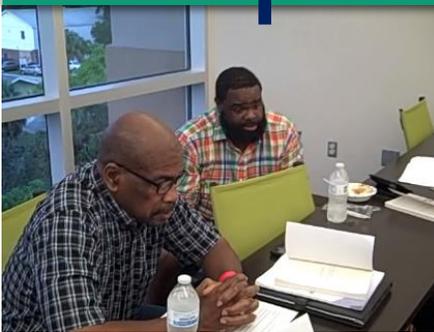


Year-End

Impact Report



The Community Business Development Initiative

Funded by the Foundation for a Healthy St. Petersburg and managed by the St. Petersburg Area Chamber of Commerce and the St. Petersburg Greenhouse with support from the City of St. Petersburg, the 2020 Plan Taskforce & partners

Report Period: September 15, 2016 to September 14, 2017
Report Date: October 3, 2017

Evaluation by Gypsy C. Gallardo, MPP, Urban Market Analytics

Introduction

This year-end report encapsulates an evaluation of the Community Business Development Initiative (CBDI), a one-year program that combined training, coaching, and seed capital to help aspiring and established entrepreneurs from South St. Petersburg to launch or grow their businesses.

Evaluation was performed by Urban Market Analytics (UMA), a research and development firm that works with visionary people and organizations to *design, fund and evaluate* place-based solutions to the problems of poverty and inequality.

The body of work evaluated in the following pages spans 12 months, from September 15, 2016 through September 14, 2017. This report offers a snapshot of the CBDI’s progress in achieving its goals, objectives, and targeted impact in the lives of entrepreneurs.

Evaluation Team

UMA engaged the following team in evaluation and analysis:

- Gypsy C. Gallardo, M.P.P., CEO, Urban Market Analytics [Lead Analyst]
- Mary Martinasek, Ph.D. [Focus Group Facilitator]
- Linsey Grove, M.P.H. [Focus Group Facilitator & Interviewer/Analyst]
- Briana Hankins, M.S.P.H. candidate [Research Assistant]
- Aleyah Conway, B.A. student [Research Assistant]

Several staff of the St. Petersburg Greenhouse contributed extensively to the evaluation effort:

- Sean Kennedy, Greenhouse Manager
- Kelly Sims, CBDI Community Business Advocate

- Tracey Smith, Greenhouse Economic Development Coordinator
- Eric Lavina, Greenhouse Economic Development Specialist
- Carly Helliesen, Greenhouse Coordinator

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Partner Contributions

The CBDI garnered more support than originally budgeted, in cash and in-kind contributions. The one-year budget presented to the Foundation for a Healthy St. Petersburg was for \$350,022, which included \$71,205 in matching cash and in-kind resources. By year-end, the program rallied a total \$393,918, including \$115,101 in matching cash and in-kind resources.

This page summarizes partner contributions.

Space Use

Eckerd College provided in-kind space use for special sessions and volunteerism from members of the Eckerd Academy of Senior Professionals. St. Petersburg College provided in-kind space for weekly trainings. BB&T Bank financially sponsored space used at the Station House, a local co-working space.

Staff

The Greenhouse and City of St. Petersburg covered more in-kind staff time than expected. The original program budget anticipated \$14,750 in staff time; by year-end, the program had absorbed approximately \$26,242 in additional time over the year.

Chamber Membership

The Chamber of Commerce provided in-kind memberships to 47 CBDI participants over the program year.

Marketing

Four partners gave in-kind marketing support – The Power Broker magazine, the Chamber, the City Urban Affairs Division, and the *Tampa Bay Times*.

Instruction

A total of 30 professionals helped facilitate trainings on a volunteer basis. They included Attorney Tamara Felton (Felton-Howard Law) and Roy Binger (Binger Financial Services). Gary Schoeniger (Ice House’s Creator) traveled to the city to host an event for CBDI participants.

Doing Business with Entrepreneurs

A final category of in-kind support came from partners who helped entrepreneurs’ firms take flight or grow by investing contract dollars with them and connecting them to revenue opportunities.

Examples include the 2020 Plan’s procurement of event management and administrative services from a CBDI participant; Power Broker Media Group’s retainer for consulting services from a CBDI entrepreneur and “Buy Black” holiday spending and promotions for two CBDI firms. In addition, the Chamber orchestrated the opportunity for the St. Pete Store to carry the product line of one CBDI participant firm.



ECKERD COLLEGE



SUMMARY OF IMPACT

Start-Up Year



COMMUNITY BUSINESS DEVELOPMENT INITIATIVE

		Goal by Now	Achieved	% of Goal
Invested in Community Business Development		\$350,022	\$393,918	113%
Foundation for a Healthy St. Petersburg Partners (Chamber, City, 2020, et al)		\$278,817	\$278,817	100%
		\$71,205	\$115,101	162%
Entrepreneurs Trained		60	50	83%
Started Ice House		40	30	75%
Started Entrepreneurial Academy		20	20	100%
Completed Ice House		32 (80%)	27 (90%)	113%*
Completed Entrepreneurial Academy		18 (90%)	20 (100%)	111%*
Continued Development After Trainings		34 76% of training completers	39 83% of training completers	115%
Entrepreneurs Drawing Stipends		23	37	161%
Stipend dollars drawn down		\$69,000	\$90,299	131%
Entrepreneurs with Formalized Businesses		20	29 16 new businesses formed	145%
New Jobs Created by Entrepreneurs		No target set	+12	N/A
Self-employment		No target	+8	N/A
Employment of others		No target	+4	N/A
No. of Entrepreneurs who Grew Revenue		9	15 w/ quantified gains+ 33 citing new clients	167%
Entrepreneurs' Aggregate Monthly Revenue Growth		0	\$25,343 Per month**	100%+ ^
Average revenue growth		No target set	\$1,690/month	N/A

