



Founder's Guide

Spring 2010 Edition

Portland Ten's directory of services, events,
& support resources for entrepreneurs and
small businesses in the Portland community.



Letter from the Director



Dear founders & friends,

It is my pleasure to introduce Portland Ten and the Portland Ten Founders Guide. Portland Ten is an organization dedicated to helping develop Portland startup companies that generate \$1MM in revenue within an 18 month timeframe.

As such, we offer three programs based on venture capital standards, bootstrapping, and a “get things done” approach. Entrepreneurs who participate in our programs get connected to key contacts such as potential co-founders, technical talent, and investors; plan and execute on critical developmental milestones including forming a team, building a prototype, identifying a commercializable need in the market, establishing sales channels, and closing angel & venture capital funding.

This Founders Guide is a free but valuable tool for assisting founders in finding professional services, startup events and business development resources in the Portland community. In this issue of the Founders Guide,

the key things you will find are details about Portland Ten and information about our partners and the exceptional services they provide.

Last year when we started Portland Ten, we received a warm welcome and an incredible amount of support from the Portland startup community. I want to personally thank each of our incredible partners, sponsors, founders, and community members who have made our organization what it is today.

We invite you to get involved in participating in Portland Ten, whether as a participant at Founders’ Coffee, attending Skill Development workshops, coming in for a Startup Checkup, or contemplating tackling the \$1MM in 18 months challenge. We hope this guide will become an asset in helping our local companies grow, and we look forward to assisting you any way we can.

Regards,

Carolynn Duncan
 Director, Portland Ten

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Portland Ten Company Overview

In February 2009 Portland Ten was founded to increase the number of Portland-based technology startups able to launch and grow successfully. Portland Ten is directed byCarolynn Duncan, an experienced investment professional, connector, and entrepreneur herself, who invested considerable time assessing gaps and opportunities and establishing relationships before launching Portland Ten.

Portland Ten follows a specific methodology and program for achieving the company's goal of helping 10 companies achieve \$1M in revenue each, by October 2010. The first company to reach the \$1M target is anticipated to do so in March 2010, ten months after enrolling in the program.

Since its founding, Portland Ten has developed a suite of linked programs and services designed to help the region's entrepreneurs thrive. These include the Portland Ten boot camp, Six Week Sprint, Startup Checkups, Startup Workouts, Founders Coffee, Field Trips, Founders Guide, Skill Development Workshops, and the Perpetual Entrepreneurship Fund.

"We consider the experience and guidance fromCarolynn and the PortlandTen to be an invaluable asset to our growing start-up. Through the exercises, their experience, founders groups and private checkups, we have honed our business procedures, product pricing, and go to market strategies while increasing our pre-sales for our upcoming product, ShopIgniter. Coming from a technology background, P10 has helped me dive into the realm of a business development founder and has become paramount to our strategy to become a million dollar company at or before the end of next year.

As any start-up founder can tell you, getting the right advice on your company is almost impossible, as is exploring the world of angel and venture capital investment. With P10, we were able to use the knowledge and experience ofCarolynn to bridge that enormous gap and help us generate buzz around what we are doing. I highly recommend any new business to try to get into P10, you will be glad you did."

-- Alan Wizemann, Cularis

Highlights

- 1 After only a year, 13 Portland companies have committed to achieve 1M in revenue in 18 months and are actively working toward this goal.
- 2 The Portland Development Commission has extended a grant to Portland Ten in the amount of \$35,000 to scale up the success of the Portland Ten programs. We appreciate their support and partnership in our efforts to assist the local startup community.
- 3 ShopIgniter, who participated in the second round of Portland Ten, closed a \$3MM round of venture capital funding in March 2010, only 6 months after their graduation from the program. We are delighted at their success and hard work!
- 4 Portland Ten has been featured in Entrepreneur.com, Read Write Web, Oregon Business Magazine, SiliconFlorist, Portland Business Journal, as well as interviewed by journalists from CBS and Forbes. We are committed to bringing high visibility to Portland's startup scene and the success of our participating companies.

