

1. PROJECT PURPOSE

Problems Faced by Delaware Minority and Women Business Enterprises: Historically, many minority and women business enterprises (MBEs and WBEs) have struggled to compete in mainstream business environments throughout the United States. Within the state of Delaware, among the variables contributing to this lack of competitive edge, three seem to be the most intractable: 1) An inability to efficiently access information concerning procurement opportunities in the private or public sectors. 2) No comprehensive or uniform planning efforts on the part of economic development organizations to assist M/WBEs through quality training, education and networking activities. 3) A limited knowledge of other M/WBEs or other business entities with whom they may establish a joint venture and/or subcontract.

In 2001 the State of Delaware Disparity Study (Appendix 1-A) focused on the construction industry. There were documented differences in size, age and experience between M/WBEs compared to non-minority male firms. Upon further statistical analysis, the report concluded that a disparity did exist between utilization and availability during the Study period for African-American, Hispanic American, and Women-owned businesses. Although Delaware ranks 21st in growth in the number of women-owned firms between 1997 and 2002, it ranked 51st in employment growth, and 51st in sales growth among the states and Washington, DC (Appendix 1-B). And furthermore, while Delaware African-American Women-owned firms make up 10.4% of all WBEs in Delaware, and 49.1% of all Delaware African-American-owned firms, Delaware African-American Women-owned firms showed a 78.1% decline in sales growth, and a 76.6% decline in employment growth between 1997 and 2002. These declines were the largest in the United States (Appendix 1-C).

The DeEXCHANGE Solution: To facilitate reducing the above barriers and challenges to Delaware M/WBE growth, DX-CEEDS will develop the DeEXCHANGE Cluster-based Economic Development Platform as shown in Appendix 1-D to 1-G). In a 2002 National Governor's Association (NGA) report¹, governors were provided policy options and recommended strategies for structuring economic development policies to help make business clusters more innovative and competitive. The report suggests four strategies within these policy options that connect with the underlying rationale for DeEXCHANGE's Cluster-based Economic Development Platform: a) Strengthen Networking and Associative Behavior; b) Support Industry Associations and Intermediaries in Distressed Regions; c) Engage Community-Based Employment Intermediaries; and d) Provide Incentives and Subsidies to Encourage Employment of Low-Income People in Distressed Regions.

The DeEXCHANGE Cluster-based Economic Development Platform is supported and driven through strategic alliances between DX-CEEDS' co-founders, the Metropolitan Wilmington Urban League (MWUL) and Delaware Technology Park (DTP); DeEXCHANGE's Marketing Partners which include the Minority Supplier Development Council of PA-NJ-DE, National Association of Women Business Owners-Delaware, Delaware Small Business Development Center Network, Delaware State Chamber of Commerce, and the First State Community Loan Fund; and DeEXCHANGE Buyer Partners which include MBNA America and the State's central purchasing agency, the Department of Administrative

¹ *A Governors Guide to Cluster-Based Economic Development, Copyright 2002 by the National Governors Association*

Services. (Select Agreements in Appendix 1–H) The platform consists of 3 major components that are in alignment with the 2002 NGA recommendations: 1) an Education Services component (Appendix 1-E); 2) a web-based system with wireless messaging capabilities that consists of two interconnected modules, a Business-to-Business (B-2-B) Exchange and a Business Events Facility (Appendix 1-F); and 3) an Employment Services component (Appendix 1-G).

The DeIEXCHANGE Education Services component consists of customized DeIEXCHANGE Supplier and Buyer orientations, trainings and business development programs (Appendix 1-E, panels #2) hosted at DeIEXCHANGE Marketing Partner meeting facilities. An integral element of this education strategy will include utilizing wireless laptop computers that will access the meeting facility's wireless internet connection. The three primary Delaware meeting facilities will be the Delaware Technology Park in Newark, the Community Services Building in downtown Wilmington, and Delaware State University in Dover.

The core networked system used by the DeIEXCHANGE Cluster-based Economic Development Platform consists of the DeIEXCHANGE B-2-B Exchange module, which connects Delaware small businesses inclusive of M/WBEs (DeIEXCHANGE Suppliers) to private and public sector employees (DeIEXCHANGE Buyers) with purchasing power within local large corporations and government. The Business Events Facility enables DeIEXCHANGE Suppliers to see business events posted by individual DeIEXCHANGE Marketing and Buyer Partners, displayed in one centralized calendar of Delaware Business Events.

