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DC Office of the Deputy Mayor for Planning and Economic Development
Mayor's Office on Asian and Pacific Islander Affairs (MOAPIA)
FY16 Asian American and Pacific Islander Community Grant
11/20/2015 deadline

WARD 7 SMALL BUSINESS DEVELOPMENT & LEADERSHIP ACADEMY

\$ 75,000 Requested

Submitted: 11/20/2015 1:48:39 PM (Pacific)

Project Contact

[REDACTED]
[REDACTED]
Tel: [REDACTED]

Additional Contacts

none entered

[REDACTED]
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Executive Director

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Application Questions

1. Please provide an overview of your organization, the goal of the proposed program(s), its objectives, and outcomes.

The mission of [REDACTED] is to empower families, youth, seniors and communities to become more self-sufficient through integrated and collaborative community based services. Our purpose is to ensure that the Ward 7 community is equipped with the tools and skills to dramatically increase self-sufficiency and family stabilization through nationally recognized best practices developed by [REDACTED] and our partners. We operate a number of programs for residents in Ward 7 through a network and coordination of community based resources; capacity building and technical assistance; case management and referrals and linkages.

[REDACTED] programs are intended to help residents move along a continuum of success from crisis/vulnerable to stable/empowered. This is done in partnership with residents, consumers, private and non-profit organizations and government agencies. We view ourselves as a hybrid agency, which serves as a District service Agency and a Community Hub. As a Community Hub we work with youth and family engaging organizations to strengthen and equip them with the tools to work with the community more effectively, distributing annual mini-grants to these organizations to assist with capacity building programming and program development and support. Many of these organizations look to [REDACTED] for guidance and direction, funding assistance and grant opportunities. We often serve as a fiscal sponsor to many of these organizations providing technical assistance, grant management and the coordination of services.

It was through our lead work with the community hub that we began to see a greater demand for quality technical assistance around organizational development and fiscal management. Because many of these organizations lack the necessary skills and capacity to manage larger grants, they are forced to operate great programs on small budgets or even for free. It was out of this need, that we conceptualized the Ward 7 Small Business Development and Leadership Academy. The academy works with Ward 7 small business owners and organizations to grow and strengthen their capacities to compete competitively in the District's contracting and procurement process, seek and secure grant and other funding opportunities, determine a strategic plan of growth, and provide linkages to the District's business incubation pipeline.

To establish a baseline of need, we launched a pilot program which worked with 12 female business owners from ward 7 over the course of 12 weeks. At the successful completion of the 8 week training modules, participants continued with 1 on 1 coaching and business to business mentoring sessions. At the completion of the 12 week program, those participants that successfully completed the program with a completed business plan entered our business plan pitch competition. Our winner received a \$5,000.00 award.

2. What is the name/title of your program(s)?

The name of our program is the ward 7 small business development and leadership academy.

3. What are the funding area(s) for which you are applying?

- ☐ Arts, Culture, and Humanities
- ☐ Domestic Violence Intervention

- ☐ Employment
- ☐ Health and Human Services
- ☐ Housing Services
- ☐ Legal Services
- ☐ Public Education
- ☐ Public Safety
- ☐ Small Business Support
- ☐ Vietnamese American Youth Academic and Mentoring Services

4. Who is the target population(s) this project will serve?

You are limited to 500 characters, including spaces and punctuation marks. If you copy and paste from a different document and your answer exceeds 500 characters, it may not be saved. If it does exceed 500 characters, pare down your response to fit.

The target population for this grant is Asian American and Pacific Islander merchants located specifically in Ward 7. Our goal is to bridge the barriers that exist ward -wide between the Asian American and Pacific Islander merchant community and its consumers located in the Ward. Language and cultural differences not only prevent access to the District's business resources, but also creates a disconnect between merchants and the communities which they serve.

5. What are the cultural and/or linguistic competencies, sensitivities, and appropriateness of your proposed project? How will your proposed project address one or more of "Mayor Bowser's Policy Priorities"?

"Mayor Bowser's Policy Priorities" are the following: "Getting the basics rights", "Focusing on our youngest residents", "Creating quality middle schools", "Transforming workforce training", "Ending homelessness", & "Creating economic opportunities".

