



2018-2019 Final Report

BCBP
BUSINESS CAPACITY
— CITY OF MILWAUKEE —
BUILDING PROGRAM



BCBP Alumni Diana Kurht, Owner of Security Officer Services, meets with a representative of Milwaukee County at a BCBP Networking Event.



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“My original motivation for applying to BCBP was to learn how to better work with the City of Milwaukee.

It changed for me when I saw the true potential of the program. I focused on making sure we would be ready for an overall expansion.

-
- *What kind of people or positions do I need to fill?*
 - *How will I train them?*
 - *What kind of equipment and technology is needed to do so?*
 - *How much will it all cost to implement and sustain?*
 - *Once the infrastructure is complete, how will I market and continue to grow?*

These are all questions I feel I gained answers to over the course of the program to prepare [us] for our upcoming growth.”

— BCBP Participant



*BCBP Participant, Patrick Conley,
is Owner of All Seasons Lawn Care
and Landscaping.*

1

Program Overview





The goal is to prepare small businesses for sustainable growth measured by increased business revenues, new contracting opportunities and job creation.

1.1 Goals

The City of Milwaukee's Business Capacity Building Program (BCBP) was designed to increase the growth and sustainability of existing Small Business Enterprise (SBE) certified firms in order to ensure full opportunity for participation by emerging firms on public works and private sector development projects. The goal is to prepare small businesses for sustainable growth measured by increased business revenues, new contracting opportunities and job creation.

The program provides participating SBE-certified firms with:

- Business coaching
- Individualized technical assistance
- Skills workshops
- Peer group support
- Leadership coaching
- Networking opportunities
- \$25,000 in grant funds

Now in its third program cycle, this year's Business Capacity Building Program strategically focused on recruiting professional service firms in order to increase their engagement in the City's contracting opportunities.

The following report shares the program activities and outcomes for the 2018-2019 program year. As reflected in the evaluation results, BCBP is achieving its goals of helping small businesses increase revenues, identify new clients and contract opportunities, and create new job opportunities in Milwaukee.



I project that we should hit \$1 million in revenue in 2019, which is about a 50% increase from 2018. The funding from the program will help us implement the technology and personnel needed for our upcoming expansion."

— BCBP Participant

1.2 History

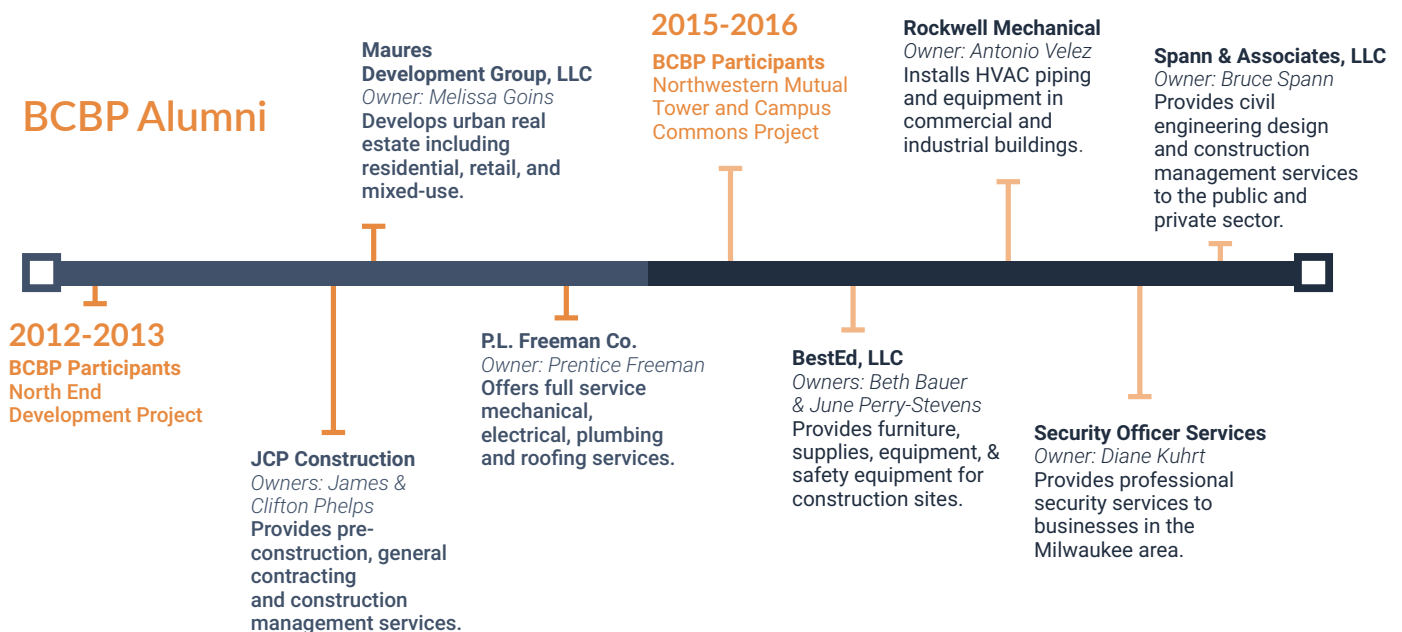
In 2008, the Milwaukee Common Council authorized the Department of Administration (DOA) to develop a program that builds the capacity of SBE firms as part of the North End Development project. The DOA contracted with Edwards Ingenuity LLC -- now P3 Development Group (P3) -- to develop the program framework and curriculum. The program was funded using a portion of the project's tax incremental financing provided by the City of Milwaukee.