DeIEXCHANGE's B-2-B Exchange module focuses on matching DeIEXCHANGE Suppliers with private and public procurement opportunities by: 1) Enabling DeIEXCHANGE (DX) Buyers to find potential vendors by searching an interactive directory by North American Industry Classification System (NAICS) codes and/or M/WBE codes; as well as other contact or business information fields entered by the DX Supplier; 2) Enabling DX Buyers to submit Requests for Proposals, Information Quotations (RFXs) to DX Suppliers; 3) Enabling DX Suppliers to dynamically update their company profiles, to include NAICS codes and multiple areas for M/WBEs to list their minority and women business certifications, as well as other capacity characteristics and capabilities (i.e., revenue size, number of employees, references, etc.); and 4) Enabling DX Suppliers to receive RFXs via mobile phone text messages.

DeIEXCHANGE's Buyer partner strategy will focus on Delaware's 50 largest organizations by revenue size and/or purchasing budgets (see Appendix 1-I for a partial listing). DX-CEEDS will constantly survey these enterprises to understand their strategic business objectives, with a particular emphasis on their M/WBE purchasing goals. Particular focus will be placed on working with organizations within the strategic clusters identified by the State of Delaware's Economic Development Office (DED0): Agriculture, Biotechnology and Life Sciences, Finance Services, Insurance and Real Estate (F.I.R.E.), Tourism, Chemical Manufacturing, and Automobile Manufacturing. As part of the DeIEXCHANGE Buyer Partner agreement, DeIEXCHANGE will also acquire Delaware vendor data from these Buyer organizations, and co-promote DeIEXCHANGE to their Delaware vendors. Through the collaborative startup development efforts of MBNA America, the Delaware State Chamber of Commerce, the Metropolitan Wilmington Urban League and the State's Office of Minority and Women Business Enterprise, approximately one thousand two hundred (1,200) small businesses, with 200 recognized as M/WBEs have connected with the DeIEXCHANGE B-2-B Exchange system.

The DeEXCHANGE Business Events Facility is driven by DeEXCHANGE Marketing and Buyer Partners, and it efficiently exposes M/WBEs and all Delaware small businesses to a comprehensive list of Delaware-based business training, education and networking events. Through the promotion of these partner events and DeEXCHANGE's Education Strategy, the DeEXCHANGE Business Events Facility will enable M/WBEs to be exposed to a variety business networking opportunities through which they can meet other local business entities with whom they may establish a joint venture and/or subcontract. DeEXCHANGE's Business Events Facility will operate in the following ways: 1) Each DeEXCHANGE Marketing and Buyer Partner will have a private, secure and updatable web-based calendar in which they can post their organization's business training, education and networking events, including linkages to their respective websites and/or online event registration web pages; and 2) DeEXCHANGE's Business Events Facility dynamically consolidates the calendars of each DeEXCHANGE Marketing and Buyer Partner into a centralized calendar, giving any DeEXCHANGE system visitor, Supplier or Buyer a one-stop view of all the business events occurring in Delaware.

DeEXCHANGE's Employment Services component consists of recruiting events that assist DeEXCHANGE Suppliers who win new contracts to identify and hire employee candidates that have taken career assessments. The employee candidate career assessments guide DeEXCHANGE Suppliers to make better matches with their job descriptions.

Expected Outcomes: The DeEXCHANGE project anticipates the following outcomes over the three-year grant period that will address the business development problems of Delaware M/WBEs:

- DeEXCHANGE Supplier Outcomes: 1) Register 1,000 M/WBE and 10,000 total DeEXCHANGE Suppliers; 2) Facilitate 5,000 Requests for Proposals, Information Quotations (RFXs) to DeEXCHANGE Suppliers; 3) Identify 100 new contracts won by Delaware-based M/WBEs and 500 new contracts won by a Delaware-based small business that were facilitated by DeEXCHANGE; 4) Facilitate 10 contract-based partnerships between local M/WBE DeEXCHANGE Suppliers and/or national companies; and 5) Facilitate 2,000 and 10,000 new jobs created or retained by M/WBEs and all DeEXCHANGE Suppliers, respectively.
- Corporate/Government DeEXCHANGE Buyer Outcomes: 1) Create 10 DeEXCHANGE Buyer Partner Agreements with Delaware-based Corporations and/or state or municipal government agencies; 2) Facilitate an average of 500 RFXs per DeEXCHANGE Buyer Partner submitted to M/WBE DeEXCHANGE Suppliers per year by year 3; and 3) Facilitate an average of 10 contract awards per DeEXCHANGE Buyer Partner to DeEXCHANGE Suppliers per year by year 3.
- DeEXCHANGE Marketing Partner Outcomes: 1) MSDC of PA-NJ-DE: 200 new certified Delaware MBEs; 2) NAWBO-Delaware: 250 new Delaware WBE members; 3) Delaware Small Business Development Center Network: 200 new Delaware M/WBE clients; and 4) First State Community Loan Fund: a 15-20% increase in Delaware M/WBE loan applicants.

