl.com](mailto:rogers@mssl.com). Website: [www.mssl.com](http://www.mssl.com).

## Changes at Asian Tigers

Jean-Jacques Borgstedt, chairman of **Asian Tigers Premier Worldwide Moving**, recently announced a significant change in the ownership of **Asian Tigers Premier Worldwide Moving** in Japan. In an open letter, he wrote, "The shares of TEAM London have been purchased in full by **Asian Nippon Services (ANS) Geneva**, a company owned by a number of Asian Tigers. Since Transeuro's acquisition by TEAM a little over two years ago, **TEAM Relocations** has refined and concentrated its interests and strategy within Europe."

Borgstedt thanked TEAM for its "substantial contribution to Asian Tigers Premier in the past" and wished them "every success in their future endeavours."

**Eric Lim** and **Gordon Bell** have been named directors of the company, joining **Gerry Lane** and Borgstedt to



**A look at the people  
and events shaping  
HHGFAA member  
companies.**

form the new board. **Nick Masee** will continue to serve as managing director, and the management and staff in both the Tokyo and Kobe offices will stay on as well.

## **Wheaton Agent Brings Boilermakers' Band to Sun Bowl**

It's starting to become a tradition for Martin Moving & Storage, a Mishawaka company, to partner with the Purdue Boilermakers in making the trip to the end-of-season bowl game. Martin Moving & Storage, a Wheaton World Wide Moving agent, once again provided transportation services for the Purdue University Marching Band's equipment to the Sun Bowl in El Paso, Texas.

Owner Deborah Martin, who is also a Purdue band alum, utilized the interstate authority of Indianapolis-based Wheaton World Wide to transport the equipment across state lines.

Martin can rely on her expertise to transport 100 pieces of percussion equipment, brass sousaphones, podia, ladders, and flag equipment. In addition to the band equipment, Martin Moving & Storage will be transporting the Boilermaker Extra Special, the electric-powered version of the train mascot, and equipment for the cheerleaders, including the "Purdue Pete" costume.

Sam Napier, a driver with Crown Moving & Storage, also a Wheaton agent, hauled the equipment to El Paso. He departed on Christmas Day and returned to the Purdue campus on January 6.

The Martins previously arranged transportation of the equipment for the band's participation in the 1997 and 1998 Alamo Bowls, the Inaugural Parade for President George Bush and Vice-President Dan Quayle in Washington, D.C., the Outback Bowl in 1999, the Rose Bowl in 2000, and the Sun Bowl in 2001.

Wheaton's Web address is [www.wheatonworldwide.com](http://www.wheatonworldwide.com)

## **Albert Employees Enjoy Change**

Employees at Albert Moving and Storage in Wichita Falls, Texas, recently held a workshop to learn how to enjoy change by recognizing their Sniffs, Scurrys, Hems, and Haws — the names of four imaginary characters described in the bestselling book, *Who Moved My Cheese?* by Spender Johnson, M.D.

The book features two little people, Hem and Haw, and two mice, Sniff and Scurry, who represent the people we all work and live with every day, including ourselves. The Albert team watched the video about the little people and the mice finding their way through a maze so they could locate their old cheese and find their new cheese. Each character in the video used different approaches for locating the old and new cheese. The Albert team then reviewed handouts so each person could identify which character he or she is most like, in order to understand how that individual deals with change.

Participants and their partners worked their way through a maze of mattress boxes and overseas boxes that offered insights into how each person spends time looking for what he or she wants. Once participants determined whether they were a Sniff, Scurry, Hem, or Haw, and understood that each person accepts change in a unique way, they were able to better understand each other.

The Albert team also listened to a Maximum Impact Leadership Tape by John Maxwell, "How to Make Personal Changes in Your Life." They learned that leadership is about change and that in times of change, people seek out more and better leaders.



**Clay O'Neal, Mark Wilson, and Lynda Hillery list items that will help them enjoy change.**

## La Vascongada Enhances Services, Facilities

The 80-year-old Spanish moving company La Vascongada recently invested 4 million euros to extend its storage facilities, creating an additional 5,000 sq.m. for containers, as well as in bridge cranes, and a sophisticated security system with TV cameras and watchmen to permit round-the-clock monitoring.

The new facilities include the most advanced smoke and antire detectors. Four loading platforms are available to ease loading and unloading operations. Likewise, La Vascongada has acquired 350 1x20 containers that have been adapted to its fleet of 85 vehicles so that they may be transported all around Europe.

“With this new system, damage has been reduced by 90% with regard to the traditional storage system in wood crates,” reported CEO Jose Luis Albertos. The company also offers furniture storage services to other local moving companies that do not have similar facilities.

La Vascongada’s Relocation Department is a new division staffed with experienced professionals entrusted with supplying more and improved services to international agents. Through this new service, offered to executives who relocate to Spain, La Vascongada arranges fulfillment of tasks such as finding a new house, contracts, banks, schools, power, gas, telephone, pets, entertainment clubs, domestic help, and other services.

With the new Relocation Department, out international agents find a value added to their service, as they may offer their clients a complete service which should avoid many headaches to executives who plan moving to Spain. This represents quite a competitive advantage with regards to competitors.

La Vascongada offers coverage from Madrid to anywhere else in Europe, and to any place in Spain or Portugal, once a week. Morocco is also a key destination.

La Vascongada supports a continually renewed fleet, and highly professional drivers, primarily based on road trains with 100 cu.m. capacity allows us to offer a quality house moving service at competitive prices. Therefore, the company can provide movers raveling to Spain and Portugal with a service that is unique on the market, whether complete loads or groupage, starting from 1 cu. m.



## In Memoriam

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### **Ivan Gosselin**

HHGFAA has learned that Ivan Gosselin, CEO of High Quality Handling & Distribution, passed away after a tragic car accident on Jan. 20. Mr. Gosselin was the son of Dolf Gosselin, President of the Gosselin Group in Antwerp, Belgium.

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### **Sumiko Thompson**

Sumiko Thompson, the wife of former HHGFAA Board member Jack Thompson, passed away on Jan. 17 after an extended illness.

Mr. and Mrs. Thompson had been married for 40 years.

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### **Feyzi Capar**

Feyzi Capar, founder and president of Feyzi Capar International Transports Limited in Adana, Turkey, died on Jan. 22 at the age of 76 of respiration and cardiac arrest. Mr. Capar is survived by his wife, Gul (Rose); his son, Ali; and his daughter, Gul Capar Uyar.

## **HONORS AND AWARDS**

The Bekins Co. was named the “Turnaround Company of the Year” by the Midwest chapter of the Turnaround Management Association.

The award recognizes the Hillside, Ill.-based household goods relocation specialist’s success in developing and implementing a complete turnaround plan that encompasses operational and financial restructuring, including the successful purchase of the company by its family of agents.

Last January, Bekins agents decided that an agent-owned van line presents the greatest growth opportunities for the agent network and purchased the troubled company from GeoLogistics Corp. Embracing a unique approach to ownership, each shareholder agency has equal voting rights, a core factor in the rapid turnaround of the company.

Within 6 months, Bekins significantly reduced its debt and achieved profitability. Agent companies reported a high level of satisfaction with the new business structure. Bekins President Larry Marzullo attributed Bekins’ “rapid and significant turnaround” to the “dedication and hard work of our management team and our agents, who quickly banded together as a unified team of new owners.”

# WELCOME NEW MEMBERS



**Jeffrey Coleman**  
Executive Vice  
President  
Covan International Inc.  
HHGFAA Chairman

**O**n behalf of the Household Goods Forwarders Association of America, Inc., I want to extend a warm welcome to those who are new to our organization.

#### **A-Whisco, Inc./ Worldwide Moving Systems**

3410 Rockfeller Court  
Waldorf, MD 20602  
Tel: (301) 870-5300  
Fax: (301) 870-5051  
P.O.C: Abbey Maurer  
No. of Years in Business: 30  
Sponsors: DelMarva Port Services, MD  
Cartwright Int'l Van Lines, Inc., MO

#### **ABC Richard FI Polska Sp. z.o.o. International Moving**

ul. Zakrzewska 16/26, 22-737  
Warszawa, Poland  
Tel: (48) 22 841 0521  
Fax: (48) 22 851 0769  
E-mail: ricard@supermedia.pl  
P.O.C: Benoit-Philippe Angevin  
Sponsors: K.C. Dat Limited, Hong Kong  
UniGroup UTS Worldwide, England

#### **AGS-Frasers - Angola**

Rue Rainha, Ainga 752-A  
Luanda, Angola  
Tel: (244) 2 396 491  
Fax: (244) 2 440 030  
P.O.C: Herve de Lajudie

#### **AGS-Frasers - Botswana**

Plot 14398, Industrial Area  
Caborne West, Botswana  
Tel: (267) 392 2558  
Fax: (267) 392 5030  
P.O.C: Simon Maitland  
No. of Years in Business: 21

#### **AGS-Frasers - Zimbabwe**

Cnr Craig Alen e Southern Willow Roads  
New Ardbennie, Harare, Zimbabwe  
Tel: (263) 4620 791  
Fax: (263) 4620 550  
P.O.C: Eric Cable

#### **Allied Pickfords South Africa**

14 Goodenough Avenue  
Epping Industria 7460  
Capetown, South Africa  
Tel: (27) 21 534 2214  
Fax: (27) 21 534 2281  
E-mail: frans.fouche@pickfords.ca.za  
P.O.C: Frans Fouche  
No of Years in Business: 100

#### **Allied Pickfords - Zimbabwe**

Cnr Craig Allen & Willow Roads  
New Ardbennie  
Harare, Zimbabwe  
Tel: (263) 4620 791 • Fax: (263) 4620 550  
P.O.C: Eric Cable

#### **Atlantic Relocation Systems**

10980 East 56th Avenue  
Denver, CO 80239  
Tel: (303) 373-5383  
Fax: (303) 373-2527  
E-mail: marccorsello@msn.com  
P.O.C: Marc Corsello  
No. of Years in Business: 36  
Sponsors: Rainier Overseas Movers, Inc., WA  
Atlantic Relocation Systems, GA

#### **Breachwood Transport & Removals Limited**

Breachwood House, Camford Way  
Luton, Bedfordshire LU3 3AN, England  
Tel: (44) 1582 495495  
Fax: (44) 1582 495496  
E-mail: lee-brewin@postmaster.co.uk  
P.O.C: Lee Brewin  
Sponsors: Star Int'l Movers, VA  
European Van Lines Int'l Ltd, England

#### **Carrylink Packers & Shippers Ltd.**

F-101 Mohakhali  
Dhaka 1212, Bangladesh  
Tel: (880) 2 989 8784  
Fax: (880) 2 882 8688  
E-mail: carrylink@bdonline.com  
P.O.C: Habibur Rahman  
Sponsors: Progressive Packers & Shippers (Pvt)  
Ltd, Bangladesh  
Van der Ent/Kuster Koot TopMovers, Holland