Portland Ten Programs

STARTUP COMMUNITY OUTREACH

Founder's Coffee: a low-key, weekly get together for Portland entrepreneurs to connect with each other. No speakers, no pitches, just business founders gathering together to talk shop. (Free)

Community Field Trips: we regularly promote & encourage our participants to attend other organizations' events to cross-pollinate our founders with other interesting, educational, and beneficial events hosted by other organizations. (Free)

Founder's Guide: directory of services, events, & support resources for founders. (Free)

CrowdPitch: investment pitching event organized by FundingUniverse, held in collaboration with other startup-friendly organizations, such as Lunch 2.0 and NedSpace. (Free)

GENERAL ENTREPRENEUR DEVELOPMENT

Startup Checkups: A free 360° review of the business concept & company to assess the health status of the business, and provide feedback on the strengths & blind spots of the management team & project. (First Checkup FREE, \$60 Per Checkup)

Accelerated Workouts: A compressed series of workshop teaching core startup management practices that promote growth in revenue, traction, business development, product/service development, a strong team, and wise stewardship of resources. (Free)

Skill Development Workshops: Recurring series of practical Skill Development Workshops in common startup areas: sales, finance, legal, accounting, and more taught by our Community Sponsors—specialists in legal, finance, sales, PR, accounting, venture capital, and more. (1 Workshop \$20, 3 Workshops \$45, 23 Workshops \$150)

HIGH GROWTH, INVESTMENT-STYLE FOUNDER INCUBATION

Portland Ten: Ycombinator/Tech Stars-style 3-month residency to support, train, and mentor high growth/venture track entrepreneurs. Each participant commits to generate \$1MM in revenue within 12-18 months. (3 months \$3,000)

Six Week Sprint: Lightweight version of signature P10 bootcamp, for services & product entrepreneurs, or for high-growth tech entrepreneurs to do a "test run" before being admitted to the \$1MM bootcamp track. (6 Weeks \$700)

"Portland Ten is driving me to understand Lingofeeds from all angles. It's exhilarating, challenging in the extreme, and brutally honest at all times. Most importantly, it is helping me put the pieces together to form a successful online venture."

-- Ken Beare, Lingofeeds

Portland Ten Application

Portland Ten is now accepting applicants for our Summer 2010 session, which will run May-July 2010.

WHAT OUR FOUNDERS SAY

Since March 2009, we have had 4 rounds of companies participate in the Portland Ten. Read about their projects and experiences in the program here: www.portlandten.com/the-ten.

HOW WE EVALUATE CANDIDATES

We invite up to 10 founders at a time to engage in the program on a full-time basis for 3 months. Founders are evaluated and selected to join Portland Ten based on an assessment of the entrepreneur's ability and commitment to manage a \$1MM project in the next 18 months, the current status of the project, and the concept's overall market viability.

HOW TO APPLY

Local founders are invited apply at www.portlandten.com/apply. Candidates are then invited to schedule a Startup Checkup to start the evaluation process, to get to know the Portland Ten staff and other founder candidates by attending a Founders' Coffee.

Founders we are considering inviting to join the program will formally interview with other candidates and provide a wishlist of what they'd like to accomplish during their time at Portland Ten. Applicants are selected and notified on a rolling basis.

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Skill Development Workshop Series

Take advantage of the new Portland Ten Skill Development Workshop Series. The series includes 23 workshops focused on developing & strengthening the fundamental business skills of entrepreneurs in 9 different areas of startup management and instructed by seasoned experts in each area of business. Open to all in the startup and small business community.