*% of Goal calculated with rate goals vs numeric goals (e.g., 90% completion rate)

**Revenue growth figure is partial; it is updated as new data are collected

^ 100%+ is symbolic for metrics where the program has achieved outcomes against a goal of zero

Body of Work Evaluated

Impact Activities

During its inaugural year, the CBDI enrolled and began trainings with 50 entrepreneurs: 30 participants started their training series in Fall 2016, and 20 started their training series in Winter and Spring 2017. Subsequent to training, many enrollees continued with CBDI business development components. The graphic below is a snapshot of work carried out over the year.

Evaluation Activities

Urban Market Analytics (UMA) implemented the following tools and activities to develop a well-rounded understanding of a) the CBDI's progress toward planned goals, and b) its impact in the lives of entrepreneurs and the community served by the CBDI – South St. Petersburg.

1. **Service Funnel & Service Units Analysis** - In September 2016, UMA completed standard analysis to set targets for outputs and outcomes, and to quantify activity levels. This analysis was revised in March 2017 to reflect resets in target outputs.

- 2. **Focus Groups & Thematic Analysis** - In December 2016 Urban Market Analytics convened focus groups facilitated by Mary Martinasek, Ph.D. (Univ. of Tampa Associate Professor), and Linsey Grove, MPH (owner, eunoia Media Lab). Two additional focus groups were conducted in May and June 2017. *[N=38 participants]*.
- 3. **Business Status Surveys** – UMA and the CBDI team administered surveys to capture each participants' "baseline" in business status, revenue and employment, then to capture updates twice during the program year. *[N=39 participants at two points-in-time]*
- 4. **Interviews of Participants** – Interviews were conducted - face-to-face and by phone - by to supplement data reported by CBDI staff. *[N=32 participants]*
- 5. **Formative Analysis** – UMA conducted routine conference calls with the CBDI team to review processes, discuss changes to program design, and to exchange data with a peer program.
- 6. **Training Data** – The Greenhouse's Carly Helliesen gathered and compiled training attendance and feedback surveys. UMA analyzed the data. *[N=Avg 24 participants per session survey]*

Figure 1: Infographic Summarizing CBDI's Body of Work

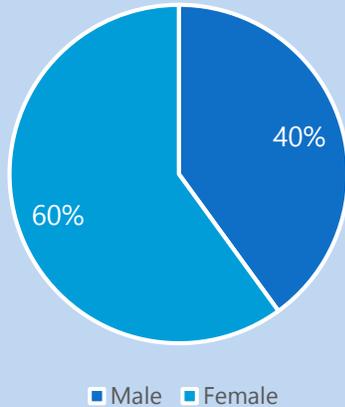
	Trained 	Graduated 	Coached & Counseled 	Seeded Growth* 	Connected Opportunities** 
Fall 2016					
Ice House	20	18	18	17	21**
Academy	10	10	10	9	
Winter 2017					
Ice House	10	9	5	7	6
Spring 2017					
Academy	10	10	6	4	6
TOTALS:	50	47	39	37	33

*No. of participants who have begun to draw down stipends (31) plus six newly qualified in September 2017 to begin drawdowns **33 participants reported new contracts and clients and 15 reported quantitative dollar gains

Demographics of CBDI Participants

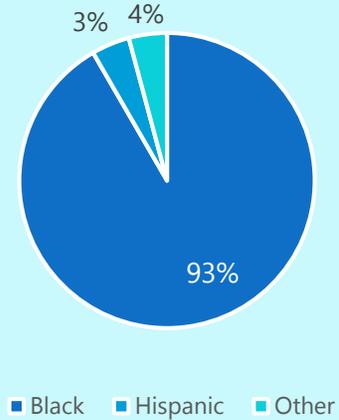
Gender

Sixty percent of participants were women, which is a sharp contrast to the city's business community overall, which is 42% female and 58% male. (N=50)



Ethnicity

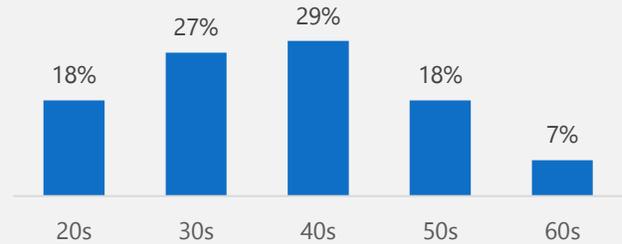
A vast majority of participants (93%) were black or African American; 3% were Hispanic and 4% were "Other." (N=47)