The Ward 7 small business development and leadership academy will help to create and sustain positive economic opportunity for the Asian American and Pacific Islander merchant population located in Ward 7 through entrepreneurial trainings and business to business mentorships that are culturally and linguistically competent while ensuring access to the District's business incubation pipeline and resources. Our goal is to increase access to economic opportunities for these businesses. We will provide language interpretation services in an effort to reach as many Asian American and Pacific Islander merchants in Ward 7.

There is no shortage of local and national strategies and policies that are focused more and more on small business development and support. In fact, the national trends are a huge factor in sparking national, regional and local efforts to support this development. These trends also coincide with a major shift in strategies and policy around small business development. Government in partnership with private and public sectors have begun to take a more proactive approach in supporting these businesses as they grow and develop. Private partners such as Goldman Sachs, American Express, and Capital One have all joined these efforts.

The Ward 7 small business development and leadership academy is very similar in nature to many of these emerging strategies. Like all of these strategies and initiatives, we provide supports to businesses and entrepreneurs with one main exception, empowering disadvantaged communities! Our role is to simply build the business so that the business can effectively serve the residents that reside in these disadvantaged neighborhoods. Together strengthening our communities through business, community and government partnerships.

6. Would it be possible for the Mayor or one of her delegates to participate in an event(s) with your organization that has received support from this grant?

At the successful completion of the program, each program participant will have an opportunity to present their business plan and pitch to a local group of DC Sharks. These Sharks are local business experts and provide needed funding and capital for business growth and sustainability. We would love to have the Mayor or one of her designees serve as a DC Shark during the closing ceremony and business pitch competition.

7. What is the service/program that you are proposing?

The Ward 7 small business development and leadership academy serves as a hub of resources for business owners as well as provides technical assistance and guidance around: legal formation and business establishment, board and staff development, strategic planning, brand/marketing development, SWOT analysis, program evaluation and assessment. A benchmark of the academy is the business to business mentorship initiative where [REDACTED] works to partner with established business leaders and the DC Chamber of Commerce to mentor our program participants, providing them with advice, insight, and direct resources and support.

8. Why is there a need for your service/program?

There is a great need and lack of support for many of our disadvantaged businesses East of the Anacostia River. In Washington, DC the most disadvantaged and economically deprived communities often exist east of the Anacostia River. These communities, located in Wards 7 and 8 are not only geographically separated from the rest of the city by the Anacostia River, but the river also creates an invisible divide that often separates residents based on economic status, educational attainment, and race. Many of the businesses that exist east of the Anacostia River are also deprived of the many economic opportunities that exist within our great city. These businesses primarily considered small disadvantaged businesses because of their locations east of the Anacostia River (SDB) need additional supports to ensure growth and development. For a small disadvantaged business (SDB) - defined by the Small Business Administration as a business that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged- access to information, business opportunities and technical assistance can be the bridge to their successful growth and development. The Ward 7 Small Business Development & Leadership Academy will serve as that bridge to information and resources and will work to guide small disadvantaged businesses through each phase of growth by focusing on vital areas of business operation, to include finances; organizational development; strategic planning; and resource development.

9. What is the expected impact of your service/program?

As a result of participation in the academy, overall participants will:

- Enhance ability to compete effectively for local and federal resources and funding;
- Increase linkages to both traditional and non-traditional funding sources;
- Develop organizational documents to include business and strategic plans, organizational and programming budgets;

Program goals are intended to help participants move along a continuum of success from idea/concept to business development/growth to finally maturing/exit. Throughout all stages of the business, the goal of our programming is to ensure fair access to credit, capital, and banking services/products for small disadvantaged business.

- 1) Business in the seed stage will benefit from our programming by linkages to professional advisors to guide the organization/business through its idea/concept phase, match business opportunities with skills, experience and passion of the business, ultimately moving from idea to legal business.
- 2) Start-ups benefit from programming by technical assistance around market presence and identifying customer base and assistance with building cash flow;
- 3) Growth phase- Programming helps to assess the business strengths and weakness, opportunities for growth and identifying and threats to that growth from competitors;
- 4) Established phase- Programming would focus on productivity, market placement and sales growth;
- 5) Expansion- Assisting participants in this phase helps to focus on growth in new markets and directions and adding new products to existing markets;
- 6) Mature phase- Assisting participants with identifying new opportunities and ways to sustain cash flow is critical here;
- 7) Exit strategies- Establishing a business transition plan in the case of retirement or death;

As a result of the Ward 7 small business development and leadership academy, small disadvantaged businesses will increase their internal capacities to grow, develop, and strengthen its presences in the marketplace, while also strengthen the communities in which they serve.