2. INNOVATION

A nationally recognized civil rights advocacy organization (Appendix 2-A), the Metropolitan Wilmington Urban League (MWUL), and a world-class university-related research and technology park, the Delaware Technology Park (DTP), are the co-founders of DX-CEEDS, and at the core of DeEXCHANGE's innovativeness (Appendix 2-B). Each organization brings a unique combination of expertise and

community leadership experiences to the project. MWUL's principled advocacy and inclusive approach to working with public and private economic development organizations has led the way for building DeIEXCHANGE partnerships with a variety of economic development organizations. Through the Delaware Technology Park's physical expansion and momentum in providing leadership in the areas of technology and entrepreneurship development it is a hotbed of innovations and new company formations. The DeIEXCHANGE project's overall innovativeness is based on combining high-tech internet-based information technology tools used to drive the B-2-B Exchange and the Events Facility with high-touch face-to-face education services that will strategically connect M/WBEs with employees in large Delaware corporations and government. Another innovative aspect of the project includes linking DeIEXCHANGE Suppliers with a database of pre-screened prospective employees that they can immediately search upon notifying DeIEXCHANGE that they have won a new contract.

The DeIEXCHANGE B-2-B Exchange: The software and hardware used to maintain the Supplier directory and the RFXs may be commonplace; however the combination of the information technology and its local small business development focus builds on the success of other community network building projects like the Community NETworker Demonstration Project, NCexChange. DeIEXCHANGE also complements the work currently underway by the New York Public Library to build an online community and interactive information resource to connect entrepreneurs with small business assistance organizations and with one another. Relative to these other projects, DeIEXCHANGE focuses more specifically on helping Delaware small businesses, inclusive of M/WBEs, to identify new business. It also addresses the subtle, yet complex social challenge regarding how many employees in private corporations and government agencies believe they cannot be fiscally prudent in their day-to-day job while also having a social conscious regarding meeting M/WBE purchasing goals. Implementing DeIEXCHANGE as an innovative locally-driven extranet that no single corporate or government entity would seek to create or own begins to tackle this dilemma. However, the willingness of senior-level government and corporate procurement managers to collaborate on this project at an operational level is at the core of the DeIEXCHANGE B-2-B Exchange innovation. To know that a buyer has a tool to help identify local small businesses to cost-effectively satisfy their supplier requirements and at the same time determine whether any of those small businesses help them meet their supplier diversity goals is truly innovative. Another innovative element of the B-2-B Exchange will include utilizing the text messaging features of wireless phone services to implement real-time notifications of RFXs to DeIEXCHANGE Suppliers. To implement this innovative feature, DeIEXCHANGE will add new wireless e-mail fields to the database architecture, and educate Suppliers on the competitive edge they can have from being the 1st to know about a newly posted DeIEXCHANGE RFX.

The DeIEXCHANGE Events Facility: DeIEXCHANGE's events facility is not just "a" calendar, it is "a network" of calendars that are individually updated with events produced by economic development organizations, and then dynamically consolidated to allow anyone to see at a glance what is happening where and when around Delaware. The three major benefits of the DeIEXCHANGE Events Facility are: 1) a *networking tool* that allows small business owners/entrepreneurs to see all Delaware business events "at a glance"; 2) an *organizing tool* for DeIEXCHANGE partners to quickly see who has small business events planned on specific dates; and 3) a *promotional tool* that allows broadcast e-mails to be sent to targeted groups of Delaware small businesses, MBEs and WBEs.