Age

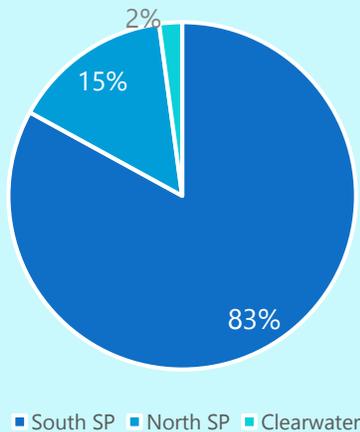
A plurality of CBDI participants are in their 40s (29%). People in their 30s comprised the next largest group of participants (27%). The smallest group was people in their 60s (7%). An equal share are in their 20s and 50s (18%). (N=44)

AVERAGE AGE: 41 ▶



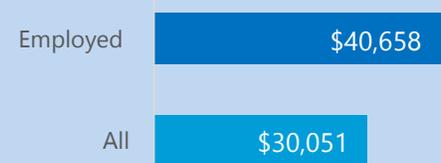
Area of Residence

83% of participants reside in South St. Pete, while 15% live in North St. Pete and one participant lives outside the city (in Clearwater). (N=47)



Earnings

Pre-CBDI, participants who were working earned an avg \$40,658 per year.** (N=35)



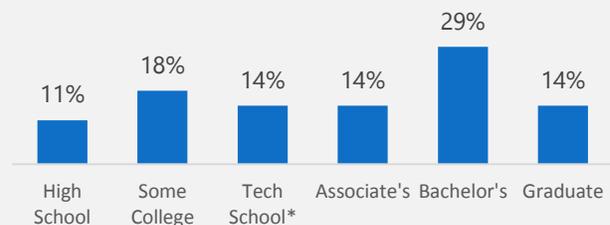
▲ OVERALL AVG EARNINGS: \$30,051

Work Life

- 31 participants reported they were employed prior to starting the CBDI.
- At least 13 participants formed business enterprises prior to the CBDI; several others operated informal businesses.

Highest Level of Education Attained

Among participants who provided information on their education (N=28), a plurality cited a Bachelor's degree as their highest level of educational attainment (29%). In all, 57% of participants had an Associate's degree or higher level of education. Fourteen percent of participants have a Master's or Ph.D. level degree.



*Includes tech school credentials ** Includes those who reported pre-program employment salary vs self-employment income

Performance toward Output Targets

Targeted Outputs

During this first year in operation, the CBDI met and exceeded most of its targets for key milestones in the planned activity sequence for entrepreneurs who started the program. The program fell short of its original participation goal of 60 entrepreneurs; 50 were enrolled; and the program fell just shy of its attendance rate target for Entrepreneurial Academy trainees.

T1: Goal vs Actual Outputs Fall 2016

	Goal	Actual	%Goal
Recruit applicants	80	87	109%
Training starters	60	50	83%
<i>Ice House</i>	40	30	75%
<i>Academy</i>	20	20	100%
Attendance rate	89%	89%	100%
<i>Ice House</i>	88%	90%	102%
<i>Academy</i>	90%	88%	98%
Training completers	83%	93%	112%
<i>Ice House</i>	80%	90%	113%
<i>Academy</i>	90%	100%	111%

Recruitment Goal

The CBDI exceeded its recruitment goal of 80 applicants. Outreach efforts by the CBDI and 2020 teams yielded 87 applications (109% of the goal).



➤ A full-house at a CBDI Information Session at St. Petersburg College Midtown campus in September 2016.

Starter Goal

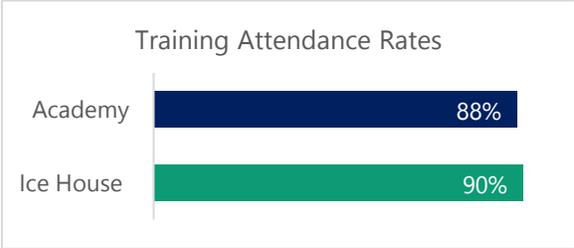
The CBDI met 83% of its goal for the number of participants starting each of the two tracks (50).



➤ Entrepreneurs attending Entrepreneurial Academy training session at the Greenhouse in October 2016.

Attendance Goal

The CBDI met its targeted training attendance rate (89% overall). The attendance rate was 90% for Ice House and 88% for the Entrepreneurial Academy.



Training Completion Goal

The CBDI exceeded its goal for participants completing trainings. Against a goal of 83% completion, 93% of entrepreneurs completed trainings (47 participants), or 112% of the goal.

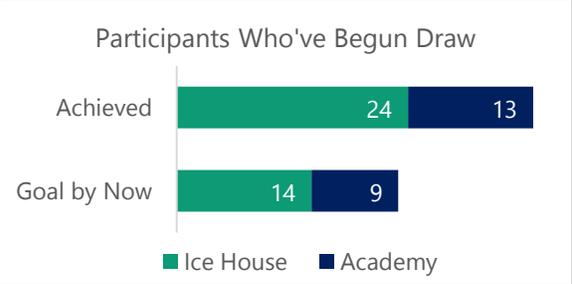


Outcomes in Entrepreneurs' Lives

Quantitatively, the CBDI exceeded the outcome targets set by its team and is ahead of schedule in helping businesses to launch.