#### **F. W. Neukirch (GmbH & Co) KG**

Zum Panrepel 37, 28307  
Bremen, Germany  
Tel: (49) 421 4894 430  
Fax: (49) 421 4894 439  
E-mail: mtr@neukirch.de  
P.O.C: Mr. Sven Bley  
No of Years in Business: 300  
Sponsors: Carl Hartmann, Germany  
Max Jacobi Umzugsmanagement, Germany

**French International Transport**

34 Avenue Des Champs-Elysees  
75008 Paris, France  
Tel: (33) 145 620 262  
Fax: (33) 145 620 263  
E-mail: french-intl-transport@wanadoo.fr  
P.O.C: Mr. L. Besse  
No of Years in Business: 5  
Sponsors: Star Int'l Movers, VA  
VIP Relocations Ltd, NY

**Globalink Baku, Azerbaijan**

10/12 Veli Mamedov Street  
World Capian Business Center  
370001 Baku, Azerbaijan (CIS)  
Tel: (994) 12 473 111  
Fax: (994) 12 473 016  
E-mail: globalink@azerin.com  
P.O.C: Mr. Jebrail Aliyev

**Globalink Tbilisi, Georgia**

6, Napareulskaya Street  
380005 Tbilisi, Georgia (CIS)  
Tel: (995) 32 253 262 • Fax: (995) 32 339 102  
E-mail: globalink-georgia@global-erty.net  
P.O.C: Mr. Manzoor Shah

**Globalink Yerevan, Armenia**

3, Nashtots Avenue  
Yerevan, Armenia (CIS)  
Tel: (374) 1 539 197  
Fax: (374) 1 539 198  
E-mail: global@arminco.com  
P.O.C: Mr. Rajeev Nagri

**Globy Trans Co., Ltd**

D232 Jia Hua Business Centre, No. 808  
Hong Qiao Road  
Shanghai 200030 (PRC) China  
Tel: (86) 21 6441 2139  
Fax: (86) 21 6441 2151  
E-mail: eric@globytrans.com  
P.O.C: Eric Tam  
No. of Years in Business: 2  
Sponsors: Crown Van Lines Co. Ltd, China  
Interport Executive Movers, Singapore

**King's Mover International**

No. 1, Huatianyuan, XIBA Dongbaxiang  
Chaoyang District, Post Code 100018  
Beijing, China  
Tel: (8610) 8432 7267  
Fax: (8610) 8432 7263  
E-mail: chinaking@chinakingmoving.com  
No. of Years in Business: 10  
Sponsors: Baltrans Int'l Moving Ltd, Hong Kong  
Inter Trans Insurance Services, Inc., CA

**Nato Express**

16 Abdel Hai Fathi Street  
Heliopolis, Cairo, Egypt  
Tel: (202) 643 1180 ¶ Fax: (202) 575 4073  
E-mail: natexp@hotmail.com  
P.O.C: Arto Serabian  
Sponsors: Suddath Int'l, FL  
Executive Insurance Services, FL

**Packford International**

P.O. Box 8246 • Sanaa, Yemen  
Tel: (967) 1 203 375 • Fax: (967) 1 207 342  
E-mail: info@packford.com  
P.O.C: M. Saleh  
No. of Years in Business: 8  
Sponsors: Leader Freight Forwarders, UAE  
Asia Cargo & Packing, Bahrain

**Roadway Express, Inc.**

2530 S. Tibbs Avenue  
Indianapolis, IN 46241  
Tel: (317) 486-4771 • Fax: (317) 486-4780  
E-mail: pat.mvnsberlo@roadway.com  
P.O.C: Patrick Mvnsberle  
No of Years in Business: 73  
Sponsors: TRFCA, IN  
Prudential Financial, AZ

**Schenker & Co AG**

Lofflerweg 35  
A-6060 Hall in Tirol, Austria  
Tel: (43) 5223 501-20 ¶ Fax: (43) 5223 501-25  
P.O.C: Mrs. Lydia Schatz  
Sponsors: AW Transportation, PA  
Hausner Moving Services, Austria

**Seabra International Movers & Logistics Co. Ltd.**

116/52 SSP Tower 11, 15th Floor  
Na Ranong Road, Klongtoey  
Bangkok 10110, Thailand  
Tel: (66) 2697-4704 • Fax : (66) 2697-4725  
E-mail: seabra@seabra.co.th  
P.O.C: Mr. Nick Chomonter  
Sponsors: Vanpac Int'al Pte Ltd, Singapore  
Trans Int'l Moving & Shipping, Australia

**Steers Afrovan (01/01/03)**

PO Box 18  
East London 5200, South Africa  
Tel: (27) 43 745 1819 • Fax; (27) 43 745 2332  
E-mail: gary@afrovan.com  
P.O.C: Gary School  
Sponsors: Brauns Int'l, Germany  
Magna Int'l Movers, South Africa

**Stuttaford Van Lines-Lesotho**

Lioli Road, Industrial Site 14/15  
Maseru, Lesotho  
Tel: (266) 22 323 966 • Fax: (266) 22 310 290  
P.O.C: Venus Havenga  
No. of Years in Business: 10

**Stuttaford Van Lines-Mozambique**

Rua Paulino Santos Gil 56  
10 Andar, Maputo  
Tel: (9) 258 130 2673 • Fax: (9) 258 130 3967  
P.O.C: Ian Walker

**Stuttaford Van Lines-Namibia**

7-9 Danzig Street  
Lagrenz, Windhoek, Namibia  
Tel: (264) 61 224 691 • Fax: (264) 61 225 302  
P.O.C: Bettina Priilaid  
No. of Years in Business: 17

**Totem Ocean Trailer Express, Inc. (10/01/02)**  
32001 32nd Ave South, Suite 200  
Federal Way, WA 98003  
Tel: (253) 449-8137 • Toll Free: (800) 426-0074  
Fax: (253) 449-8225  
E-mail:rorvella@totemocean.com  
P.O.C: Rick Orvella  
Sponsors: Air Van Lines Intl, Inc, WA  
Denali Group Companies, WA

**Varoda Packaging B.V.**  
Nyuerheidsweg nrd 110  
3812 P.N. Amersfoovt, Holland  
Tel: (31) 3346 43060 • Fax: (31) 3344 51683  
E-mail: info@uaroda.nl  
P.O.C: Herman van Rouwendaal  
and Sjors Gerritsen  
No. of Years in Business: 12  
Sponsors: Gebr. van den Guden, Holland  
Dijkshoorn Euromovers, Holland

**World Link Company Limited**  
No. 440 Unit 26A Tran Hung Dao St.  
Ward 2, Dist. 5  
Ho Chi Minh City, Vietnam  
Tel: (84) 8 923 3550 • Fax: (84) 8 923 3549  
E-mail: worldlink@worldlink.com.vn  
P.O.C: Mr. Vu, Nguyen Quoc  
Sponsors: Vanpac Int'l Pte, Ltd, Singapore  
Trans Movers, Indonesia

### Important Notice

HHGFAA members are now notified of new prospective members by periodic postings to the HHGFAA Website, at **www.hhgfaa.org**. Welcome New Members will continue to appear in each issue of *The Portal*.

## Small Business InfoBytes



If you'd like to locate the best environment for operating a small business, you might check out "Small Business Survival Index 2002," the Small Business Survival Committee's annual ranking of the states' policy climates for small business and entrepreneurship. The Index ties together 20 major government-imposed or -related costs that affect small businesses, such as personal, business, property, and death taxes; health care costs; labor costs; and others.

According to the Index, the most entrepreneur-friendly states are (1) South Dakota, (2) Nevada, (3) Wyoming, (4) Texas, (5) Florida. The least-friendly environments are (46) California, (47) New Mexico, (48) Minnesota, (49) Maine, (50) Hawaii, and (51) District of Columbia.

See where your state ranks by visiting [www.sbosc.org](http://www.sbosc.org).



Private sector providers are taking more notice of small business needs. The SBA banking study released in November notes that small business lending has recently been on the increase at a more rapid pace than business lending overall.

## METAL SECURITY SEALS FOR SALE

| Members       |          | Non-Members   |          |
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| 300 – 9,000   | .08 each | 300 – 9,000   | .12 each |
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### Price List for Selected HHGFAA Publications and Miscellaneous Items

| TITLE  | CONUS<br>MEMBERS | OVERSEAS<br>MEMBERS |
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| Additional Copies of <i>The Portal</i> (1-year subscription)         | 80.00            | 96.00               |
| Defense Transportation Regulations Part IV<br>(replaces the PPTMR)   | 40.00            | 55.00               |
| HHGFAA Freight Forwarders Tariff #4                                  | 15.00            |                     |
| 2002–2003 HHGFAA Membership Directory                                | 50.00            | 60.00               |
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| Global Transportation & Related Business Terminology                 | 49.95            | 74.95               |
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**HHGFAA • 2320 Mill Rd., Suite 102 • Alexandria, VA 22314.  
OR, fax with credit card information to (703) 684-3784**

## **YOUR OPINIONS COUNT!**

HHGFAA and *The Portal* editors want to ensure that every issue of the magazine is packed with the information you want and need. Please complete the 2003 *Portal* Readership survey on the following page and return it to HHGFAA promptly by mail or fax. (It's fine to Xerox a copy of the page so that you don't have to tear the page out if you wish.)

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### **What's the Secret of YOUR Success?**

We welcome your submissions to our "theme" issues of *The Portal* that appear several times a year. The March/April issue of *The Portal* will focus on "**Sales and Marketing Strategies that Work: The Secrets of Your Success.**" Details on content that might be included in your submission appear on page 49 of this issue. You are invited to include photos with the article that pertain to this topic if you wish.

If you have questions about the survey or the upcoming issue of *The Portal*, please contact Bel Carrington at HHGFAA (e-mail [bcarri7850@aol.com](mailto:bcarri7850@aol.com)), or Joyce Dexter at [joycemcd@erols.com](mailto:joycemcd@erols.com).