THE TOPICS AND NUMBER OF WORKSHOPS INCLUDE:

- | | |
|---|--|
| (3) Legal (Davis Wright Tremaine) | (3) Accounting (Perkins & Company) |
| (3) Sales (Olsen Group) | (3) Venture Capital Funding (Portland Ten) |
| (3) Product Management (Amy Winkelman) | (3) Financial Forecasting (Jim Mcconnell) |
| (1) Debt Financing (Silicon Valley Bank) | (3) Public Relations (Stephenson Group) |
| (1) General Entrepreneurship (Portland Ten) | |

We consider the experience and guidance from Carolyn and the PortlandTen to be an invaluable asset to our growing start-up. Through the exercises, their experience, founders groups and private checkups, we have honed our business procedures, product pricing, and go to market strategies while increasing our pre-sales for our upcoming product, ShopIgniter. Coming from a technology background, P10 has helped me dive into the realm of a business development founder and has become paramount to our strategy to become a million dollar company at or before the end of next year.

-- ShopIgniter

When I started Portland Ten, I had a vague idea. By the end of Portland Ten, I had the foundations of a strong company, and a month later I have a co-founder, waiting clients, and am in full development. We're bootstrapping with strong revenue-driven goals and a no-nonsense attitude, and funding is now a choice, instead of a requirement.

-- John Metta, Hydrasi

"First and foremost Carolyn Duncan's Portland Ten bootcamp is a hell of a deal. The training is fun, challenging, and comprehensive, with plenty of one-on-one problem solving. I'm learning a ton and having a great time doing it."

-- Dave Miller, Giftofile

DATES & TIMES:

- Tuesdays from 2-4pm
- Thursdays from 6-8pm

LOCATION:

Held at Nedspace Old town
117 NW 5th Ave, Portland, OR 97209

ATTENDANCE PRIOR TO APRIL 15TH

- | | |
|-------|--|
| \$20 | A pass to attend any (1) skill development workshop |
| \$45 | A pass to attend any series of (3) skill development workshops |
| \$150 | A pass to attend the complete series of (23) skill development workshops on all 9 different topics from January 28th to April 15th |

To purchase a pass for the skill development workshop series or to get more information about the program and the instructors visit:

www.portlandten.com/skills

GENERAL ENTREPRENEURSHIP / VC FUNDING (1/28, 2/9, 3/9, 3/30)

Company: Portland Ten

Presenter:Carolynn Duncan, *Director*

Company Description: Every quarter, we provide a structured mentoring experience to a select group of founders. Through our \$1MM in 18 months bootcamp, founders are able to take their projects up a notch by learning & applying best practices of venture capital, bootstrapping, and project management methodologies.

Instructor Bio: Carolynn Duncan is a serial entrepreneur and subject matter expert in venture capital/angel investing. She has worked in the hi-tech startup & angel/venture capital networks in Seattle, Portland, southeast Idaho, and Salt Lake City. In the Northwest, she has been affiliated with FundingUniverse and EPIC Ventures. Prior, she helped launch the Eastern Idaho Entrepreneurial Center, strengthening access to capital, VC, and technology transfer in the state of Idaho. Partners included Idaho National Laboratory, EPIC Ventures, The Development Company, BYU-Idaho, and local angel investors.

Workshop Description: How do angel investors and venture capitalists evaluate startups, and what can founders do about it? Whether you're considering fundraising or not, building and displaying the characteristics and qualities of a "fundable" startup creates a huge advantage for any entrepreneur. Join us for "16 Things That Indicate You're An Entrepreneur Who 'Gets It'", a self-assessment which covers categories and qualities screened for by the investment community, and provides a framework for the day-to-day actions you can take to give your startup a better chance of succeeding.

LEGAL (2/4, 3/2, 4/6)

Company: Davis Wright Tremaine LLP

Presenter: Steve Davis, *Attorney*

Company Description: Davis Wright Tremaine attorneys advise entrepreneurs and founders from company conception through public offering or sale. We are involved in all stages of the company's life cycle, from choice of entity and founder arrangements, to angel and venture financing. We help emerging companies best position themselves for success by connecting them with financing sources and other sources of strategic assistance.