Qualitatively, the CBDI exceeded expectations for its impact in the lives of the people engaged in the initiative. Participants report that the CBDI enriched their lives in profound ways, such as by growing their confidence and strengthening their relationships. See next three pages for details.

Note: CBDI entrepreneurs recommended changes to the process for drawing stipends. See staff thoughts regarding stipends on page 11.



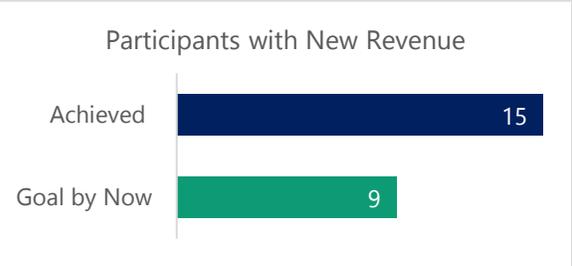
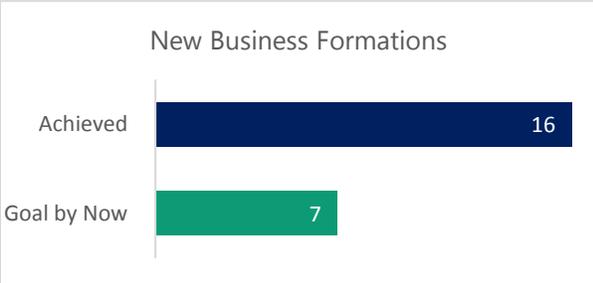
Targeted Outcomes

Business Formations

The expectation was that 45% of people who completed Ice House trainings (27) would form a business within 12 months of completing training, which would equate to 12 new businesses in all and approximately seven at this point-in-time. *NOTE* - No target was set for business formations among Academy trainees because it was expected that they would all be in business prior to training. By year-end, 16 entrepreneurs had formed new businesses, which paced ahead of the target.

Business Revenue Growth

The CBDI team expected that 90% of people completing Entrepreneurial Academy training would grow their business revenue within 12 months of completing. *NOTE* - The CBDI team did not set a target for the number of Ice House trainees who would grow revenue. Fifteen training completers report new business revenue since beginning CBDI trainings.



Businesses Drawing Down Stipends

Entrepreneurs completing trainings are able to access stipends of up to \$3,000 to help them launch or grow their firms. As of September 15th, 37 CBDI participants have qualified to draw their stipends and 31 have begun to draw down. CBDI staff expect that additional participants will draw down stipends by their deadlines (i.e., six months post training completion).

New Business Revenue So Far

- 15 training completers have reported quantitative revenue growth. They report average growth of \$1,690 per month after starting the CBDI.
- \$25,343 is the aggregate amount of new monthly revenue for entrepreneurs.
- Separately, 33 participants verbally reported securing new contracts or clients during their CBDI experience.

Cameos in Growth

Three dozen CBDI participants cite tangible examples of business and personal growth during their time with the CBDI. Below are snapshots.

Bruce McWilliams

Brea's Coffee [Ice House Fall '16]

The newest success for this family-run business is the opening of a retail location in the Skyway Maximo Mall in August 2017. Brea's Coffee got its start in October 2015 as a mobile coffee vendor specializing in distribution and sales of ORGANO™ products. The company built its customer base through catering coffee for special events like Teacher Appreciation Days, holiday events, home-goings, and festivals.



Over the past year with help from the CBDI, Brea's Coffee grew its operations. The owners have lived in Pinellas County for the past 19 years.

Greg Thomas

Thomas & Thomas Customs [Academy '17]

Greg specializes in production of sports uniforms for athletes of all ages. The firm's largest customer base is little league sports associations (football and basketball). Since starting the CBDI, Thomas has picked up a new customer in Georgia and is delivering to Texas. He continues to expand through custom orders. Pictured here are pro athlete Shelton Quarles with Thomas & Thomas customer, Tony Montana of the South Florida Youth Football.

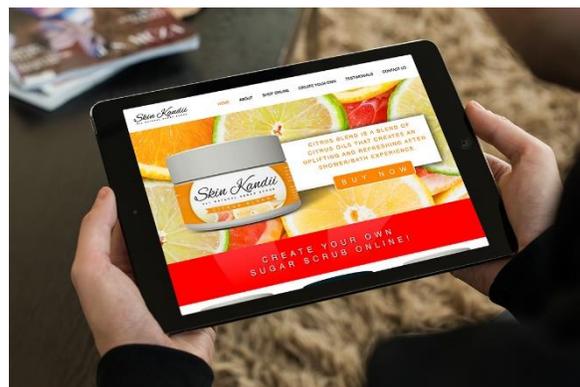


Renee Edwards

Skin Kandii [Academy Fall '16]

Renee Edwards is one of a handful of entrepreneurs who enrolled in both the CBDI program and the CATCH Program by the Tampa Bay Black Business Investment Corp. Her business revenue has grown 10-fold since finishing CBDI and CATCH training series, primarily from on-line sales of her self-styled product line of all natural body scrubs. The firm's job base grew from one part-time position (in addition to her family's volunteer contributions) to one full-time job and two part-time positions. Skin Kandii products are now sold through seven local retailers.