# THE PORTAL

## 2003 READERSHIP SURVEY

1. Approximately how much time do you devote to reading each issue of *The Portal*? \_\_\_\_\_
2. How many people read your copy of *The Portal*? \_\_\_\_\_
3. Do you access *The Portal* on the HHGFAA Website?  yes  no If yes, how often? \_\_\_\_\_
4. Please rate your interest in the contents of *The Portal* as they pertain to your business by circling the appropriate responses:

|   |                 |                     |                |
|---|-----------------|---------------------|----------------|
| Washington Update (legislative developments)  | Very Interested | Somewhat Interested | Not Interested |
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| Small Business Issues                         | Very Interested | Somewhat Interested | Not Interested |
| High Technology Developments                  | Very Interested | Somewhat Interested | Not Interested |
| Industry News (appointments, awards, etc.)    | Very Interested | Somewhat Interested | Not Interested |
| Maritime / Ocean Shipping                     | Very Interested | Somewhat Interested | Not Interested |
| Moving and Storage                            | Very Interested | Somewhat Interested | Not Interested |
| Aviation/Air Cargo                            | Very Interested | Somewhat Interested | Not Interested |
| Trucking News                                 | Very Interested | Somewhat Interested | Not Interested |
| HHGFAA meetings, fundraisers, and events      | Very Interested | Somewhat Interested | Not Interested |
| Finance/Economics                             | Very Interested | Somewhat Interested | Not Interested |
| Personnel/Employment Issues                   | Very Interested | Somewhat Interested | Not Interested |
| New HHGFAA Products and Services              | Very Interested | Somewhat Interested | Not Interested |
| Insurance Articles                            | Very Interested | Somewhat Interested | Not Interested |
| Classified Ads                                | Very Interested | Somewhat Interested | Not Interested |
| Industry Calendar                             | Very Interested | Somewhat Interested | Not Interested |
| HHGFAA Member Profiles                        | Very Interested | Somewhat Interested | Not Interested |

5. Please check the statement that most accurately reflects your views about the contents of *The Portal*:
  - I like to read in-depth reports about issues that are important to the industry.
  - I don't have the time or inclination to read long articles, no matter how relevant they are, and prefer to read short summaries of the pertinent facts.
  - Other (please explain): \_\_\_\_\_
6. I am most likely to read and use articles related to: \_\_\_\_\_
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10. I read *Portal* ads and try to use the services of *Portal* advertisers.  yes  no
11. Please provide any comments you may have as to the contents of *The Portal* and its relevance to you and your business.

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**Please return by April 1 to:**  
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# WASHINGTON UPDATE

## SBREFA Enhances Regulatory Flexibility Act

The Office of Advocacy has just celebrated a milestone: 25 years since it was empowered by the Congress to be an independent voice for small business. Since the enactment of the Regulatory Flexibility Act (RFA) in 1980, the Office of Advocacy has had an oversight role in implementing the law. The RFA requires federal agencies to determine whether a proposed rule will have a disproportionate effect on small firms and other small entities and, if so, to explore alternative regulatory solutions. As the U.S. Small Business Administration's Chief Counsel for Advocacy charged with monitoring federal agency compliance with the act, I am pleased to offer a review of RFA achievements and ongoing concerns in fiscal year 2001.

The small business community saved an estimated \$4.4 billion in compliance costs as the result of regulatory changes made in fiscal year 2001 in response to recommendations made by the Office of Advocacy and the small business community. Many agencies should be applauded for their willingness to change regulatory proposals after analyzing scientific and economic data about burdensome impacts and finding equally effective alternatives for accomplishing public policy objectives. The RFA was enacted by Congress to accomplish these very outcomes, and it continues to be a strong tool for working within the federal regulatory arena.

The implementation of the act became more effective with the 1996 passage of the Small Business Regulatory Enforcement Fairness Act (SBREFA). Among other things, SBREFA amended the RFA to allow a small business, appealing from an agency final ruling action, to seek judicial review of an agency's compliance with the RFA. Not surprisingly, this change has been accompanied by increased agency interest in avoiding challenges to their regulations.

One thing has not changed: the need for the Office of Advocacy's involvement is greater than ever. Small firms continue to rely on an advocate to monitor the obstacles to small business growth that emerge in an ever-changing, regulated, but dynamic marketplace. In one report, of course, there is no way to capture all the daily interactions between Advocacy staff and regulatory officials in other federal agencies. More and more of Advocacy's involvement occurs during the pre-proposal and regulatory development stages, and while this work is not fully reflected in official comment letters, it is key to RFA enforcement. Certainly, the earlier an agency can take small business concerns into consideration during the regulatory development process, the more effective it can be in fulfilling the law's intent.

To ensure that the RFA is implemented properly, the Office of Advocacy educates both federal agencies and small entities about the RFA through seminars, briefings, and publications. Information about these, as well as regulatory comments and testimony, appear on Advocacy's home page at <http://www.sba.gov/ADVO>. Advocacy's active outreach, along with other specific procedures in place for examining the effects of rules on small businesses, continues to be a key component in ensuring that the RFA is a tool for responsible government.

In recent years, the economy has been extremely dynamic, with technology changing industry structure at a very rapid pace and creating new challenges for analyses of regulatory impacts on small business. Small businesses are a major force in this changing economic landscape, contributing major technological innovations that are spurring growth in the economy and creating most of the new jobs. In order to maintain this trend of job development, the continued viability of small businesses must be ensured. In 1980, the U. S. Congress enacted the Regulatory Flexibility Act (RFA) with a mandate to federal regulatory agencies to analyze the impact of their regulations on small entities and to consider alternatives that would be equally effective in achieving public policy goals without unduly burdening small businesses. The Chief Counsel for Advocacy's annual report to Congress and the President on implementation of the Regulatory Flexibility Act provides insight into whether federal agency regulations were disproportionately burdensome on small businesses and whether they interfered with small business growth and innovation.

The annual report on regulatory flexibility compliance provides Congress and the President an opportunity to review the effects agency actions may have on small entities and to determine whether the agencies are meeting both

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**By Thomas M. Sullivan**  
**SBA Chief Counsel**  
**for Advocacy**

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the intent and the letter of the law. This report is divided into several parts. The first provides an overview of the RFA, as amended by the Small Business Regulatory Enforcement Fairness Act of 1996 (SBREFA): its purpose, how it is to be implemented by agencies, and why it is important to the small business community. The second part describes the role of the Office of Advocacy in rulemaking and lists FY 2001 achievements, comment letters, and SBREFA panels. The third highlights agency achievements and how more than \$4.4 billion in compliance cost savings were achieved in fiscal year 2001. The fourth looks at ongoing concerns with respect to agency RFA compliance.

For many years the view of the Office of Advocacy and many small business advocates was that the RFA needed more teeth to accomplish compliance and that noncompliance was caused, in large part, by the lack of enforcement provisions in the law. With the passage of SBREFA, a small entity adversely affected or aggrieved by a final rule may, on appeal from the rule, seek judicial review of an agency's failure to comply with the RFA. This revision in the law continues to have a beneficial effect on the regulatory process. To avoid judicial review, some agencies are more inclined to do the kind of analysis required by the RFA and select the regulatory options that will achieve the regulatory objectives without imposing an unduly heavy burden on small entities.

The law is working, but the need for continued attention to the effects of regulation on the regulated population is greater than ever.

## **Overview of the Regulatory Flexibility Act and Federal Agency Compliance with the Law**

The Regulatory Flexibility Act is an important statute that, at long last, largely because of the 1996 SBREFA amendments, is having an impact on the way the government views the role of small businesses in the economy. The RFA mandates an analytical process that agencies must follow in order to level the regulatory playing field for small businesses and to preserve competition in the marketplace without compromising public policy objectives. Agencies must undertake a thorough analysis of the economic impact of their proposed regulations and consider alternatives that will achieve the same public policy goals, but with more equitable impact on small entities.

## **History of the RFA**

Before the RFA was enacted in 1980, federal agencies did not evaluate, nor did they see the need to evaluate the impact their rules would have on small businesses. More often than not, agencies failed to recognize or understand the dynamic role small businesses play and how important they are to the nation's economic growth.

It was not readily understood that small businesses would suffer disproportionately — compared with large businesses — from “one-size-fits-all” regulations and that this could harm competition. Direct costs involved in complying with a regulation are often approximately the same for a large company as for a small company. But because a large company is able to spread the compliance costs over larger output, it can maintain a competitive advantage over a small company subject to the same regulation. Because large businesses can afford to hire more people to monitor proposed agency regulations and have easier and more direct input into the regulatory process, small businesses are inherently at a disadvantage in influencing final decisions on regulations.

In 1980, at the first White House Conference on Small Business, the message the delegates sent to the President and the Congress was loud and clear: they wanted relief from the heavy burdens placed on them by federal government regulations. Small businesses argued that when a federal agency issued a regulation, the burden of the law often fell hardest on them, not through any intentional desire by the agency to harm them, but because “one-size-fits-all” regulations were easier to design and enforce. No thought was given to any disproportionate impact, nor to the possibility that alternatives might be equally effective in achieving public policy objectives. Recognizing both the different impacts of regulations on firms of different sizes and the disparity between large and small firms in the level of input in the regulatory process, the Congress enacted the RFA in 1980 to alter how agencies craft regulatory solutions to societal problems and to change the one-size-fits-all regulatory mindset.

## **The Analysis Required by the RFA**

The RFA requires a federal agency to review its regulatory proposals and determine if any new rule is likely to have a “significant economic impact on a substantial number of small entities.” If such impact is likely to occur, the agency must prepare and make available for public comment an “initial regulatory flexibility analysis,” describing in detail the potential economic impact of the proposed rule on small entities.

An essential part of this analysis is identifying alternatives to the proposed rule that can accomplish the same regulatory objectives but with reduced economic impact on small entities. By mandating this analytical process, the RFA seeks to ensure that agencies understand not only the industries they are regulating, but also the potential effect of their regulations on small entities before it is too late to pursue alternative measures. To reach this level of understanding, it is crucial for the agencies to solicit meaningful input from the small business community as early as possible.

The RFA is built on the premise that when an agency undertakes a careful analysis of its proposed regulations — with sufficient small business input — the agency can and will identify any disproportionate economic impact on small businesses. Once an agency identifies the impact a rule will have on small businesses, it is expected to

seek alternative measures to reduce or eliminate the disproportionate small business burden without compromising public policy objectives. The RFA does not require special treatment or regulatory exceptions for small business, but mandates an analytical process for determining how best to achieve public policy objectives without unduly burdening small businesses.

### **Federal Agencies' Response to the RFA**

The general purpose of the RFA is clear. However, in monitoring agency compliance, the Office of Advocacy has found over the years, and has reported to the President and the Congress, that federal agencies often failed to conduct the proper analyses as required by the law. Some agencies ignored the RFA altogether, while others asserted that the RFA did not apply to them. Other agencies recognized the RFA's applicability to their regulations, yet failed to comply with its requirements.

Agencies often did not understand or accept the possibility that less burdensome regulatory alternatives might be equally effective in achieving the agency's public policy objectives. Thus, many agencies failed — or even refused — to consider valid alternatives to their proposals, even when such options were brought to their attention by small businesses during the rulemaking process.

An agency's failure to weigh alternatives properly not only defeats the core purpose of the RFA; it effectively excludes small businesses from meaningful opportunity to influence the regulatory development process as Congress intended. Until 1996, there was no way to force agencies to comply, nor did the small business community have a remedy to seek redress. And although the RFA authorized the Chief Counsel for Advocacy of the U.S. Small Business Administration (SBA) to file *amicus curiae* briefs in court cases involving agency regulation, prior to SBREFA, Advocacy could not successfully raise the issue of agency noncompliance because the courts did not have jurisdiction over the question.