Instructor Bio: Steve Davis is a business transactions attorney at Davis Wright Tremaine. He focuses his practice on the representation of start-up and high-growth technology companies. He regularly represents public and privately held companies and investors in securities offerings, mergers and acquisitions, and financing transactions.

Workshop Description: The first workshop will focus on choosing the appropriate entity, issuing equity to founders, stock plans, and ensuring your company's intellectual property is adequately protected. The second workshop will focus on preparing for what investors and strategic partners will want to review when they conduct due diligence on your company, and what you should do to be prepared. The third workshop will focus on the basics of the laws that apply to your workplace, non-competes, and classifying those working for you as independent contractors vs. employees.

DEBT FINANCING (3/16)

Company: Silicon Valley Bank

Presenter: TBA

SALES (2/16, 3/18, 4/13)

Company: Olsen Group, Response Capture, Inc.

Presenter: Al Nodarse, *Principal*; Troy O'Bryan, *Chief Response Officer*

Company Description: The Olsen Group provides tailored consulting, training, and coaching solutions to help you increase sales, including sales training courses and individualized sales consulting to corporations and individuals. The Olsen Group has provided sales training and consulting to well-known companies such as Mentor Graphics and ATT Wireless. These clients have validated high impact returns to their sales teams from the sound and trusted leadership of The Olsen Group.

Instructor Bio: Over the last 20 years, Al Nodarse has built world class sales teams. His focus is both on the art and the science of sales. Al's breadth and depth spans from running sales teams for billion dollar sales organizations to helping the small entrepreneur grow their sales. Partial list of clients include Bosch, EMC, MicroPower and Axium.

Workshop Description: The first workshop will focus on Building a world-class database for your business. You will learn how to profile your prospect, populate a database, verify and validate info, and continually build, clean and maintain your database. The second workshop will focus on getting the appointment by building instant rapport and questioning & listening techniques. You will learn how to make good impressions in 30 seconds, articulate your value proposition, approach a prospect during a cold call, and overcome initial objections. You will also learn different types of questioning, how to ask good questions, and how to dig deep with your prospects. The third workshop will focus on giving dynamic presentations and closing deals. You will gain tools for effective presentations, customizing presentations, selling benefits instead of features, and transitioning to the close. You will also learn the art of closing, a 5 step process for handling objections, and popular closing tactics.

ACCOUNTING (2/23, 3/23, 4/1)

Company: Perkins and Company

Presenters: David Uslan, *Tax Shareholder*; Peter Kwong, *Audit Shareholder*; Jared Holum, *Audit Shareholder*

Company Description: At Perkins & Co, our accountants are wickedly smart and our entrepreneurial approach to business is anything but boring. Once a small start-up ourselves, we have grown into Portland's largest local accounting firm. Since 1986, we've been providing accounting and business solutions for Northwest businesses, offering the scope and depth of national firms, with the high touch and personal attention of a local firm. Our Technology Practice works with companies through every stage of their business cycle – from inception to successful exit strategies.

Instructor Bio: The leader of Perkins & Co's Technology Practice, David Uslan has worked on diversified tax and accounting issues since 1991. His specialty is working with growth-oriented companies in a variety of industries, including technology, manufacturing and professional services. David's experience includes domestic and state tax compliance, FAS 109 consulting and federal and multi-state tax consulting, including accounting method changes, equity and deferred compensation issues, and merger and acquisition issues.

Workshop Description: As with most start-ups, there may be a significant period of time before the business becomes profitable. Therefore, when making a list of priorities, start-ups tend to list taxes right above "Get a plant service." The reality is, the business decisions you make today can affect your tax situation in the future, including where you locate your company, what type of entity you choose for your company, or even how you obtain sales. David will provide an overview of how your startup can effectively manage taxes for long-term success.