➔ *Beginning in October 2017, the company's body scrubs will be featured and available for sale in the Chamber of Commerce St. Pete Store.*



Regina White

Bravura White Property Solutions [Ice House '16]

Regina is a certified project management professional with a bachelor's degree in business management. She transitioned her skills from the corporate sector to entrepreneurship over the past year. The 43-year old is now working full-time in her business, specializing in clean-up of foreclosed and newly constructed properties.



Job Creation

The CDBI did not set job creation targets (nor did its team anticipate that jobs would be created at this stage). Yet, during this first year, participants report early results in creating employment. After beginning the CDBI:

- 7 entrepreneurs transitioned from part-time self-employment to full-time
- 8 entrepreneurs began working in their businesses (4 full-time, 4 part-time)
- 4 entrepreneurs report creating jobs that employ someone else (2 full-time, 3 part-time)
- 7 entrepreneurs report growth in the number of family members working in their businesses

Surveys and interviews completed by participants reflect their creation of 12 new jobs since starting the CDBI (not counting unpaid family members). Most of the gain came from increased self-employment by participants, which accounts for eight of the 12 newly created positions.

T2: Employment – before & after trainings

	Before	Now*	▲**
Self-Employment	16	24	+8
Part-time	12	9	-3
Full-time	4	15	+11
Other Employment	1	5	+4
Part-time	0	3	+3
Full-time	1	2	+1
All Employment	17	29	+12
Part-time	12	12	0
Full-time	5	17	+12

*As of September 15, 2017 | **Change

Other Indicators

In addition to actualized growth, CDBI participants report growth in their networks and pipeline of client prospects. Via focus groups and interviews, 33 entrepreneurs reported securing new contracts and clients from referrals by the CDBI network of participants, partners and other stakeholders; and 35 reported establishing new relationships.



CDBI participants said....

Dozens of participants identify ways in which the CDBI helped them access new opportunities and relationships. Here is some of what they shared....

■ *"I applied for this opportunity to help me get ahead, to think differently, and [the CDBI program] succeeded. And **I now think of myself as a business woman instead of me owning a business.**"*

■ *"**What strengthened me in the class was turning everyday conversations into opportunities...** I was in a coffee shop and was able to refer business to two people in this class."*

■ *"...We were blessed with Chamber membership. I anticipate we will have partnerships through this.... I love 1 million cups...**I have already gotten two potential pieces of work through this session.**"*

■ *"I have had people to tell me to join [the Chamber], but now I know how big it is. **We have stretched out our business to larger areas.** We are moving into Hillsborough County."*

■ *"I've learned through the class, the tools you have to have...If I spend \$250 on [Facebook ads]... the next morning I'll wake up and it's \$1100 on my phone."*

■ *"Things are really, really happening...things are really working. **It makes you feel good.**"*



Tiffany Moore [Ice House '16]

Tiffany now works full-time in her business – Moore Eventful. She's secured several new clients via the CDBI, including the 2020 Plan team which engaged her event & administrative management services over six months.

Confidence Grown, Dreams Realized, and Relationships Strengthened

Attorney Ron Gregory ↗
volunteering as a guest speaker for an
Entrepreneurial Academy training session



Based upon their feedback, the CBDI has had a profound impact in entrepreneurs' lives. Using thematic analysis of focus groups and interviews, they report growing in confidence, feeling affirmed in their vision, realizing their entrepreneurial dreams (sometimes after failed past attempts), and strengthening both professional and personal relationships. Below is a sample of what entrepreneurs have shared.

Growth in Confidence

*"I think that this class, it has given me the ability to be vocal...**So you talk about confidence, I feel like I'm floating right now.**"*

"Now I'm an Ice House person....My confidence level is through the roof."

"I was enlightened. You keep pushing forward despite obstacles that come in."

"I feel like once you get your feet wet it gives you the courage to do more. They gave me everything to make it work you just have to take advantage."

Dreams Being Realized

"For many years, I had the aspirations to start my own business. I tried, but [it] didn't work out...this was a great way to get the educational aspect of it at warp speed...and to help motivate me."

"I've always wanted to run my own business...I've done the whole nine yards at the Greenhouse but I never took that next step... this class has been eye opening... I'm finally taking that step."

New, Stronger Relationships

*"Personally, with my fiancé, she has always seen my ambition, but now she sees more now that I'm up not playing video games, but I'm up studying and researching...I come home late now, not because I was hanging with my homies, but because I was trying...to get more jobs. My son, he looks up to me now as "my dad is really trying to do something...**My relationships have all just gotten better because of the program.**"*

"My family is happy too--I think it's opened my kids' eyes that you don't have to stop wanting to progress when you reach a certain age. Your life can turn on and you can get more aggressive about being successful at something."

*"I didn't know there were people in my family who have the expertise to do things in my business. **I found I have more pieces of the puzzle than I thought. People that I trust, waiting to help.**"*

*"My family life, it has affected my kids tremendously **because my kids now see things differently...**I want them to not think of working and making someone else rich and keep this in our family."*

"It has affected my wife like you wouldn't believe."

Stronger Focus & Vision

"I'm not procrastinating anymore; I'm just like, every minute I get, I'm on this business plan."

"I have streamlined some of my spare time; that the thing that I was doing was not productive and...paid more attention to the things that I needed to do and self-studying...now it's time to go to the next level."