### **The 1996 SBREFA Amendments to the RFA**

The 1995 White House Conference on Small Business provided small business owners another opportunity to seek an amendment to the RFA authorizing judicial review of agency compliance with the RFA. They urged Congress to pass amendments that would add "teeth" to the law.

In 1996, the Congress enacted the Small Business Regulatory Enforcement Fairness Act, which amended the RFA in several critical respects. The SBREFA amendments to the RFA were specifically designed to ensure meaningful small business input during the earliest stages of the regulatory development process.

Most significantly, SBREFA authorized judicial review of agency compliance with the RFA, and reaffirmed the authority of the Chief Counsel for Advocacy to file *amicus curiae* briefs in regulatory appeals brought by small entities.

The SBREFA amendments also added a new provision to the RFA, namely, a requirement that small business advocacy review panels be convened to review Environmental Protection Agency (EPA) and Occupational Safety and Health Administration (OSHA) rules that might affect small entities. The purpose of the panels is to elicit comments from small entities on a rule's impact and alternatives that should be considered, and to develop a report on the panel's findings for the head of the agency within 60 days.

### **The Role of the Office of Advocacy**

The statutory responsibilities of the Office of Advocacy include representing the interests of small business before policymaking bodies within the federal government, conducting research on small businesses' contribution to the economy, and monitoring federal agency compliance with the Regulatory Flexibility Act.

The Office of Advocacy works with small businesses, federal agencies, trade associations, and the Congress to promote compliance with the RFA through several avenues. In FY 2001, the office responded to congressional inquiries on issues such as procurement reform, universal telephone service, bonding for mine operations, and recordkeeping for occupational injury and illnesses.

Advocacy staff members review thousands of pages of proposed regulations and work closely with small business owners and regulatory contacts within the federal agencies to focus agency attention on RFA requirements. In FY 2001, there was a noticeable increase in the number of agency inquiries requesting information on how to comply with the RFA and how to address RFA issues in the context of specific rules. These inquiries provided unique opportunities for one-on-one guidance, as well as opportunities to address the concerns of small entities before a rule was proposed. The Office of Advocacy attributes this increase in pre-proposal consultation in part to the SBREFA amendments.

Early intervention by the Office of Advocacy has helped federal agencies develop a greater appreciation of the role small businesses play in the economy and the rationale for ensuring that regulations do not erect barriers to competition. In particular, the Office of Advocacy has provided economic statistics on which industries or industrial sectors are dominated by small firms. These data show regulators why rules should be written to fit the economics of small businesses if public policy objectives will not otherwise be compromised. The Office of Advocacy gives federal agencies ready access to the statistics for use in the federal rulemaking process by making them available on

its Internet home page. Advocacy also maintains a database of information on trade associations that can be helpful to federal agencies seeking input from small businesses.

Another avenue used by the Office of Advocacy to promote agency compliance is the network of small business representatives who can inform their members about changes in the law and how small businesses can more effectively participate in the rulemaking process. The Office of Advocacy conducts workshops for small business representatives on federal regulatory agency responsibilities under the law, factors to be addressed in economic analyses performed by agencies as they assess the impact of regulatory proposals, and the new judicial review provision enacted in the SBREFA amendments. Roundtable meetings are routinely held with small businesses and trade associations on specific issues such as procurement reform, environmental regulations, and industrial safety. Advocacy also plays a key role as a participant in the small business advocacy review panels convened to review Environmental Protection Agency and Occupational Safety and Health Administration rules.

As regulatory proposals are developed, the Office of Advocacy may become involved through formal comment letters to the agency, congressional testimony if requested, or, where warranted, “friend of the court” briefs. In FY 2001, the Office of Advocacy submitted several dozen formal comment letters on proposed rules, critiquing agency noncompliance with the RFA and suggesting regulatory alternatives for consideration by the agency.

One measure of the RFA’s effectiveness is an estimate of the compliance costs that small firms will not have to incur as the result of regulatory changes made in response to Advocacy’s recommendations and those of the small business community. These cost savings as a result of FY 2001 actions amounted to approximately \$4.4 billion. The savings are the direct result of agencies’ analyses of economic and scientific data urged by Advocacy and the small business community.

Despite Advocacy’s efforts, many agencies still fail to comply with the RFA. Some still use “boilerplate” language to certify that rules will not have a significant impact on a substantial number of small businesses without providing the factual justification required by the RFA. Many agencies continue to define “small business” and “small entity” incorrectly. Others fail to provide meaningful evaluations of regulatory alternatives or to perform adequate economic impact analyses. The culture change that finds some agencies welcoming the participation of small businesses and the Office of Advocacy in regulatory development is sometimes the result of litigation brought by small businesses against federal agencies.

The Office of Advocacy continues to work through the RFA and SBREFA processes to bring about better rulemaking at federal agencies up front. The changing culture at the Internal Revenue Service (IRS), whose rules affect every small business, is one example. The IRS once escaped the requirements of the RFA because it categorized most of its rules as “interpretive,” meaning the rules simply carried out the intent of Congress and did not impose any additional requirements within the agency’s discretion. Since the passage of SBREFA and the addition of some interpretive rules to the scope of the RFA, the IRS has been working with the Office of Advocacy to learn more about RFA compliance. In 2001, the IRS was more likely to request suggestions from small businesses about the most troublesome regulatory requirements and the best approach to solving such problems before the rules were published. That is exactly how the RFA intends the regulatory process to work.

## Small Business InfoByte



Small business continues to be the nation’s employer, according to an SBA Office of Advocacy report. In fact, over 99% of the country’s employers are small businesses and they employ more than half of the private workforce.

The report, “2002 State Small Business Profiles,” is available at <http://www.sba.gov/advo>.

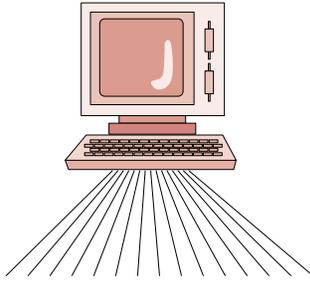
## Small Business InfoByte



### Small Businesses Get New Forms of Information

The President’s emphasis on making information more available to small business is having an effect. For example, there are more than 6 million visits per month to Firstgov, the federal government’s customer-centered Internet

# Link Up with HHGFAA



You can now link your home page with the HHGFAA Website ([www.hhgfaa.org](http://www.hhgfaa.org)), enabling you to list your company by region and services provided and to contact other members who have e-mail and Websites. The cost: a nominal fee of \$100 per year.

To link your company with HHGFAA, complete the form below and send to:

Household Goods Forwarders Association of America, Inc.

ATTN: Belvian W. Carrington

2320 Mill Road, Suite 102 • Alexandria, VA 22314

**OR fax credit card orders**

**(Visa or MasterCard only) to (703) 684-3784**

Name \_\_\_\_\_

Company Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Description of Company (20-word limit) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Web Address \_\_\_\_\_

E-mail Address \_\_\_\_\_

Payment Type:  Check  American Express  Visa  MasterCard

Credit Card No. \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Name of Cardholder \_\_\_\_\_

Signature \_\_\_\_\_

*For more information, call Belvian Carrington at HHGFAA, (703) 684-3780*

# Key Small Business Players in Congress

## SENATE SMALL BUSINESS COMMITTEE

<http://sbc.senate.gov/members.html>

### Republicans

**Olympia J. Snowe** (ME), *Chair*  
Christopher S. Bond (MO)  
Conrad Burns (MT)  
Robert F. Bennett (UT)  
Michael Enzi (WY)  
Peter G. Fitzgerald (IL)  
Mike Crapo (ID)  
George Allen (VA)  
John Ensign (NV)  
Norm Coleman (MN)

### Democrats

**John F. Kerry** (MA),  
*Ranking Member*  
Carl Levin (MI)  
Tom Harkin (IA)  
Joseph I. Lieberman (CT)  
Mary Landrieu (LA)  
John Edwards (NC)  
Maria Cantwell (WA)  
Evan Bayh (IN)  
Mark Pryor (AR)

“With unemployment rising, our nation needs more small businesses to open, more companies to invest and expand, more employers to put up the sign that says, ‘Help Wanted.’

“Jobs are created when the economy grows; the economy grows when Americans have more money to spend and invest ...

“And our plan will improve the bottom line for more than 23 million small businesses.”

*President George W. Bush,  
State of the Union address,  
January 28, 2003*

## HOUSE SMALL BUSINESS COMMITTEE

<http://www.house.gov/smbiz/>

### Republicans

**Donald Manzullo** (IL),  
*Chairman*  
Larry Combest (TX)  
Roscoe Bartlett (MD)  
Sue Kelly (NY)  
Steve Chabot (OH)  
Pat Toomey (PA)  
Jim DeMint (SC)  
Sam Graves (MO)  
Edward L. Schrock (VA)  
Todd W. Akin (MO)  
Shelly Moore Capito (WV)  
Bill Shuster (PA)  
John Kline (MN)  
Marilyn Musgrave (CO)  
Trent Franks (AZ)  
Jim Gerlach (PA)  
Jeb Bradley (NH)  
Bob Beauprez (CO)

### Democrats

**Nydia Velazquez** (NY),  
*Ranking Member*  
Juanita Millender-McDonald (CA)  
Danny Davis (IL)  
William Pascrell (NJ)  
Donna Christian-Christensen (VI)  
Robert Brady (PA)  
Tom Udall (NM)  
Stephanie Tubbs Jones (OH)  
Charles Gonzalez (TX)  
David Phelps (IL)  
Grace Napolitano (CA)  
Brian Baird (WA)  
Mark Udall (CO)  
James P. Langevin (RI)  
Mike Ross (AR)  
Brad Carson (OK)  
Anibal Acevedo-Vila (PR)

“Small businesses are essential to prosperity and community and create hope and economic opportunity. We will help them fulfill this role by working to minimize government intrusion, regulatory and fiscal, on small business and to assure that the government respects the worth of small business, the people they employ, and the principles of entrepreneurship.”

—*Mission Statement of the House Small Business Committee*

“President Bush tonight empowered our small businesses to once again lead America back to prosperity.

“His economic stimulus plan would provide small employers much needed tax relief that they can invest back into their businesses and their employees. In addition, his plan triples the amount of new capital small employers can write off, encouraging them to expand their businesses.

“Also, the President recognizes that surging health care costs are drowning America’s small businesses and their workers. He wants to give small employers options to harness these rising costs so they can continue to offer affordable insurance to their employees.”

—*Statement issued by U.S. House Small Business Committee Chairman Don Manzullo (R-IL) following President Bush’s State of the Union address on January 28, 2003*

# A Big Voice for Small Business

*By Cindy Skrzycki*

**I**n the big shuffle of federal regulation, small business is often in danger of getting lost. It's Tom Sullivan's job to see that doesn't happen.