March

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	Workshop 10 Legal / DWT 2	3	Workshop 11 P.R. / Stephenson 4	5	6
7	8	Workshop VC Funding 9	10	Workshop 13 P. Mgmt. / Amy W. 11	12	13
14	15	Workshop 14 Debt Finance 16	17	Workshop 15 Sales / Olsen 18	19	20
21	22	Workshop 16 Acc. / Perkins 23	24	Workshop 17 Fin. Fore. / Jim M. 25	26	27
28	29	Workshop 18 VC Funding 30	31			

April

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				Workshop 19 Acc. / Perkins 1	2	3
4	5	Workshop 20 Legal / DWT 6	7	Workshop 21 P.R. / Stephenson 8	9	10
11	12	Workshop 22 Sales / Olsen 13	14	Workshop 23 P. Mgmt. / Amy W. 15	16	End of P10 Round I 17

PUBLIC RELATIONS

(2/11, 3/4, 4/8)

Company: Stephenson Group Public Relations**Presenter:** Pam Abrahamsson, *Vice President***Company Description:** Stephenson Group is a revenue-enhancing public relations agency, with a track record of helping clients reach their business goals.

We focus on technology, financial services and select consumer verticals. We have been instrumental in the success of new market launches, partnership creation and acquisition offers. Past client acquisitions include Oracle, IBM, Verint, Harland Solutions and more. Founded in 1992, Stephenson Group offers East and West Coast headquarters and a national network of affiliate offices.

Instructor Bio: As vice president of Stephenson Group, Pam brings 20+ years of experience and a proven track record of public relations success to the table for her clients. She oversees Stephenson Group's Rising Star practice; in which Pam and the Stephenson Group team of seasoned professionals guide emerging technology companies to reach their market success goals. This success is measured by the client's business objective targets: achieving market leadership, acquiring key partnerships or attracting an acquisition offer. Pam has procured client coverage in such media as Wall Street Journal, Investors Business Daily, Reuters, InfoWorld, USA Today, CBS MarketWatch, Los Angeles Times, and many more.

Workshop Description: The workshops will focus on conversing with the marketplace. This series will prepare you to engage in conversation with your customers. Participants will complete this course with the following: Custom public relations plan for their business, an understanding of the strategies and principals behind PR, toolkit of resources to build your own: press release, key messages, biography, fact sheet, how to use social media better for your market.

PRODUCT MANAGEMENT

(2/18, 3/11, 4/15)

Company: Amy Winkelman Consulting**Presenter:** Amy Winkelman, *Consultant/Contractor*

Company Description: Amy Winkelman provides a variety of business services on a consulting basis in product management, marketing and organizational development. Amy enjoys helping individuals and organizations realize their goals, and her experience and external perspective can benefit any team in analyzing needs, identifying issues and opportunities, and solving problems. Amy's clients include organizations such as: Vesta Corp., Fios Inc., REC Silicon, Merix Corp, AuctionPay, SnagAJob.com, Halton Company, Blackwell, and Oregon Humane Society.

Instructor Bio: Amy has more than 15 years of experience in the technology industry, working with public, private and startup companies. As a product manager, Amy led the development, marketing and implementation of software and Web applications in multiple industries. Amy also volunteers her time and pro-bono consulting services to non-profits such as Salmon-Safe, Earth Share of Oregon, Tualatin Riverkeepers and Friends of Portland Community Gardens.

Workshop Description: The first workshop will help you understand how the discipline of product management is already a part of what you're doing as an entrepreneur. It will provide an overview of what makes up the product management function, as well as the role of a product manager in connecting, championing and rallying the various parts and people in an organization around the product to make it a success. The second workshop covers the steps, milestones and decisions need to prepare and execute a successful product launch. The third workshop will address how to capture, analyze, and take action on the internal and external responses to your product and various methods to gather, manage and communicate product feedback.