"My goal got bigger and expanded..."

Outcomes at the Systems Level

Urban Market Analytics (UMA) served as evaluator for the CBDI and a peer initiative funded by the Foundation for a Healthy St. Pete - the Tampa Bay Black Business Corp.'s CATCH Program. From this vantage point, UMA identified four ways in which the two programs had a systemic impact in shifting the culture of the city's business sector.

Filling a Gap

A 2015 study documented missing links in the spectrum of development services available to South St. Pete entrepreneurs, including "a major deficit of programs [that] work intensively, and in a sustained way, to help businesses take flight and grow." The study found dozens of one-session trainings, but only one such intensive program (by the Florida Small Business Development Center).



New Source of Capital

Foundation funding enabled the CBDI and CATCH to bring a new capital source to community entrepreneurs: stipends of \$3,000 or \$2,500 respectively for those who finished intensive trainings. Prior to the CBDI and CATCH, there was only similar source available – Pinellas Opportunity Council's (POC) Micro Business Grant Program, providing \$1,000 start-up grants to low-income entrepreneurs.

In 2016, the POC granted a total of \$4,880 to five start-ups. The CBDI and CATCH are slated to seed \$185,000 in stipends to this year's participants. If all is disbursed, the CBDI and CATCH will increase micro grant capital to the community 38-fold.



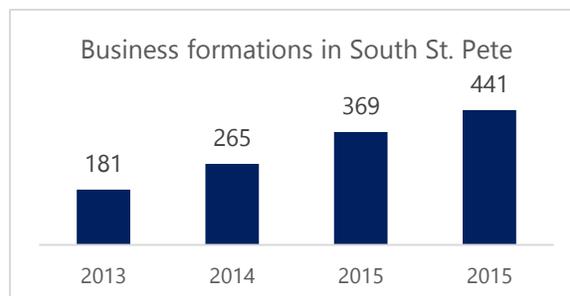
Entrepreneurial Ecosystem

The Foundation investment fueled the emergence of at least a framework for an entrepreneurial ecosystem that is beginning to integrate South St. Petersburg's business community into the mainstream economy of the city in ways that overcome generational hindrances to growth. As one concrete example, the CBDI grew African American business membership in the Chamber by 47 entrepreneurs (68% growth over its prior total).

➤ One participant proudly noted of her new Chamber membership, "When I was coming up in St. Pete, we didn't go past Central Avenue," she told a CBDI evaluator. After a lifetime of feeling herself segregated, she and other CBDI participants are striking new business relationships "across Central" (her words).

Increase in Start-Ups

The CBDI and CATCH (and other work by the two programs' sponsors) contributed to an on-going trend of increasing business formations in South St. Petersburg. City data show that, from 2013 to 2016, the number of new business registrations yearly grew by 144% in South St. Pete, versus 94% across the rest of the city.



Program Quality Ratings

Quality Ratings

The program offered two tools for participants to provide quantitative ratings of the quality of their experience with the CBDI. They were able to rate four facets of the program (see table). The two instruments and results are described under the two headers on this page.

☛ *Participants' satisfaction ratings remained high throughout the year. Training ratings improved slightly during the second half of the year, while program management ratings improved markedly. Over the full year, training sessions drew an overall 97% rating while program delivery and management drew an overall 81% rating.*

T3: Participants' Quantitative Ratings

	Fall 16	Spring 17
N=*	26	22
Training Sessions Overall	96%	98%
Training Session Speakers	95%	98%
Training Session Materials	95%	98%
Program Management	75%	88%

*Average participants surveyed per session

Training Feedback Surveys

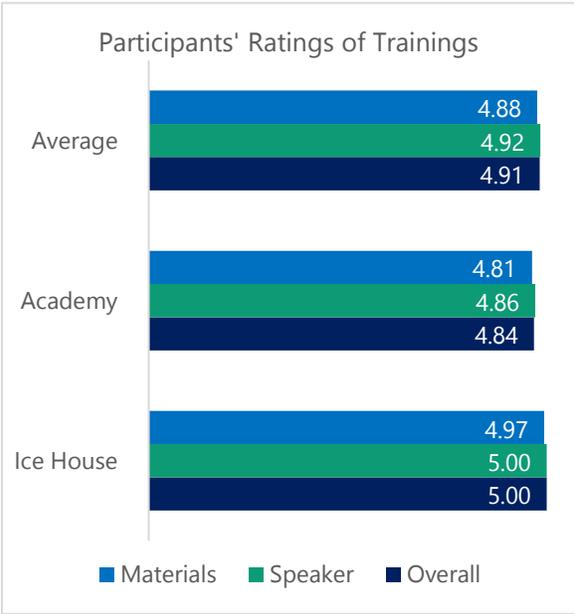
INSTRUMENT: Each attendee at each training session was invited to complete a brief feedback survey about the session.

☛ *Participants overwhelmingly rated their training sessions as excellent and good throughout both tracks of trainings.*

Sample Feedback:
"Very good speaker; great breakdown of the pros and cons of different business formations."