As chief counsel for the Small Business Administration's Office of Advocacy, Sullivan is responsible for making sure that dozens of federal agencies do a special review of their proposed regulations to see what their impact will be on about 22 million small-business owners, and whether there are alternative ways to regulate them.

The office has been around since 1976. Four years later, the small-business lobby persuaded Congress to pass the Regulatory Flexibility Act (RFA), which for the first time required regulators to calculate the effect of their rules on small business. A major player in creating this structure was the National Federation of Independent Business, Sullivan's former employer. The federation has often convinced lawmakers that the cause of small business is important to the economy and to their reelection prospects. Often, that cause involved regulatory issues.

"When you wanted to pass a regulatory relief initiative, it would be easier to get bipartisan support if it was a small-business initiative," said former Rep. David McIntosh (R-IN), who was chairman of the House Government Reform subcommittee on regulatory relief. "We consciously tried to frame things as small-business initiatives." McIntosh said the small-business lobby was focused and persistent.

But even with a \$ 10 million budget, the advocacy office has faced an uphill battle in getting the agencies to do a small-business regulatory review. "It's been a long struggle," said Jere Glover, Sullivan's predecessor in the Clinton administration. "The issue is the agency learning curve. We did education and outreach, and we got varying degrees of support and participation."

"The problem is what's on the radar screen of the regulator," Sullivan said. More often than not it's impending deadlines, a heavy workload and trying to comply with the wishes of whatever administration is in power. Scant attention sometimes is paid to how a rule will affect a small entrepreneur. A recent study funded by Sullivan's office showed that firms with fewer than 20 employees spend about twice as much on regulatory compliance per employee as their bigger counterparts.

The Office of Advocacy documented the problem in its 2001 report: "The general purpose of the RFA is clear. However, in monitoring agency compliance, the Office of Advocacy has found over the years . . . that federal agencies often failed to conduct the proper analyses as required by the law. Some agencies ignored the RFA altogether, while others asserted that the RFA did not apply to them. Other agencies recognized the RFA's applicability to their regulations, yet failed to comply with its requirements."

Agencies got more mindful after the Small Business Regulatory Enforcement Fairness Act was passed in 1996. The act allowed small businesses to seek judicial review of an agency's compliance with the 1980 law. The 1996 law created special small-business panels to take part in rulemaking at the Environmental Protection Agency and the Occupational Safety and Health Administration. From 1997 to 2001, there were 23 small-business involvements in EPA rulemakings.

Sullivan's office now has additional clout: an executive order from the Bush White House and assurances that the Office of Management and Budget's regulatory review office will require agencies to pay attention to effects of rules on small business.

Until now, Sullivan's office has used public embarrassment, the public-comment process, congressional oversight and judicial review to try to get agencies to do their parts. And it claims sizable victories, despite the hurdles. Sullivan said the office's review of various regulatory proposals caused agencies to modify rules that have resulted in billions of dollars in savings for small businesses.

For example, the Bureau of Land Management had to revise its hard-rock-mining reclamation rule after a court ordered it to consider the regulation's effect on small business. The Internal Revenue Service, which used to escape all small-business reviews by categorizing its rules as "interpretive," has begun consulting with the SBA office.

Sullivan says his goal is to not have to wrestle agencies to the mat to do the review. At present, only about half of the rule writers ever come up with the analysis. He looks forward to the day when the Office of Advocacy doesn't have to intervene in the regulatory process at all. He calls it "getting agencies to do what we told them to do by themselves."

In the meantime, he can call on the network he has built in Washington. Sullivan, 36, cut his lobbying teeth on small-business issues during his tenure as regulatory policy counsel at the National Federation of Independent Business. He later became founder of its legal foundation. He worked for the Bush campaign in Kentucky, and after the election his name came up on the short list for the advocacy job.

Sullivan expects that the executive order issued last August will put official muscle into the oversight that his office already is doing. The order requires agencies to establish policies for how they will measure small-business impact, submit their proposals as early as possible to the Office of Advocacy and consider the office's comments on

rules before they are finalized.

“You can have the perch of the big watchdog, but if you don’t have teeth, all you can do is bark,” said Jack Faris, the National Federation of Independent Business’s president and chief executive, who had been Sullivan’s boss.

—*SOURCE: The Washington Post*

## **Snowe to Lead Senate Small Business Panel**

Sen. Olympia J. Snowe (R-ME) has assumed chairmanship of the Small Business Committee in the 108th Congress. She succeeds Sen. Christopher S. Bond (R-MO), who now chairs the Transportation, Infrastructure Subcommittee of the Environment and Public Works panel and an Appropriations Committee subcommittee. Snowe said she will use her post to encourage women entrepreneurs and pursue a wide-ranging legislative agenda.

# WEBSITES TO SEE

Here are a few Websites of interest to HHGFAA members. NOTE: All are preceded by www, and many are linked to the HHGFAA Website.

**IMPORTANT NOTE:** Websites and e-mail addresses shown on this list include ONLY those for certain government agencies, and companies whose ads appear in *The Portal* or the HHGFAA Annual Directory, who sign up as sponsors for HHGFAA's Annual Meeting, or who are featured in a story in this issue of *The Portal*.

HHGFAA: [hhgfaa.org](http://hhgfaa.org)  
24-hour Cargo Rule: [niti.org/new/24hrrule.pdf](http://niti.org/new/24hrrule.pdf)  
A.Alternativa: [a-alternativa.com.br](http://a-alternativa.com.br)  
AE Worldwide: [aenationwide.com](http://aenationwide.com)  
AGS: [ags-worldwide-movers.com](http://ags-worldwide-movers.com)  
Air Animal: [airanimal.com](http://airanimal.com)  
Airport Terminal Maps: [mapquest.com](http://mapquest.com)  
American Int'l Relocation Solutions: [airelo.com](http://airelo.com)  
Andreas Christ Movers: [christ-movers.com](http://christ-movers.com)  
APA Worldwide: [apaworldwide.com](http://apaworldwide.com)  
Arrowpak: [arrowpak.co.uk](http://arrowpak.co.uk)  
Ashoka Int'l: [indiantrade.com/ashoka](http://indiantrade.com/ashoka)  
Asian Tigers: [AsianTigersGroup.com](http://AsianTigersGroup.com)  
Atlas Int'l Movers: [atlas-movers.nl](http://atlas-movers.nl)  
Beweship: [beweship.com](http://beweship.com)  
Blue Sky Int'l: [blueskymoving.com](http://blueskymoving.com)  
Brazil Worldmover: [brazilmover.com](http://brazilmover.com)  
Business Etiquette: [executiveplanet.com/community](http://executiveplanet.com/community)  
Claims Prevention and Procedure Council: [claimsnet.org](http://claimsnet.org)  
Comprehensive Medical Information: [healthfinder.gov](http://healthfinder.gov)  
Computrex Logistics: [e-computrex.com](http://e-computrex.com)  
Country & Regional Search Engine: [philb.com/countryse.htm](http://philb.com/countryse.htm)  
Covan World-Wide: [covan.com](http://covan.com)  
Crown Records Management: [crownrms.com](http://crownrms.com)  
Crystal International: [crystalinternational.com](http://crystalinternational.com)  
Customs Service C-TPAT Program: [customs.ustreas.gov/enforcem/tpat.htm](http://customs.ustreas.gov/enforcem/tpat.htm)  
DeHaan Removals: [dehaan.nl](http://dehaan.nl)  
Desbordes Int'l: [desbordesinternational.com](http://desbordesinternational.com)  
DeWitt Trans. Services of Guam: [dewittguam.com](http://dewittguam.com)  
Eagle Van Lines: [eaglevanlines.com](http://eaglevanlines.com)  
EUROUSA: [the-eurogroup.com](http://the-eurogroup.com)  
Excargo Services: [excargo.com](http://excargo.com)  
Executive Insurance Services: [execinsurance.net](http://execinsurance.net)  
Executive Moving Systems: [thebestmove.com](http://thebestmove.com)  
Federal Maritime Commission: [fmc.gov](http://fmc.gov)  
FIDI Calendar: [fidi.com/public/members/news/diary.asp](http://fidi.com/public/members/news/diary.asp)  
Flight and Airport Information: [www.faa.gov](http://www.faa.gov)  
Freeline Movers: [flm.com.pk](http://flm.com.pk)  
Freight Analysis Framework: [ops.fhwa.dot.gov/freight/adfrmwrk/index.htm](http://ops.fhwa.dot.gov/freight/adfrmwrk/index.htm)  
Freight Int'l: [freightinternational.com](http://freightinternational.com)  
Fukuoka Soko Co.: [fukuokasoko.com/moving](http://fukuokasoko.com/moving)  
Garcia Trucking: [garciatrucking.com](http://garciatrucking.com)  
Gateways Int'l: [gatewaysinternational.com](http://gatewaysinternational.com)  
Global Security Updates: [airsecurity.com/hotspots/hotspots.asp](http://airsecurity.com/hotspots/hotspots.asp)  
Globalink: [globalink.kz](http://globalink.kz)  
Gosselin Worldwide Moving: [gosselin.be](http://gosselin.be)  
Green Liner: [greenliner.com](http://greenliner.com)  
Guardian Services Inc.: [moveassist.com](http://moveassist.com)  
Harsch Transports: [harsch.ch](http://harsch.ch)  
Health Insurance Info: [hcfa.gov](http://hcfa.gov) and [hhs.gov](http://hhs.gov)  
Homeland Security Department: <http://www.dhs.gov/dhspublic/>  
IAL Nigeria: [ial.com.ng](http://ial.com.ng)  
Intermove: [Intermove.com](http://Intermove.com)  
International Organization for Standardization: [ISO.ch](http://ISO.ch)  
Inters &R: [inters-r.com](http://inters-r.com)  
Journal of Commerce: [joc.com](http://joc.com)  
JVK Movers: [jvkmovers.com](http://jvkmovers.com)  
Keller Swiss Group: [keller-swiss-group.ch](http://keller-swiss-group.ch)  
La Vascongada, S.L.: [vascongada.com](http://vascongada.com)  
Magna Int'l Movers: [magna.co.za](http://magna.co.za)  
McGimpsey Removals: [mcgimpseys.com](http://mcgimpseys.com)  
Military Traffic Management Command: [mtmc.army.mil](http://mtmc.army.mil)  
MoveAssist: [moveassist.com](http://moveassist.com)  
Movements Int'l: [movementsinternational.com](http://movementsinternational.com)  
Movers Specialty Service: [mssl.com](http://mssl.com)  
Mudanzas Trafimar: [mudanzastrafimar.com.mx](http://mudanzastrafimar.com.mx)  
National Defense Transportation Association: [ndtahq.com](http://ndtahq.com)  
National Van Lines: [nationalintl.com](http://nationalintl.com)  
Nationwide Relocation Int'l: [nrri.com](http://nrri.com)  
Nazha Freight Services: [nazhagroup.com](http://nazhagroup.com)  
NEER Service: [neerservice.com](http://neerservice.com) or [neerservice.fr](http://neerservice.fr)  
New Haven Moving Equip.: [newhaven-usa.com](http://newhaven-usa.com)  
Norton Internet Security: [norton.com](http://norton.com)  
Official Airline Guide: [oag.com](http://oag.com)  
OMB Contract Bundling Report: [acqnet.gov](http://acqnet.gov)  
P.M. Packers & Movers: [packersindia.com](http://packersindia.com)  
Pac Global Ins. Brokerage: [pacglobalins.com](http://pacglobalins.com)  
Packimpex Ltd: [packimpex.ch](http://packimpex.ch)  
PAIMA: [paima.com](http://paima.com)  
Phoenix Transport Services: [phoenix-transport.de](http://phoenix-transport.de)  
RelogistiX: [relogistix.net](http://relogistix.net)  
Remove Me Now!: [removemenow.com](http://removemenow.com)  
Rhema Movers: [rhemamovers.com.sg](http://rhemamovers.com.sg)  
Saleemsons: [saleemsonsmovers.com](http://saleemsonsmovers.com)  
Santa Fe: [santafe.com.hk](http://santafe.com.hk)  
SBA Solutions Newsletter: <http://web.sba.gov/list/>  
SCANVAN: [scanvan.com](http://scanvan.com)  
Schenker Stinnes Logistics: [schenker.bg](http://schenker.bg)  
Sea Bird Services: [seabird.com.eg](http://seabird.com.eg)  
SEM Movers: [sem-movers.com](http://sem-movers.com)