3. COMMUNITY INVOLVEMENT

Partnerships: As the co-founders of DX-CEEDS, the Metropolitan Wilmington Urban League and Delaware Technology Park form the overall strategic operational partnership for engaging DeEXCHANGE Marketing and Buyer Partners. Each partner has acknowledged the value in leveraging DeEXCHANGE's unique value proposition of focusing on a broad-based small business development service, inclusive of M/WBEs, in a way that directly connects with the purchasing authorities within local large corporations and government agencies.

Each member-based or client-based DeEXCHANGE Marketing Partner desires to encourage non-member/non-client DeEXCHANGE Suppliers to become members or clients of their respective organizations as well as encouraging existing members/clients to renew or re-engage with them. In turn, DeEXCHANGE marketing costs are significantly reduced through gaining exposure to the Marketing Partners' existing member and client relationships, as well as being included in the benefits list of their on-going self-promotional activities. Specifically, DeEXCHANGE Marketing and Buyer Partners have agreed to promote DeEXCHANGE's Supplier benefits through direct mail, broadcast e-mails and faxes, and/or advertisements in their publicly distributed organization publications. In addition to the lead marketing roles of MWUL and DTP, DeEXCHANGE Marketing Partners are the Minority Supplier Development Council of PA-NJ-DE (MSDC), National Association of Women Business Owners-Delaware Chapter (NAWBO-Delaware), the First State Community Loan Fund, the Delaware Small Business Development Center, Delaware State Chamber of Commerce, and the Delaware Economic Development Office. MWUL and MSDC will be the lead DeEXCHANGE MBE advocates. NAWBO-Delaware will be the lead DeEXCHANGE WBE advocate.

DeEXCHANGE Buyer Partners play two key roles in supporting DeEXCHANGE, promoting DeEXCHANGE Supplier benefits to their vendors (Appendix 3-A), and encouraging their employees with purchasing authority to become registered DeEXCHANGE Buyers, enabling them to search for local small businesses in DeEXCHANGE's Supplier directory. Current DeEXCHANGE Buyer Partners include MBNA America and the Delaware Department of Administrative Services. DeEXCHANGE's initial Financing Partner is First State Community Loan Fund (FSCLF). FSCLF is a not-for-profit Community Development Financial Institution (CDFI) that specializes in supporting microenterprises and small businesses in the State of Delaware. Each DeEXCHANGE Financing Partner desires to have DeEXCHANGE Suppliers apply for small business loans or request equity investments from their organizations. In turn, DeEXCHANGE is able to facilitate immediate access to capital that most small businesses and particularly M/WBEs need to hire new employees that will support the new contracts they have won.

Support For End Users: DeEXCHANGE segments its End Users into two primary categories, Suppliers and Buyers. DeEXCHANGE Suppliers include M/WBEs and non-M/WBEs. M/WBEs and non-M/WBEs alike face numerous marketing challenges at different stages of their business development. In their early stages, they try to get exposure in any and every database or list they can imagine. As they mature, and gain a small client base, they typically focus their services and capabilities on niche industries or markets. DeEXCHANGE believes that the greatest value for its service will initially be with Suppliers in the early stages of their business development, i.e., firms less than 5 years old, and/or with annual revenues of less than \$500,000 per year. It is not widely recognized by most local small business economic development organizations that M/WBEs with a deep understanding of their target industries and markets

typically do not aggressively or primarily market themselves in databases dedicated exclusively to M/WBEs. In response to this and numerous other non-obvious nuances, DeEXCHANGE's Education Services strategy will present DeEXCHANGE Suppliers orientations, trainings and business development programs focused exclusively on their stage of business, and/or exclusively on their target industry or market. In addition, MWUL will host DeEXCHANGE education sessions exclusively for MBEs and NAWBO-Delaware will host sessions exclusively for WBEs.

Stakeholder Involvement: In 2001 prospective DeEXCHANGE Buyer Partners from Delaware corporations (MBNA, Dupont, AstraZeneca) and five state agencies participated in three DeEXCHANGE focus group meetings. One result of these meetings has led to Delaware Department of Administrative Services' letter to work with DeEXCHANGE. (Appendix 3-B) To highlight the DeEXCHANGE Supplier demand, included in Appendix 3-C are prospective DeEXCHANGE Supplier feedback forms from attendees of the first two DeEXCHANGE Supplier Orientations held in March, 2004.