☛ According to post-session satisfaction surveys for Spring 2017 cohorts (graphed below), participants rated Entrepreneurial Academy sessions with an overall 4.84 score (on a 1 to 5 scale, 5 being "Excellent"). This equates to 97% on a 100 point scale. Ice House participants rated their sessions with an overall 4.99 score. This equates to 99% on a 100 point scale.

NOTE – Please see Half-Year Impact Report for graphed ratings by Fall 2016 participants.



Program Delivery & Management

INSTRUMENT: During focus groups held with 38 CBDI participants (taking part in four focus group sessions), those present were asked "If you had to rate the CBDI Program on a scale of 1 to 10 what would you give it?"

☛ *The average for participants who offered a response was 8.1 on a 10-point scale. This equates to 81% on a 100 point scale.*

Biggest Lessons Learned

Following this first full year of the CBDI, its staff report as their biggest lessons, a) an overwhelming demand among community entrepreneurs for programs like CBDI; and b) the need to do more to create a series of business capacity-building programs for entrepreneurs at varying stages of formation and capacity.

🔄 *Along the way, staff acquired a slate of learnings that informed program modifications over the year. See Half-Year Report for seven facets of program design, content and delivery that were modified.*



Below is a summary of two major challenges, according to program designer Sean Kennedy (pictured left). He says “This is exactly the kind of economic development that our community is great at – bringing together

people and resources. We’re applying this to community business growth in ways that are new.”

Understanding Self-Employment as an Economic Engine

A major challenge is the lack of discussion and education among city leaders (including funders) about the role of self-employment in the economic health and growth of local economies. Chamber leaders witnessed a stream of successes by CBDI participants. For some, it was first-time exposure to minority business development efforts. Feedback from stakeholders suggests a need for structured learning about entrepreneurship as an economic engine in low-income areas like South St. Pete.

Stipends Achieving their Aim

The program offered \$3,000 stipends to entrepreneurs who successfully completed multi-week training series and presented a plan for use of stipends. The purpose was to help overcome the documented lack of capital that prevents business start-up and growth.

Focus group sessions amply confirmed that this purpose was fulfilled. As one entrepreneur put it, “Personally I was in a bind. I needed more financial assistance expanding my business. Because right now where I am at in my business most of my money goes toward my bills.” Her CBDI stipend enabled investments that resulted in revenue growth.

But the stipend facet of the program was cumbersome nonetheless. In addition to challenges with the process for issuing stipends (which proved burdensome), it is unclear how extensively the dollars achieved the objective to help entrepreneurs overcome the “equity barrier.” Program staff are confident that participants in the Entrepreneurial Academy series used stipends in ways consistent with the aim, but were less certain that those in the Ice House track of the program did likewise.

Staff say they addressed the challenge to the best of their ability by a) requiring business plans and budgets for use of the stipends, and b) deciding to alter the process in future as additional funds are raised to support a similar program model.

CBDI Business Advocate Kelly Sims worked daily with participants. Sims notes, “For the entrepreneurs who are fully committed, I give the program a 10 [on a scale of one to 10] for value to their firms. But for those who need more motivation or hands-on time, it may be a five for ultimate impact.” Sims helped to modify the program in Spring 2017, to serve a smaller cohort, which enabled him to offer more one-on-one time to participants.



Sims is a graduate of the University of Cincinnati where he was a team captain and four-year starter on the football team. He went on to a 9-year pro football career (NFL, CFL, AFL). He is now in his final year of graduate school at Apex School of Theology pursuing a master of divinity.