Service Corps of Retired Executives (SCORE):  
*score.org*  
Simpsons Removals & Storage:  
*simpsons-uk.com*  
SIT Transportes Internacionales: *sit-spain.com*  
Small Business Administration Advocacy Office:  
*sba.gov/advo*  
Small Business Guide to Exporting:  
*http://www.sba.gov/OIT/info/Guide-To-Exporting/index.html*  
Small Business Survival Committee: *sbsc.org*  
Status Baby Transports: *status-baby.com.br*  
Sterling Int'l Movers (UK): *sterlingmovers.com*  
TechMate Int'l: *TechMateIntl.com*  
TG International: *tginternational.com*  
The Guardian Svcs Group: *guardianservices.com*  
The Moving Company: *themovingcompany.co.nz*  
Transmove: *trans-move.com*  
Trans Movers Worldwide: *centrin.net.id/tranmove*  
Transcontainer: *transcontainer-group.com*  
Trans-Link Express: *translink.co.th*  
Transpack Packing & Frt. Fwd: *Transpack.com.pk*  
Tumi Int'l Movers: *tumimovers.com*  
UK Small Business Services: *sbs.gov.uk*  
UniGroup UTS: *unigroupworldwide.com*  
UPM Int'l: *upm.com.pk*  
US Department of Transportation: *dot.gov*  
US House of Representatives Small Business Committee: *house.gov/smbiz*  
Van Kralingen: *utsvankralingen.com*  
Vatovec: *vatovec.si*  
Veron Grauer: *veron-grauer.ch*  
Virus Checks: *mcafee.com, symantec.com, or fsecure.com*  
Virus Protection: *mcafee.com/myapps/firewall, zonelabs.com, symantec.com*  
Voerman Int'l: *voerman.com*  
Welti-Furrer: *welti-furrer.ch*  
Wheaton World Wide Moving:  
*wheatonworldwide.com*  
Worldwide Movers Africa: *wwmovers-africa.com*  
YP-35: *yp-35.org*

### Selected E-mail Addresses

21st Century Relocations:  
*destination@21stcenturyrelocations.com*  
or *origin@21stcenturyrelocations.com*  
HHGFAA: *hhgfaa@aol.com*  
A.Alternativa: *transp@a-alternativa.com.br*  
AGS: *castro-j@ags-paris.com*  
Air Animal: *petmover@airanimal.com*  
APA Worldwide: *apawwm@sol.racsa.co.cr*  
Andreas Christ Movers: *info@christ-movers.com*  
Arpin Int'l Group: *jdowlingarpinintl.com*  
Arrowpak: *sales@arrowpack.co.uk*  
Ashoka Int'l: *ashokint@ndb.ysnl.net.in*  
Asian Tigers: *thomas.meyer@asiantigers-vietnam.com* or *info.hanoi@asiantigers-vietnam.com*  
Atlas Int'l Movers: *info@atlas-movers.nl*  
Blue Sky Int'l: *info@blueskymoving.com*  
Brazil Worldmover: *worldmover@brazilmail.com*  
Cartwright Int'l Van Lines:  
*intl-van@cartwrighttrans.com*  
Cheetaz On The Move: *cheetaz@singnet.com.sg*  
Claims Prevention and Procedure Council:

*claimsnet@aol.com*  
Corstjens WW Movers: *info@corstjens.nl*  
Cosmopolitan Transport Mandiri:  
*cosmotrans@cbn.nct.id*  
Covan World-Wide: *international@covan.com*  
Crystal International:  
*info@crystalinternational.com*  
DeHaan Removals: *info@dehaan.nl*  
Desbordes Int'l: *info@desbordesinternational.com*  
DeWitt Trans. Svc Guam: *ezdewitt@dewitt.com.gu*  
Direct Moving: *kr@directmoving.com*  
Eagle Van Lines: *jamies@eaglevanlines.com*  
Excel Int'l: *katoh@eico.mei.co.jp* or  
*matsuda@eico.mei.co.jp*  
Executive Insurance Services:  
*info@execinsurance.net*  
Executive Moving Systems:  
*salesinfo@thebestmove.com*  
Fidelity & Marine Ins.: *info@fidelitymarine.com*  
Freeline Movers: *flm@isb.paknet.com.pk*  
Freight Int'l: *removal@emirates.net.ae*  
Froesch: *info.berlin@froesch.de*  
Fukuoka Soko Co.: *moving@fukuokasoko.com*  
G.E.P.: *gepbox@gep.be*  
Gateways Int'l: *gateways@themovers.com*  
Gil Stauffer: *international@gil-stauffer.com*  
Global Options, LLC: *ctgoodrum@aol.com*  
Globalink: *relocation@globalink.kz*  
Gosselin Group: *comm@gosselin.be*  
Green Liner: *safetymove@greenliner.com*  
Guardian Services Inc.: *info@moveassist.com*  
Guyana Overseas Traders:  
*guyotrad@networksgy.com*  
Harsch Transports: *harsch@harsch.ch*  
Heber Hausner Süd-Ost: *vienna.uts@hhso.at*  
Hobby House Forwarders & Movers:  
*office@hobbyhouse.ro*  
Interem: *albert@freightsystems.com*  
Intermove: *move@Intermove.com*  
Intermud: *intermud@guate.net*  
Inters &R: *info@inters-r.com*  
JVK: *thailand@jvkmovers.com*  
Keller Swiss Group: *moving@kellerbasel.ch*  
La Vascongada, S.L.: *comercial@vascongada.com*  
Leader Pack: *leadpack@emirates.net.ae*  
Magna Int'l Movers: *removals@jhb.magna.co.za*  
McGimpsey Bros.: *removals@mcgimpseys.com*  
MoveAssist: *info@moveassist.com*  
Movements Int'l:  
*mim.sydney@bigpond.com.au*  
Movers Specialty Service: *rogers@mssl.com*  
M/S Swift Packers & Movers:  
*naveen12@satyam.net.in*  
Mudanzas Trafimar:  
*sales@mudanzastrafimar.com.mx*  
National Van Lines: *info@nationalintl.com*  
Nationwide Relocation Int'l: *nriti@deltanet.com*  
Nazha Freight Services: *info@nazhagroup.com*  
Neer Service: *info@neerservice.fr*  
New Haven Moving Equipment: *nhmela@aol.com*  
Nurminen Prima Oy: *Nurminen.Prima@co.inet.fi*  
Pac Global Ins: *sfuhrman@pacglobalins.com*  
PACE-CAPSTONE: *jwisepace@aol.com*  
PAIMA: *paima@sinfo.net*  
Pelichet, S.A.: *international@pelichet.ch*  
Phoenix Trans: *phoenix@phoenix-transport.de*

P. Lightstone: *plightstone@nyc.rr.com*  
P.M. Packers: *info@packersindia.com*  
Premier Worldwide: *info@premierwwm.com*  
Regulatory Flexibility Act Info:  
*claudia.rayford@sba.gov*  
RelogistiX: *statum@relogistix.net*  
Rex Service Co., Ltd.: *rexco@public.tpt.tj.cn*  
Rhema East China Ltd: *rhema@pub.sz.jsinfo.net*  
Rhema Movers: *general@rhemamovers.com.sg*  
Saleemsons: *info@saleemsonsmovers.com*  
SBA Tax Information: *russell.orban@sba.gov*  
Sea Bird Services: *seabird@commnet.com.eg*  
SEM Movers: *semmover@indosat.net.id*  
Simpsons Removals & Storage:  
*enquiries@simpsons-uk.com*  
Sino Santa Fe: *shanghai@santafe.com.cn*  
SIT Transportes Intl: *sit.mad@sit-spain.com*  
Status Baby Transports:  
*vendasinter@status-baby.com.br*  
Sterling Int'l Movers (UK):  
*mail@sterlingmovers.com*  
Stuttafords Zimbabwe: *ptich@stuttafords.com.zw*  
T.A. Mudanzas: *tamoving@sol.racsacsa.co.cr*  
TechMate Int'l: *sales@TechMateIntl.com*  
TG International: *webmaster@tginternational.com*  
The eXternal Revenue Svce. of The Day  
Companies: *tag@daycos.com*  
The Guardian: *dvaughn@guardianservices.com*  
The Moving Company:  
*tmcauckland@themovingcompany.co.nz*  
Transcon Int'l: *dharty@transcon-intl.com*  
Trans-Link Express: *bangkok@translink.co.th*  
Transmove: *transmove@btinternet.com*  
Trans Movers Worldwide: *nutrans@centrin.net.id*  
Transpack Argentina: *info@transpack.com.ar*  
Transpack Packing & Freight Forwarding Co.:  
*transpack@isb.comsats.net.pk*  
Tumi International: *tumi@netrox.net*  
Unipack, S.A.: *info@unipack-iran.com*  
United Prof. Movers: *Fazla@upm.sdnpk.undp.org*  
UPM Int'l: *upm@isb.sdnpk.org*  
Van Kralingen: *marloes@utsvankralingen.com*  
Vanpac: *rauf@vanpac.edunet.sdnpk.undp.org*  
Vatovec: *vatovec@siol.net*  
Veron Grauer: *moving@veron-grauer.ch*  
Voerman Int'l: *mail@voerman.com*  
Welti-Furrer Ltd: *international@welti-furrer.ch*  
Willis Corroon Trans. Risk Svces: *iris@willis.com*  
YP-35: *lincmove@Blarg.net*  
Zuhal: *zuhal@emirates.net.ae*