Company: Profit Guide, Inc
Presenter: James K. McConnell, CEO

Instructor Bio: Jim McConnell has been a Controller, CFO, COO, and business owner in a broad range of industries. He has worked with government contractors, aquaculture companies, employment service firms, manufacturers, professional accounting firms, an airline, automotive dealerships, an interactive agency and an on-line distributor of promotional products. Jim has a broad and in-depth understanding of accounting, finance, operations and general business with a specific focus on small businesses.

Jim often walks into situations where the accounting, finance and operations are in disarray. In every situation, one of his very first actions to gain control of the situation is to develop a financial model of the operation to help him analyze the operation – and most importantly - determine the company's current and immediate cash position. He then uses this information to determine the best course of action that the company should pursue.

Workshop Description: The goal of these workshops is to build a financial model that can be used to translate dreams into actionable operational goals and objectives. As every financial model begins with sales, we will work with participants to more clearly define the parameters of the revenues that they expect to pursue. This includes the who (customer), what (product), why (reason to buy the product), where (sales channel), when (they expect to sell), how much (price) and how many (quantity). We will then take this information and begin to model these parameters into a forecast using Excel over the first year on a 12 month basis.



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What Our Founders Say...

"We're only halfway through our 12-week session, but Portland Ten is already helping put my business back on track -- a track I didn't even realize we had left. Carolyn is relentlessly honest and backs up that honesty with insightfulness, experience and smarts. The program isn't for the faint of heart, but for an entrepreneur who is ready to learn the tough lessons about what it takes to succeed, it's the best deal in town."

--Steve Woodward, Nozzl Media

"Lingofeeds.com is five months into Portland Ten, and on the cusp of launching a solid first product. I've developed important third party relationships, as well as done significant market validation. All of this has been done on a bootstrapper's budget. Without Portland Ten, it would all still be a 'great idea'."

-- Kenneth Beare, Lingofeeds

"This is my fifth start-up, of which two had successful exits, and the other two, not so much. When I was first introduced to Portland 10, my first reaction was: Been there, done that, why do I need this? But I decided to give it a try. What I found was that I was forced (encouraged) to focus on the things that are important during the start-up phase, like how does this product provide customer value and how does it make money, rather than on just the things that I am good at, like developing software. I wish I had this group at least a couple of times before."

-- Don Hollerich, DedicatedMaps



Portland Ten 2010 Partnerships

Portland Ten is pleased to announce new partnerships with Portland Development Commission, which is providing \$35,000 in grant funding to support staff & operational costs for the Winter 2010 cycle of entrepreneur programs, as well as Willamette University, where Professor Robert E. Wiltbank and Portland Ten Director Carolynn Duncan will co-instruct and train 10 MBA students as junior venture analysts to administer Startup Checkups with local companies.

These partners are joined by Portland Ten's new Community Sponsors, including the Olsen Group, Davis, Wright, Tremaine, Stephenson Group, Amy Winkelman Consulting, and Jim McConnell, CFO, who make financial and/or in-kind contributions to Portland Ten's new Perpetual Entrepreneurship Fund and Skill Development workshops in sales, legal, public relations, product management, financial forecasting, and more, with a full schedule of workshops to be released January 25th.

Portland Ten also looks forward to continued partnerships with NedSpace, which provides collaborative coworking space for startups, innovative technology companies, non-profits, artists and social entrepreneurs, and FundingUniverse, which produces CrowdPitch, a quarterly pitching event for entrepreneurs.

We'd like to thank all of our partners & sponsors, as well as the Portland startup community for the warm and enthusiastic welcome since our launch in February 2009. The participation from Portland Development Commission, Willamette University, and our Community Sponsors shows a tremendous commitment from these organizations to supporting our local entrepreneurs. We also remain committed to further strengthening the startup, tech, investment, and business communities in the Portland, Oregon region, and look forward to our portfolio companies' continued success in 2010.