4. EVALUATION: The evaluation of this project is designed to assess the degree to which the project achieves the outcomes described previously and to provide feedback that will permit program improvements during the course of the grant period. It will include quantitative and qualitative analysis of program progress and outcomes through carefully designed and tested methods and instruments that account for the range of stakeholders involved. The plan includes the use of largely closed-ended written surveys at approximately months 3 and 33 of the project, to be distributed to M/WBE suppliers and corporate/government buyers who are either current or prospective participants in DeEXCHANGE. The emphasis of these surveys will be on assessing the access to DeEXCHANGE services including barriers, boosters, costs (financial and opportunity), and constraints and the measurement of outputs and outcomes such as Requests for Proposals and Information Quotations, contract awards, financing, and jobs created or retained. Suppliers and buyers will also have an opportunity to evaluate the individual networking and training events offered by DeEXCHANGE. In addition, in approximately month 15 of the grant, 5 focus groups will be conducted using purposive samples of current and potential suppliers and buyers as well as staff and program partners. These various evaluation methods and instruments will provide robust data for multiple forms of analysis resulting in a solid understanding of project outcomes and will inform continuous program improvements. (See Appendix 4 for detail)

5. PROJECT FEASIBILITY

Technical Approach: DeEXCHANGE's System Platform uses a Web Portal framework design. This design enables a plug and play approach, where the software components can be added or switched without major redesign or service disruption. The specific software components are selected from commercially available internet-ready e-procurement, events registration, and calendaring modules customized to support DeEXCHANGE's business process needs. Using this approach, the DeEXCHANGE System consists of two core components, the B-2-B Exchange, which includes an integrated Event registration module; and a dynamic Business Events Facility. These two core components are presented from one web site, www.deexchange.org. Along with these offerings, the site presents informational pieces on DeEXCHANGE and its Marketing, Buyer and Financing partners.

To facilitate future geographic expansion of the DeEXCHANGE model, the DeEXCHANGE B-2-B Exchange component is maintained on the www.dxchange.biz web server, independent from

www.delexchange.org. The www.dxchange.biz web server is a robust, customized e-procurement platform, licensed from AECsoft USA, a leading e-procurement solutions provider. Prospective DeLEXCHANGE Suppliers register via the Supplier Registration option. Prospective DeLEXCHANGE Buyers register via the Buyer Registration option. Upon completing the appropriate online registration form, the user is directed to sign up for a Supplier or Buyer Orientation, accordingly, before they can gain full access to the B-2-B Exchange system. Upon their attendance and successful completion of an orientation, the DX-CEEDS' administrative support staff logs into the DXCHANGE administration tool and approves their full access to the B-2-B Exchange Supplier or Buyer functions. The administration tool also allows the DX-CEEDS support staff access to all the databases connected to www.dxchange.biz, including Buyers, Suppliers, RFXs, North American Industry Classification System (NAICS) codes, Partner Organization Codes, Education Events, and broadcast e-mail templates. The Business Events Facility uses WebEvent technology, configured to provide users with a consolidated view of Delaware-based professional development, business education and networking events. Users also have the option to view events hosted by DeLEXCHANGE Partners.

This DeLEXCHANGE/DXCHANGE system is built on the Microsoft NT Platform. The website is hosted using Microsoft's IIS web server and the support database (DBMS) is Microsoft SQL Server. The B-2-B Exchange and Business Events Facility application software and data is hosted and managed in Delaware, on hardware located in a secure server area at the Delaware Technology Park. Each DeLEXCHANGE module is secured at the network and the application level. The data and software applications are protected by the latest version of anti-virus software. Daily and weekly backup and disaster recovery procedures have been implemented. To ensure application and data integrity, there are two systems management environments- Test and Production. The basis for this chosen technology approach is: 1) No Integrated Commercial Off The Shelf Solution - DeLEXCHANGE technology platform is intended to provide a centralized one-stop online environment where Delaware small businesses can interact with the multiple buyer organizations, as well as local economic development agencies. There was no commercially available integrated solution found to support both the Procurement and Business Events functionality in a cross-organization extranet mode. 2) Short-term Cost-Effectiveness - DeLEXCHANGE chose the plug and play approach because it presents a lower cost of development. The software is licensed and integrated as opposed to being built from scratch, realizing tremendous savings in software development costs. 3) Long-Term Cost-Effectiveness - Using the plug and play approach aids in managing long-term costs. Since the software is not custom-built maintenance costs are limited to license/maintenance fees and short annual system integration efforts. 4) Flexibility - The plug and play design supports adding or switching of software components without major redesign or service disruption. This will allow DeLEXCHANGE to add new service offerings such as posting job openings or applying for loans over time. 5) Ease of Replication - Segmenting www.delexchange.org from www.dxchange.biz positions the DeLEXCHANGE system platform to be easily replicated at a low cost of entry, lower maintenance, and minimal customization.