10. What are the practices your organization proposes to implement to address the need? How will your organization's practices create the desired impact? What innovative practice(s) will your service/program implement?

Through the academy, we will provide the necessary supports and resources to the Asian American and Pacific Islander merchants within Ward 7 that will focus on access to information sharing and linkages to business resources. We will employ a number of engagement methods to determine priority needs and capacity building areas for the merchant community. Utilizing surveys, trainings, workshops, and one on one business consultations, our goal is to ensure we take an inclusive approach to business development and support that is both culturally and linguistically competent. Our approach is one of inclusion, access, and advocacy.

Quarterly trainings to the Asian American and Pacific Islander merchant community within Ward 7: Specifically focused on the basic business needs of the AAPI merchant community, these trainings will focus on basic business matters, tax reporting and obligations, financial and organizational management, and marketing and community engagement techniques.

Business Development and Support: Through one on one business mentoring and consultations, we will guide the merchants in individual business matters, strategic planning, and marketing and branding.

Direct linkages to technical assistance: Through our network of partners, we will provide direct linkages to both traditional and non-traditional funding sources, capacity building programming and other resources.

Through these combined efforts, participants will have access to information which will support them throughout every phase of business. Participation in the academy will increase their capacity to grow and develop their businesses effectively, increase access to capital, enhanced technology support, with proper certifications and access to additional District and Federal procurement opportunities.

The most innovative approach to our incubator model is the business to business mentorship component, where we work to partner more established District owned businesses and the DC Chamber of Commerce with our participants, providing them with advice, insight, and direct resources and support. We will utilize existing resources and programs to support the businesses and program participants of the academy. We have strong partnerships with local technical assistance providers to include the DC Small Business Development Center at Howard University, Washington Area Community Investment Foundation, Department of Local and Small Business Development and the Small Business Administration, furthering our linkages for program participants. A strong component of this program will exist through a proposed partnership with the Capital Area Asset Builders (CAAB). Through this partnership, participants will have access to CAAB's Matched Savings Program that assists residents of the Greater DC area to save money for post-secondary education, buy a home or start or expand a business.

11. Who will you be collaborating with and what will each collaborator's roles be in the service/program?

If you are NOT collaborating with another organization, you may reply 'N/A' to this question.

The DC Chamber of Commerce- Provide networking opportunities, educational workshops and business mentors for participants

Department of Small and Local Business Development- Provide educational workshops, capacity building programming, technical assistance and resource development, neighborhood revitalization

Department of Consumer and Regulatory Affairs-Permits and Licensing

BRIDGES Inc- Provide linkages to community investment and economic development opportunities; Engagement and outreach to the Ward 7 business community; Advocacy on behalf of the Ward 7 business community

Washington Area Community Investment Fund- Provide educational workshops, access to non-traditional funding and community investment

Ward 7 Business Partnership- Advocacy, technical assistance, access to non-traditional funding

Small Business Policy Project- Advocacy to improve the environment and address barriers to the success of small and micro businesses in the District of Columbia

12. How will your organization or collaboration plan to provide the service/program? What is your capacity to implement the service/program?

Please be sure to note at minimum your capacity, including human and financial resources, to implement the services/program.

Quality technical assistance can lead to a greater rate of survival for many of the businesses in Wards 7. There are indications that businesses that receive technical assistance are still in business after five years compared to an overall business survival rate of less than 50%. This suggests that more should be done to direct technical assistance to startups and businesses facing growth-related challenges if we are going to even the playing field for our small disadvantaged businesses located in Ward 7. As we shift our focus to a more inclusive approach, we ensure our AAPI merchants actively participate in advocating for their business needs, increase access to technical assistance for these businesses, and strengthen linkages to needed resources.