Appendix 1: Roster of CBDI Participants

Business formalized*

T5: CBDI Participant Roster

First Name	Last Name		Business Name	Products/Services	Cohort
Khalid	Ali		iCracked St. Petersburg	Mobile cell phone repair	IH '17
Barbara	Bain	Yes	Bain Financial, LLC	Life & health insurance	IH '16
Shawandra	Bell		It's for <i>de soul</i> Catering	Catering & food service	EA '17
Latosca	Brinson		Latosca's Custom T-Shirts & More	T-shirt printing	IH '16
Regina	Brown	Yes	In Pursuit of Destiny Child Care	Early childhood education	EA '16
Alvin	Burden	Yes	Break Ink	T-shirt printing	EA '16
Loretta	Calvin	Yes	Monroe Strategic Business Solutions	Business consulting	EA '16
Juan	Dacosta	Yes	Dreamantic Services	Used auto sales, Uhaul rental	EA '16
Calvin	Douglas		G6 Industries	Contracting & bidding svcs	EA '16
Renee	Edwards	Yes	Skin Kandii, LLC	Natural skin care products	EA '16
Dolores	Givens	Yes	Butterfly Village Kids College, Inc	Early childhood education	EA '17
Khadijah	Gland	Yes	Stylistic Creations		IH '16
Annie	Harper	Yes	Uncle Richard's Discount Furniture	Furniture & more	EA '16
Desiree	Hayes		<i>Not in business yet</i>	Assistant living facility	IH '17
James	Hicks		TrenDe Creations & Designs	Clothing custom tailoring	IH '17
Latifa	Jackson	Yes	Hurst Consulting Group Inc.	Human resource consulting	IH '16
Katrina	Jenkins	Yes	Pathways Early Learning Academy	Early childhood education	IH '16
Charetta	J.- Parker	Yes	2 Girlz Errands & Concierge Service LLC	Errand & concierge svc	IH '16
Otis	Keels		<i>Not in business yet</i>		IH '16
Lamar	Lake		Great Lakes Lawn Service	Lawn care & landscaping	IH '16
Lamonica	Lake		Queens of Clean	Commercial cleaning	IH '16
Sabrina	L. Jordan	Yes	Global Intelligences, LLC	Educational consulting	EA '17
Safiya	Lewis	Yes	Sago House, Inc.	Affordable housing	IH '16
Bernard	LiLavois	Yes	Boldnarkoater/Rocs Box		EA '17
Tiarra	Lindsey	Yes	Kaleidoscope Addiction	Makeup, lashes, brows, etc.	IH '17
LaLanda	Little		Gifted Hands Sewing & Alterations	Tailoring	EA '17
Bruce	McWilliams	Yes	Brea's Coffee	Coffee, tea & hot chocolate	IH '16
Brianna	Miller	Yes	Toni Gallardo, LLC	Plus-size fashion design	IH '16
Paul	Mitchell		Renued Conquest		EA '17
Tiffany	Moore	Yes	Moore Eventful, LLC	Event management	IH '16
Lunique	Owens		<i>Not in business yet</i>		IH '17
Sekou	Owens		<i>Not in business yet</i>		IH '17
Richard	Prince		Everlearning Home Care	Home health care	IH '16
Xavier	Ruiz		DNX Auto Detail	Auto detailing	EA '16
Timia	Simmons		Events by Mii	Event planning	EA '17
Elvert	Stephens Jr.	Yes	I Support Youth	Youth employment	EA '17
Bridget	Stewart	Yes	Bri's Business Expo & Healthcare Ctr	Healthcare uniform sales	EA '16
Misty	Stewart	Yes	Mindful Munchies	Food production & svc	IH '16
Shanon	Stovell	Yes	Feeling Free Learning	Children's tutoring	IH '16
Gregory	Thomas	Yes	Thomas and Thomas Customs	Custom apparel	EA '17
Shawn	Viera		Southside Prints	Screen printing	EA '17
Cheryl	Walker	Yes	Sister Care Around The Bay	Companion care	EA '16
Shelynn	Weston		<i>Not in business yet</i>		IH '17
Kelvin	Weston	Yes	Millennial Fitness LLC	Personal training	IH '17
Regina	White	Yes	Bravura White Property Solutions	Property management	IH '16
Jhon	Williams	Yes	Kutz by Jhon	Cosmology svcs	IH '16
Rasheed	Wilson	Yes	Fast Action Bookkeeping LLC	Bookkeeping	IH '17

*Business registered via the Florida Department of State (at Sunbiz.org); two "Yes's" are for other types of formalization.

Appendix 2: CBDI Volunteers

Volunteer Instructor	Organization
<i>Al Karnavicius</i>	Bayprint
<i>Amanda Patanow</i>	Entreblue
<i>Amy Marshall</i>	Strands of Sunshine
<i>Barry Foster</i>	Everybody Needs a Coach
<i>Cindy Siriwong**</i>	Takeout Button
<i>Clint Babcock</i>	Sandler Training
<i>Dick Pierce</i>	Eckerd College ASPEC
<i>Walter McCracken, PhD</i>	SCORE Pinellas County
<i>Ernie Mahaffey</i>	Eckerd College ASPEC
<i>Gary Schoeniger</i>	Ice House Founder
<i>Jessica Eilerman</i>	Greenhouse; City of St. Petersburg
<i>Juli Steinocher</i>	mindbodylab
<i>Juliet Kyes**</i>	ActionCOACH
<i>Kerry O'Reilly</i>	Tampa Bay Times
<i>Kim Lee</i>	Gregory, Sharer & Stuart
<i>Kristin Lohr</i>	Stash—A Place For Yarn
<i>Lee H. Rightmyer</i>	Carlton Fields
<i>Marcus Greene</i>	BB&T Bank
<i>Michele Pliner**</i>	615media
<i>Robert "Bob" Boos, CPA</i>	Gregory, Sharer & Stuart
<i>Ronald W. Gregory II</i>	Gregory Law Firm, PL
<i>Roy Binger</i>	Binger Financial Services, LLC
<i>Sean Kennedy</i>	Greenhouse; SPACC
<i>Stephanie Gorospe, CPA</i>	Gregory, Sharer & Stuart
<i>Tahisia Scantling</i>	Tampa Bay BBIC▲
<i>Tamara Felton</i>	Felton Howard Law
<i>Tanner Loebel</i>	FOODNOW
<i>Toriano Parker</i>	Advantage Village Academy
<i>Wayne Brass</i>	FL SBDC & USF
<i>Zach Heath</i>	St. Petersburg Public Libraries

** St. Petersburg Chamber of Commerce Ambassador

▲ Tampa Bay Black Business Investment Corporation



Attorney Tamara Felton volunteering as a guest speaker for an Ice House training session.



Marcus Greene senior executive with BB&T bank (left), financially sponsors the Academy and volunteered as a guest speaker this year. Pictured with CBDI participant **Annie Harper**, owner of Uncle Richard's Discount Furniture Store and Chamber CEO **Chris Steinocher**