# FORGING STRONG LINKS

**A**t press time, the following HHGFAA member companies are linked to HHGFAA's Website.

21st Century Relocations (Mumbai, India)  
A & A Cronin Movers (Dublin, Ireland)  
A Lusitana (São Paulo, Brazil)  
A-Mrazek Moving Systems (Kirkwood, MO)  
A & S Roseth Int'l (Ontario, Canada)  
ACE Shipping Co. Ltd. (Seoul, Korea)  
A-Cross Corp. (Tokyo, Japan)  
A. Kuehner & Sohn (Vienna, Austria)  
A.M.S. Atlantic Int'l (Dusseldorf, Germany)  
A-1 Warehouse & Forwarding Inc. (Laredo, TX)  
Aachener Int'l (Dublin, Ireland)  
Aarid International Movers (Baltimore, MD)  
Action Moving Services, Inc. (Burnsville, MN)  
AGS Brussels (Brussels, Belgium)  
AGS Prague (Prague, Czech Rep.)  
AGS London (London, England)  
AGS Marseille (Marseille, France)  
AGS Paris (Gennevilliers, France)  
AGS Umzugs Berlin (Berlin, Germany)  
AGS Budapest (Budapest, Hungary)  
AGS Ivory Coast (Abidjan, Ivory Coast)  
AGS Kenya (Nairobi, Kenya)  
AGS Morocco (Casablanca, Morocco)  
AGS Warsaw (Warsaw, Poland)  
AGS Lisbon (Lisbon, Portugal)  
AGS Bucharest (Bucharest, Romania)  
AGS Madrid (Guadalajara, Spain)  
AGS Senegal (Dakar, Senegal)  
Ahjin Transportation Co. (Seoul, Korea)  
Ambassador International (Dulles, VA)  
American Movers Inc. (Waipahu, HI)  
American President Lines (Washington, DC)  
American Red Ball Int'l (Seattle, WA)  
American Vanpac Carriers Inc. (Martinez, CA)  
Arpin International Group (East Greenwich, RI)  
Arrowdene Moving and Storage (Norfolk, England)  
Arven Freight Forwarding Inc. (Woodbridge, VA)  
Ashoka Int'l (New Delhi, India)  
Asian Tigers K.C. Dat (S) Pte (Singapore)  
Asian Tigers Premier Worldwide Movers Co. Ltd. (Tokyo, Japan)  
Asian Tigers Trans China Int'l (Wanchai, Hong Kong)  
Asian Tigers Trans China Int'l (Beijing, China)  
Asian Tigers Trans China Int'l (Guangzhou, China)  
Asian Tigers Trans China Int'l (Shanghai, China)  
Atlas International Service, S.A. (Lima, Peru)  
Atlas Van Lines Int'l (Seattle, WA)  
Australian Vanlines (Pendle Hill, Australia)  
Australian Van Lines Pty Ltd (Dandenong, Australia)  
B.M. Int'l Pvt. Ltd. (New Delhi, India)  
Biddulphs International (Gauteng, South Africa)  
Birkart Globalistics AG (Raunheim, Germany)  
Bishops Move Group (London, UK)

Brytor International (Mississauga, Ont., Canada)  
Capitol Transportation Inc. (San Juan, PR)  
Carl Hartmann GmbH & Co. (Bremen, Germany)  
Certified Transportation Group (Islandia, NY)  
Christ International Movers (Heilbronn, Germany)  
Circle Freight Int'l (Muscat, Oman)  
Clements International (Washington, DC)  
Columbia World Wide Movers (Limassol, Cyprus)  
Confianca Moving and Storage (Miami, FL)  
Conroy Removals Ltd. (Napier, New Zealand)  
Cosmopolitan/M.L. Transportes (Brasilia, Brazil)  
CSX Lines (Washington, DC)  
Crystal Forwarding (Carlsbad, CA)  
Davel Demenagements SA (Meyrin, Switzerland)  
Decapack (Santiago, Chile)  
Delahaye Blue Ribbon Movers (New York, NY)  
Deliver USA (Jessup, MD)  
Delmarva Port Services (Baltimore, MD)  
De Marti, S.A. (Barcelona, Spain)  
Denali Int'l dba Pacific Movers (Anchorage, AK)  
Dependable Auto Shippers (Dallas, TX)  
Desbordes Int'l S.A. (Paris, France)  
DeWitt Moving & Storage (Tamuning, GU)  
DHX Ocean/Air (Dominguez, CA)  
Dijkshoorn Int'l Movers (Vlaardingen, The Netherlands)  
Doree Bonner International (Kent, UK)  
Eagle Shipping Services (London, UK)  
East Int'l Freight Forwarders (Cairo, Egypt)  
Elliott Int'l (Johannesburg, South Africa)  
EMS Hansard Ltd. (Dover, Kent, UK)  
Era Moving Services Pte Ltd. (Singapore)  
European American Van Lines, Inc. (Ridgefield, NJ)  
Euro-USA Shipping Ltd. (Suffolk, UK)  
Excargo Services (Houston, TX)  
Excess International Movers (Auckland, New Zealand)  
Excess International Movers (London, UK)  
Executive Insurance Services Inc. (Oviedo, FL)  
Executive Moving Systems (Woodbridge, VA)  
F & N Worldwide Moving (Lincs., UK)  
Favia Int'l Transport (Cairo, Egypt)  
Fidelity & Marine Inc. (Miami, FL)  
Foehrenbach International (Paris, France)  
Freight Systems Int'l (Cairo, Egypt)  
Fukuoka Soko (Fukuoka-Ken, Japan)  
Gamma Shipping (Yavne, Israel)  
Gateways Int'l Inc. (Settle, WA)  
Gezairi Group Cargo (Beirut, Lebanon)  
Global Packers & Movers (Islamabad, Pakistan)  
Global Worldwide (Naperville, IL)  
Gosselin World Wide Moving (Deurne-Antwerp, Belgium)  
Grace Int'l Removals (Seven Hills NSW, Australia)  
Green Van Int'l Co. (Taipei, Taiwan)  
Greenbriar Forwarding (Edison, NJ)  
Henri Harsch HH S.A. (Geneva, Switzerland)  
HL Van Transport (Bassum, Germany)  
Hollander International Movers (Elk Grove Village, IL)  
Humboldt International (Canton, MA)  
IAL Nigeria Limited (Lagos, Nigeria)  
Intercontinental Van Lines, Inc. (Markham, Ont., Canada)

Inter-Jet Customhouse Brokers (Jamaica, NY)  
Inter Trans Insurance Services Inc. (Irvine, CA)  
Inter-Transport SA (Geneva, Switzerland)  
Intermove Limited (Newton, CT)  
Internacional Mudancera Mexicana, S.A. de C.V. (Mexico City, Mexico)  
International Wood Industries Inc. (Sherwood, OR)  
Interport Executive Movers (Singapore)  
Inters & R S.L. (Barcelona, Spain)  
Interstate Int'l Inc. (Springfield, VA)  
Intra-Mar Shipping S.A. (Santafe De Bogota, Colombia)  
ITO Mobiltransport GmbH (Bremen, Germany)  
J. Calenberg (Bonn, Germany)  
John Ryan Removals (Springvale, Vic., Australia)  
Jordanian Coast Cargo & Tourism Services (Amman, Jordan)  
Kar Kia Co. Ltd. (Tehran, Iran)  
Keller AG (Bern, Switzerland)  
Keller AG (Basel, Switzerland)  
Kelly's International Ltd (Guildford, Surrey, England)  
Keys Bros Removals & Storage (Canningvale, Western Australia)  
King & Wilson International Movers (Melbourne, Australia)  
L. Rettenmayer (Wiesbaden, Germany)  
L. Rettenmayer Transitarios (Lisbon, Portugal)  
M. Dyer & Sons Inc. (Honolulu, HI)  
Martin Stephen (Canada) Ltd. (Ontario, Canada)  
Matco Transportation Systems (Alberta, Canada)  
McGimpsey Brothers (Removals) (Ireland)  
Mesa Int'l (Grand Junction, CO)  
Mexpack (Mexico City, Mexico)  
Mobil-Transport Ltd. (Zurich, Switzerland)  
Moreno Int'l (Monterrey, Mexico)  
MoveAssist Int'l Ltd. (Hitichin, Herts, England)  
Move One (Budapest, Hungary)  
Orbit Int'l Forwarders SARL (Beirut, Lebanon)  
OTB Overseas Transport GmbH (Achim, Germany)  
P.M. Packers & Movers (New Delhi, India)  
Pacific Island Movers (Main Facility, Guam)  
Panda Transporti s.r.l. (Rome, Italy)  
Paxton International (Springfield, VA)  
Peter E. Reid Stevedoring Inc. (Pago Pago, American Samoa)  
Phoenix Transport (Japan) Ltd. (Yokohama, Japan)  
Phoenix Transport Services (Bremerhaven, Germany)  
P.N. Writer & Co. Ltd. (Mumbai, India)  
Portan S.A. (Bogota, Colombia)  
Prime Movers Int'l (Munich, Germany)  
Pumex International Movers (Korea)  
Raffles Movers International Pte Ltd (Singapore)  
R.C. & B. Group S.R.L. (Milan, Italy)  
Reliable Van & Storage (Elizabeth, NJ)  
Renmer International Movers (London, England)  
Rose International Inc. (Hoboken, NJ)  
Rose International (Bremen, Germany)  
Rose International Inc. (Berkshire, England)  
S.G. Global S.A. (San Jose, Costa Rica)  
Sancalsa Int'l Services (Mexico D.F., Mexico)  
Santa Fe Transport (Singapore)  
Scanvan Kungsholms Express & Spedition (Stockholm, Sweden)  
Simorgh Pack Transportation (Tehran, Iran)  
S.I.T. Transportes (Madrid, Spain)  
Sonigo Transport Jerusalem Ltd (Jerusalem, Israel)