Applicant Qualifications: Co-founded by the Metropolitan Wilmington Urban League and the Delaware Technology Park, DX-CEEDS, Inc. will act as the primary TOP grant administrator, with administrative support from its governing co-founders. (Appendix 5-A) It will share project direction and management responsibilities with MWUL and DTP. In collaboration, over 2 years MWUL and DTP have co-invested over \$150,000 in cash and another \$150,000 of in-kind resources to the DeLEXCHANGE operation to

date, and the startup of DX-CEEDS in November, 2003. The MWUL and DTP jointly-developed mission statement for DX-CEEDS is “To develop enriching relationships between mainstream *entrepreneurship and technology economic development initiatives* and underserved communities in a way that improves everyone’s quality of life.” The DeIEXCHANGE project’s Governance and Management Team consists of the following DX-CEEDS Board of Directors and core managers: J. Michael Bowman, (also DTP Chairman and President), Michael Barrett, (Retired JPMorgan Chase President), Ty Austin, DX-CEEDS CEO (also on DTP Board); Helen R. Foster, J.D., DX-CEEDS COO and MWUL Sr. Managing Director, and Wayne Kingston, DX-CEEDS Technology Director. (See Appendix 5-B)

Metropolitan Wilmington Urban League: Founded in 1999 by civil rights veteran James H. Gilliam, Sr. as the National Urban League’s 115th affiliate, the MWUL is poised to continue the NUL’s legacy in the state of Delaware. In 1998, Gilliam, a small group of colleagues, and ARISE International, a minority-owned consulting firm, marshaled funding and partnership commitments totaling \$1 million. He also amassed a Sponsoring Committee that included a diverse group of more than 70 civic and community leaders from the private, public and nonprofit sectors.

Delaware Technology Park: Delaware Technology Park, www.deltechpark.org, is the next evolution of Delaware’s science-based economic development growth. A partnership among the state of Delaware, the University of Delaware and the private sector, DTP was created as a nonprofit, 501c3 corporation. It is home to some of the most innovative start-up companies and research centers in the country. The Park is devoted to attracting established industries and providing an incubation and acceleration for start-ups in high-technology fields, specifically those in biotechnology, information technology and advanced materials. By clustering these businesses and providing networking access to services and resources, the Delaware Technology Park extends the reach of these businesses across the Mid-Atlantic region and around the world.

Project Implementation and Completion: The funding requested to support the next stage of development of the DeIEXCHANGE project consists of four major activities over the three-year grant period: 1) Marketing DeIEXCHANGE to members, clients and vendors of DeIEXCHANGE Marketing and Buyer Partners; 2) DeIEXCHANGE System maintenance and enhancements based on Supplier and Buyer user feedback; 3) Hosting DeIEXCHANGE Education and Recruiting Events; and 4) Monitoring and documenting DeIEXCHANGE Supplier and Buyer experiences

A Project Timeline Chart is in Appendix 5-C.

Privacy and Security

DeIEXCHANGE will follow the guidelines set by TRUSTe to insure that the privacy and security of the DeIEXCHANGE systems meet industry standards.

Sustainability: DeIEXCHANGE has a three-pronged sustainability strategy: 1) become financially supported in part or whole by one of the DeIEXCHANGE Buyer Partners, 2) become financially supported in part or whole by DeIEXCHANGE Suppliers, or 3) get fully absorbed within the operating budget of one of the DeIEXCHANGE Marketing Partners.

Dissemination: DeIEXCHANGE’s dissemination strategy will build on the unique MWUL and DTP partnership framework by connecting with National Urban League Affiliates and Association of University Research Park members nationwide, and replicating DeIEXCHANGE Supplier Marketing and Buyer Partnerships with local industry, government and academic institutions. (See Appendix 5-D)

6. PROJECT BUDGET: DX-CEEDS is seeking \$487,972 in funding for the DeIEXCHANGE project over three years from October 1, 2004 through September 30, 2007 to continue its comprehensive implementation and evaluation. The full detail Budget information is in the Budget Narrative section.