Though our work with the Small Business Policy Project, we will leverage the work of our partners to provide the needed trainings and workshops to the AAPI community on a quarterly basis. Staff and community consultants will serve as recruiters, group facilitators, and business mentors for the academy. [REDACTED] staff and consultants will ensure the participants are actively engaged and that outreach to the AAPI merchants is executed effectively. Currently, we have no funds available to execute the program. If awarded, funds will secure a program facilitator and 2 outreach coordinators.

13. How will your organization or collaboration document, monitor, and evaluate the service/program, including outcomes or outputs to be achieved?

The Ward 7 small business development and leadership academy works with each entrepreneur in the program to set specific milestones, develops a strategic plan to grow his or her business, and works with peers, experts, and coaches to gain greater access to new sources of capital, markets, and knowledge. Currently, we use pre and post test to assess the skills level of each participant. We also, conduct a business assessment to determine its strengths, weaknesses and opportunities for growth and threats to that growth. Working one on one with each participant we work to strategically guide the business/organization along their very own course of action. Based on the skills level, specific needs, growth potential and resources available, we guide each participant along a plan that is realistic, sustainable, and desired.

Funding from the AAPI Community Grant will allow [REDACTED] to continue this programming, increasing the number of businesses that participate and that are linked to vital resources and business opportunities. With this funding, [REDACTED] can achieve the following objectives:

- Host four (4) quarterly business workshops/trainings with AAPI merchants in Ward 7 focused on basic business needs and concerns of the AAPI merchant community
- Conduct one on one mentorship/consulting with fifteen (15) AAPI merchants in Ward 7
- Provide 50 hours of coaching/business mentoring
- Award \$5,000.00 in technical assistance funding to help grow and sustain AAPI business in Ward 7
- Leverage partnerships to increase participants access to resources and business opportunities
- Provide technical assistance around business plan development and pitch

14. How/Why is your organization or collaboration uniquely positioned to implement this service/program?

We will utilize existing resources and programs to support the Ward 7 small business development and leadership academy, further linking our participants to additional resources. We have strong partnerships with local technical assistance providers to include the DC Small Business Development Center at Howard University, Washington Area Community Investment Foundation, Department of Local and Small Business Development and the Small Business Administration. We are uniquely situated to convene all of the technical assistance providers, engage with the AAPI merchant community and serve as a hub of vital resources to support these businesses. Through our Community Hub concept, we will expand upon our existing work to increase supports and technical assistance to AAPI merchants within Ward 7. Reaching and engaging underrepresented populations is at the heart of what we do in the community. This program, if awarded can be duplicated in any area or business community that is underserved and in need. As a matter of right, if we are to truly level the playing field for businesses, this program should be expanded to other sectors and regions. Similar in scope to several other best practice models, the Ward 7 small business development and leadership academy works with each entrepreneur in the program to set specific milestones, develops a strategic plan to grow his or her business, and works with peers, experts, and coaches to gain greater access to new sources of capital, markets, and knowledge.

Budget

Budget Summary

	Salary/Hrly Rate OR Unit costs	% of Time OR # of Units	Total	Narrative
PERSONNEL				
Director of Community Partnerships	\$ 3,250			Allocated 3% of the Director of Community Partnerships department to this project. Requesting \$3,338.
	\$			

	\$		
	\$		
	\$		
Fringe Benefits	\$		
Personnel Total	\$ 3,250	0	0
NON PERSONNEL			
Travel and Transportation	\$		
Supplies	\$ 1,000		Purchase program supplies like pens, folders, copier paper, printer, scissors, markers and other items to enhance the programs.
Equipment	\$ 4,000		The funds will be used for computer equipment ie laptops, printer, toner.
Consultants/Contractors	\$ 45,000		██████████ will contract with consultants (outreach/engagement staff, group facilitators, assistants, contractors) to provide services to the AAPI merchants community
Communications	\$		
Printing/Copying	\$ 500		Printing and copying costs associated with the program
Training	\$ 5,000		Costs associated hosting quarterly business trainings
Operating Expenses	\$ 5,000		Expenses related to program costs
Indirect Cost/Overhead	\$ 11,250		Administrative costs @15%
Non Personnel Total	\$ 71,750	0	0
Total	\$ 75,000	0	0