"I have seen Portland Ten mature in a very short time while it simultaneously catapulted an initial cohort of new technology companies to their next level of growth," says Robert E. Wiltbank, PhD, Associate Professor of Strategy & Entrepreneurship at Willamette University. "I see the value of the initiative as a learning opportunity for my students, an accelerator for new businesses in Portland (and beyond), and a model initiative from which we - as educators, investors, and business and civic leaders - can learn."

"PDC supports Portland Ten as an innovative way to help potential high-growth companies to increase direct revenues, attract investment capital and create high wage jobs for the local workforce," says Bruce Warner, PDC Executive Director. "This results-oriented initiative will assist in the fulfillment of the city's economic development strategy goal of entrepreneurial development for the region's high-growth, small and emerging businesses in software, apparel, manufacturing and clean tech."

Perpetual Entrepreneurship Fund

We encourage all Portland Ten founders to pay for their participation in the programs in a timely manner. It increases their commitment level and engagement in the program, because the experience happens on their dime in a time period when their financial resources are very low.

However, due to the constraints of starting businesses on a thin budget, some entrepreneurs are willing to go through the program, but unable to pay full tuition for some time, and so we offer up to 4 “revolving scholarships” each trimester, based on the following criteria:

CRITERIA FOR RECIPIENTS

- 1 Commit to building a viable company that generates \$1MM in revenue within 18 months.
- 2 Full participation in program activities: 8 hours/week for 12 weeks.
- 3 Need-based (determined on a case-by-case basis).
- 4 Agree to pursue & secure part-time or full-time employment, self-employment, consulting, or contracting.
- 5 Volunteer 2 hours/week for 12 weeks for Portland Ten.
- 6 Attend & provide a mentoring role for peer entrepreneurs at Founder’s Coffee or other community outreach events.
- 7 Commit to repay tuition beginning in month 1, finished no later than 12 months (\$250/month).

“Through generous donation from community sponsors such as the PDC, we are able to offer Portland entrepreneurs the help and support they need when they need it so they don’t have to wait for a time when it may be too late.”

--Nick Cottle, Business Development Manager

Startup Directory

RESOURCE CATERGORY / COMPANY	CONTANT / PHONE	EMAIL / URL
General Entrepreneurship / VC Funding Company: Portland Ten	Carolynn Duncan, <i>Director</i> 503.734.9036	cduncan@portlandten.com www.portlandten.com
Legal Davis Wright Tremaine LLP	Steve Davis, <i>Attorney</i> 503.778.5403	stevedavis@dwt.com www.dwt.com
Sales Olsen Group	Al Nodarse, <i>Principal</i> 503.819.7540	al@olsengroup.net www.olsengroup.net
Accounting Perkins and Company	David Uslan, <i>Tax Shareholder</i> 503.221.7597	duслан@perkinsaccounting.com www.perkinsaccounting.com
Public Relations Stephenson Group Public Relations	Pam Abrahamsson, <i>Vice President</i> 503.298.9749	pabrahamsson@stephensongroup.com www.stephensongroup.com
Product Management Amy Winkelman Consulting	Amy Winkelman, <i>Consultant/Contractor</i> 503.984.7618	amywinkelman@gmail.com
Financial Forecasting Profit Guide, Inc	James K. McConnell, <i>CEO</i> 503.318.5657	jameskmcconnell@comcast.net
Web/Graphic Design Cocoon Design	Mandi Ellefson, <i>Web/Graphic Designer</i> 503.863.1274	mandi@cocoonwebdesign.com www.cocoonwebdesign.com

www.dwt.com

Grow Your Venture

The best way to ensure your startup's success is to work with someone who will closely scrutinize your business plan and help you bring it to fruition. Connect with our team — legal professionals who specialize in representing emerging companies and their investors.

To find out more about our work with startup companies, contact:

Steven Davis

503.778.5403 direct
stevedavis@dwt.com



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