Soyer International Moving Co. (Istanbul, Turkey)  
 Stangl International Worldwide Movers (Vienna, Austria)  
 Sterling International Movers Ltd. (Perivale, UK)  
 Stevens Worldwide Van Lines (Saginaw, MI)  
 Subalipack (M) Sdn Bdh (Kuala Lumpur, Malaysia)  
 The MI Group (Mississauga, Ont., Canada)  
 The Moving Company (NZ) Ltd. (Auckland, New Zealand)  
 The Pasha Group (Corte Madera, CA)  
 The Viking Corporation (St. Thomas, VI)  
 Tokyo Express International (San Francisco, CA)  
 Tower Int'l (Bezons, France)  
 Transpack Ltd. (Zurich, Switzerland)  
 Transeuro Worldwide Movers (London, UK)  
 Transcontainer (Tlalnepantla Edo de Mex., Mexico)  
 Transworld Freight Systems, Inc. (Los Angeles, CA)  
 Transworld Int'l Movers (Rio de Janeiro, Brazil)  
 Treyvaud-Interdean SA (Geneva, Switzerland)  
 Tri Star Freight Systems (Houston, TX)  
 TG Int'l Insurance Brokerage Inc. (San Juan Capistrano, CA)  
 Unipack S.A. (Tehran, Iran)  
 Universal Cargo SRL (Buenos Aires, Argentina)  
 Universal Household Fwdg. (Tokyo, Japan)  
 V. Pack & Move Co. Ltd. (Bangkok, Thailand)  
 Van Der Ent Kuster Koot Topmovers (Spijkenisse, The Netherlands)  
 Vanliner Insurance Co. (St. Louis, MO)  
 Vayer Group Ltd. (Tel Aviv, Israel)  
 Venezuelan International Packers C.A. (Caracas, Venezuela)  
 Victory Van International (Sterling, VA)  
 VIP Transport, Inc. (Corona, CA)  
 Voerman Int'l (Leidschendam, The Netherlands)  
 W. H. Hofmann & Co. AG (Zurich, Switzerland)  
 Wabash Forwarding (Warrensburg, MO)  
 Ward Van Lines (Santiago, Chile)  
 Watson Services Limited (Accra, Ghana)  
 Williams Moving Int'l (Vancouver, B.C., Canada)  
 World Wide Overseas Moving Service Inc. (North Vancouver,  
 B.C., Canada)  
 Worldmover C&R Ltda. (Rio de Janeiro, Brazil)  
 Worldwide Movers (P.T. Gelombang Fajar) (Jakarta, Indonesia)  
 Worldwide Movers Tanzania (Dar es Salaam, Tanzania)  
 Worldwide Movers Uganda (Kampala, Uganda)  
 Worldwide Movers Kenya (Nairobi, Kenya)  
 Wridgeways The Worldwide Movers (Ringwood, Vic., Australia)  
 Ziegler, S.A. (Brussels, Belgium)

## Small Business InfoByte



Confused about the Americans with Disabilities Act? You can get a free copy of *Americans with Disabilities Act: ADA Guide for Small Business*, which contains the basic requirements of the law. It's free from the Federal Consumer Information Center. Call 1-888-878-3256 and ask for Item #590G.



## Coming Up in *The Portal*: A Special Focus on Sales and Marketing: The Secrets of Your Success

The March/April 2003 issue of *The Portal* will examine sales and marketing strategies that work for HHGFAA member companies. If your company is a HHGFAA member in good standing, we welcome your contribution to this Special Focus issue. Specifically, we'd like to know:

- How do you promote your company's service?
- What sales and marketing programs have been successful?
- What "lessons learned" — both successes and failures — can you share with *Portal* readers?
- How do you attract and keep new customers?
- How do you advertise? (Examples: Newspaper, television, print media, high profile at charity events, etc.)
- How do you promote your services among potential trading partners in other countries? How do you reach them?
- What Web-based strategies have worked for you?

You are invited to provide an article describing your views and experiences. Photos that are relevant to the *Portal* Focus topic are welcome. (Slides, negatives, prints, or e-mails can be used. Please don't e-mail logos, which will not be used. Do **NOT** send photos in a text file such as Word or WordPerfect, as they cannot be used; text and photos **must** be sent separately.) Please include contact information for someone we can call or e-mail in the event there are questions or clarification is needed.

All submissions are subject to editing for length and syntax. If you have been advertising in *The Portal*, we will make every effort to place your ad near your article. **The deadline for all articles and ads to appear in the March/April 2003 issue is March 15.** We cannot retrieve company information from your Website. You may send text in Word, PLAIN TEXT, or ASCII format via e-mail to:

**bcarri7850@aol.com** or **joycemcd@erols.com**

*We will accept photographs on disk or via e-mail* so long as they are in a format compatible with use in PageMaker for Macintosh (e.g., .jpg format). Please send prints, slides, or negatives to:

Bel Carrington  
Household Goods Forwarders  
Association of America  
2320 Mill Road, #102  
Alexandria, VA 22314

**OR**

Joyce Dexter  
*Portal* Editor  
5600 Harding Avenue  
Alexandria, VA 22311-5728

# PORTAL ADVERTISING

## IMPORTANT NEW INFORMATION CONCERNING PORTAL Advertising Rates and Dimensions

**Full Page**           \$ 2,550  
7-1/2" wide x 10" high

**1/2 Page**           \$ 1,350

- Horizontal format:           7-1/2" wide x 5" high
- Vertical format:           3-3/4" wide x 10" high

**1/3 Page**           \$ 950

- Horizontal format:           7-1/2" wide x 3-1/4" high
- Vertical format:           2-1/2" wide x 10" high
- Box format           4-1/2" wide x 5" high

**1/4 Page**           \$ 700

- Horizontal format:           4-1/2" wide x 3-3/4" high
- Vertical format:           3-3/4" wide x 5" high

**1/6 Page**           \$ 425

- Horizontal format:           4-1/2" wide x 2-1/2" high
- Vertical format:           2-1/4" wide x 3" high

**1/8 Page**           \$ 350

- Horizontal format only:           3-3/4" wide x 2-1/2" high

NOTE: Prices shown are the **total cost** for one year (six issues).  
For 2-color ad (black and burgundy only), add 10%. For 4-color ad  
(separations or electronic files must be supplied), add 25%.

### Deadlines to receive new artwork:

March/April Issue ..... March 15, 2003  
May/June Issue ..... May 5, 2003  
July/August Issue ..... July 15, 2003  
September/October Issue ..... August 20, 2003  
November/December Issue ..... November 10, 2003  
January/February 2003 Issue ..... January 20, 2004

### IMPORTANT NOTICE ABOUT ELECTRONIC ADS

**The Portal** now accepts computer-generated files, graphics, and ads supplied on PC- or Mac-compatible floppy or Zip disks or CD-ROMs. **DO NOT SEND ADS BY E-MAIL.**

When providing electronically-generated advertisements, your disk **MUST** be accompanied by a printout showing what the ad should look like. **HHGFAA will not accept disks that arrive without a hard copy proof.**

In addition, advertisers must provide the following information along with the disk. Please use this checklist to ensure that you send everything that will be needed to accurately place your ad:

- Disk with ad (floppy, Zip, or CD-ROM)
- Printout or hard copy proof
- \_\_\_ 4-color \_\_\_ 2-color \_\_\_ black-and-white
- Note format: \_\_\_ PC \_\_\_ Mac
- Note program used to create the ad  
\_\_\_ Quark: specify version \_\_\_\_\_  
\_\_\_ PageMaker: specify version \_\_\_\_\_  
\_\_\_ Corel: specify version \_\_\_\_\_  
\_\_\_ Illustrator: specify version \_\_\_\_\_  
\_\_\_ Other (specify): \_\_\_\_\_

**PLEASE NOTE: We do not accept ads created in Publisher—no exceptions.**



**For further information about Portal display advertising or classified ads,  
contact Belvian Carrington at HHGFAA:**

Phone: (703) 684-3780 • Fax: (703) 684-3784 • E-mail: [bcarri7850@aol.com](mailto:bcarri7850@aol.com)

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## Industry Calendar

|                         |  |                           |
|-------------------------|--|---------------------------|
| March 16–17, 2003       | Alaska Movers Association Annual Meeting                     | Anchorage, AK             |
| March 16–19, 2003       | North American Van Lines Annual Meeting                      | Las Vegas, NV             |
| March 16–19, 2003       | LACMA Convention   | Guatemala City, Guatemala |
| March 17–21, 2003       | MTMC–HQ Training Symposium                                   | Denver, CO                |
| March 19, 2003          | RELO 2003 Convention & Exhibition                            | Bangkok, Thailand         |
| March 25–26, 2003       | Illinois Movers & Warehouse Association Annual Meeting       | Indian Lakes, IL          |
| March 27–30, 2003       | FIATA Headquarters Session                                   | Zurich, Switzerland       |
| April 2003 (TBA)        | New Jersey Movers & Warehouse Association Annual Meeting     | TBA                       |
| April 5–9, 2003         | 2003 AMSA Annual Convention & Trade Show                     | La Quinta, CA             |
| May 1–4, 2003           | Georgia/S. Carolina/Florida/Virginia Combined Assns. Meeting | St. Augustine, FL         |
| May 4–8, 2003           | Mayflower Van Lines Annual Meeting                           | Nassau, Bahamas           |
| May 5–8, 2003           | GSA EXPO 2003  | San Antonio, TX           |
| May 6–9, 2003           | OMNI Annual General Meeting 2003                             | Prague, Czechoslovakia    |
| May 6–10, 2003          | California Moving & Storage Association Annual Meeting       | Palm Springs, CA          |
| May 11–15, 2003         | FIDI Congress  | Stockholm, Sweden         |
| May 15, 2003            | FIDI–Faim Seminar  | Stockholm, Sweden         |
| May 16–18, 2003         | New York Movers & Warehousemen’s Assn. Annual Meeting        | Manchester, VT            |
| Sept. 13–17, 2003       | NDTA Forum 2003  | Kansas City, MO           |
| Sept. 15, 2003          | FIDI–FAIM Seminar  | Brussels, Belgium         |
| Sept. 22–23, 2003       | Military/Industry Personal Property and Claims Symposium     | Alexandria, VA            |
| Sept. 29–Oct. 3, 2003   | FIATA World Congress 2003                                    | Bali, Indonesia           |
| Oct. 8–10, 2003         | FIDI–Academy Sales Seminar                                   | Honolulu, HI              |
| <b>Oct. 12–14, 2003</b> | <b>HHGFAA 41st Annual Meeting</b>                            | <b>Honolulu, HI</b>       |
| Oct. 22–25, 2003        | FIDI–Academy Forwarding Seminar                              | London, UK                |
| Nov. 15–21, 2003        | FIDI–Academy Institute                                       | Baltimore, MD             |
| March 31–April 3, 2004  | AMSA 2004 Annual Convention & Trade Show                     | Bal Harbour, FL           |
| Sept. 11–14, 2004       | NDTA Forum 2004  | Milwaukee, WI             |
| <b>Oct. 13–16, 2004</b> | <b>HHGFAA 42nd Annual Meeting</b>                            | <b>San Diego, CA</b>      |
| Sept. 10–14, 2005       | NDTA Forum 2005  | San Diego, CA             |
| <b>Oct. 22–25, 2005</b> | <b>HHGFAA 43rd Annual Meeting</b>                            | <b>Washington, DC</b>     |