Staffing Plan

Name	Position Title	Filled	Vacant	% of Effort	Start Date mm/dd/yy
1	Director of Community Partnerships	0	0	3	
2	Program Coordinator	0	0	100	12/28/15
3	AAPI Business Liaison	0	0	100	01/31/16
4		0	0		
5		0	0		
6		0	0		
7		0	0		
8		0	0		
9		0	0		
10		0	0		
11		0	0		
12		0	0		
13		0	0		
14		0	0		
15		0	0		
Total				203	0

Work Plan




	Description of Task/Activity	Responsible Person and/or Organization	Start Date mm/dd/yy	Completion Date mm/dd/yy
1	Develop marketing material for program that is culturally and linguistically competent	██████████ Multicultural Community Service	12/30/15	1/15/16
2	Staff begin outreach to AAPI merchant community in Ward 7 to gauge community needs	██████████	1/15/16	2/15/16
3	Review data and other demographic information received from first survey	██████████	2/16/16	2/29/15
4	Host first quarterly business meeting with AAPI merchants in Ward 7		3/31/16	3/31/16


5	Begin one on one consultations with first group of 5 merchants	4/1/16	5/1/16
6	Host second quarterly business meeting with AAPI merchants in Ward 7	6/15/16	6/15/16
7	Begin one on one consultations with second group of 5 merchants	7/1/16	8/1/16
8	Begin one on one consultations with third group of 5 merchants	8/15/16	9/15/16
9	Host third quarterly business meeting with AAPI merchants in Ward 7	9/30/16	9/30/16
10			
11			
12			
13			
14			
15			
Total			

Performance Plan

	Performance Measures	1st Qtr Target	2nd Qtr Target	3rd Qtr Target	4th Qtr Target	Comment
1	Will recruit fifty (40) AAPI businesses located in Ward 7 to train in evidenced based curricula around business growth and development. Participation in the academy will increase their capacity to grow and develop their businesses effectively, increase access to capital, enhanced technology support, proper certifications and access to additional District and Federal procurement opportunities.	0	10	15	15	██████████ will target and train a total of 40 AAPI merchants located in the Ward 7 community.
2	Will provide a total of 100 hours of one on one business consultant services to a total of 15	0	30	30	40	We will target 15 merchants within Ward 7 to receive extensive one on one business consulting on site of the business
3	Award \$5,000.00 in technical assistance funding to merchants in the AAPI community	0	0	0	1	Host final business plan and pitch competition for AAPI merchants with grand prize awards in the amount of \$5,000.00
4	Engage District Agencies, DC Elected Officials and key stakeholders in routine advocacy opportunities around small business development for the Ward 7 AAPI community	0	1	1	1	Letter writing campaign to District agencies, Elected officials and other stakeholders around needs of the AAPI merchant community
5	Develop AAPI merchant resource book	0	0	0	1	Develop list of vital resources and contact book for AAPI merchants
6						
7						
8						
9						
10						
Total		0	41	46	58	

Documents

Documents Requested *	Required?	Attached Documents *
Audited financial statements and/or most recent 990 and/or cash flow statements for 2014 and year-to-date.		Form 990- 2014 FINANCIAL AUDIT
Staff Job Descriptions		KEY STAFF POSITIONS
Relevant Staff Resumes		RELEVANT RESUMES

Nonprofit Corporation Status - copy of IRS determination letter. [Note: Letter must be current at date of application.]	b	IRS LETTER
Certificate of Exemption from DC Office of Tax and Revenue	b	CERTIFICATE OF EXEMPTION-DC
Basic Business License from Department of Consumer and Regulatory Affairs [Note: License period must be current at time of application.]	b	BASIC BUSINESS LICENSE
Organizational and Program Charts	b	 ORG CHART
Current board list with names, affiliation, and contact information.	b	BOARD ROSTER
Memorandum of Agreement/Understanding, if applicable	e	
Program related materials, if applicable	e	
Agency brochures or program materials, if applicable	e	
Evaluation tools, if applicable	e	
Certifications download template	b	CERTIFICATION
Assurances download template	b	ASSURANCES
Collaborative Partner Materials, if applicable	e	
Certificate of Good Standing/ "Clean Hands": The community- based organization is currently registered in good standing with the DC Department of Consumer & Regulatory Affairs, Corporation Division, and the Office of Tax and Revenue.	b	CLEAN HANDS

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Application ID: 47762

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