In 2012, the DOA launched a BCBP pilot program with 5 SBE-certified subcontractors performing on the North End Phase One development project. The pilot culminated in June 2013 with three participants successfully completing the program. The pilot was well-received by the City of Milwaukee, which committed to providing an additional year of monitoring and support, as well as funding for future cohorts.

Following the success of the pilot, the City's Office of Small Business Development worked with P3 to further enhance the curriculum. This resulted in enhanced program offerings and business process tools and improved evaluation methods.

In 2015, the City advanced the program, in partnership with Northwestern Mutual, to mentor and promote existing SBE firms actively engaged on the Northwestern Mutual (NM) Tower and Commons Project, as well as firms seeking SBE certification and future contracting opportunities on the second phase of the NM project. Four businesses were selected and all successfully completed the program.

The Mayor and Common Council were pleased with the success of the first two cohorts and saw the value in making the program accessible to additional businesses. For the third cohort, the Office of Small Business Development chose to strategically focus on professional services and commodities firms with hopes of increasing their engagement in the City's contracting opportunities. Program expansion was based on additional funding allocation received in the 2017 annual budget.



1.3

BCBP Approach

The BCBP approach works to support participants both as business owners and leaders. It provides coaching tailored to the needs of each business and fosters strong group support among participants. This personalized cohort model marks a significant departure from the conventional classroom-based instructional methods often employed in small business capacity building programs. Additional key elements of the program's approach include:

Individual Coaching and Technical Assistance

Participants work one-on-one with a business coach and a technical assistance expert in each of four areas: strategic planning, finance management, business development, and operational systems. The coaches and experts help assess current practices, identify key issues and develop action steps for building capacity for growth.

Peer Group Support

Monthly sessions draw upon the experience and knowledge of the participants to help one another work through challenges and pursue new opportunities. This approach fosters strong peer support as participants share with one another valuable insights, networking contacts, and growth opportunities.

Personal Leadership Development

The program focuses not only on strengthening business practices, but also personal leadership skills. Each participant engages in a 360 leadership assessment, receiving feedback from clients, employees, peers and mentors. This process is guided by a Master Coach, who helps participants understand their areas of strength and opportunities for personal growth.

Grant Funding

Participants who successfully complete the BCBP have an opportunity to qualify for up to \$25,000 in grant funds. This investment is intended to support companies in the implementation of their near-term and long-term action plans developed during the BCBP.



“I didn’t expect the deep dive into me, my personal goals and how they are reflected in the company. We experienced more growth this year than ever in 17 years, mostly because I got out of our way and hired others to help us grow.”






— BCBP Participant

1.4

Recruitment and Selection

All SBE-certified firms that meet the participation criteria are encouraged to apply. For this cohort, special emphasis was made to recruit professional service & commodities firms. Recruitment also focused on established companies who are positioned to grow their capacity rather than start up firms that may lack the infrastructure, access to capital, or experience necessary to successfully increase capacity in the near-term.

Participation criteria included:

 SBE Certified	 Positive net worth
 Business size within 25% of the SBA size standard for their applicable NAICS code(s). <i>For example, if the SBA size standard is \$15 million, the firm's gross annual sales must be less than \$3.75 million.</i>	 In business for 3 consecutive years or longer
	 Current on all state, federal, and local taxes and all licenses, dues, and debt payments

All participants completed an application and interview, underwent a review of their company's financial condition, and signed a participant agreement.



“I remember walking into the Lunch and Learn information session and thinking there are a lot of people here. It made me proud when I won a spot in the program.”

— BCBP Participant

1.5

Selected Participants

The following four SBE-certified firms were selected to participate:



All Seasons Lawncare & Landscaping

Owner: Patrick Conley

Founded in 2000, All Seasons is a landscaping company that offers both commercial and residential products and services, including landscape maintenance, landscape design, and snow removal.

<https://lawncaremilwaukee.com/>



Compost Crusaders

Owner: Melissa Tashjian

Launched in 2014, Compost Crusaders creates a culture around organics diversion that empowers individuals and organizations to divert food scraps from the landfill to certified compost sites in an economical and environmentally conscious way. Our customers are schools, restaurants, grocers, municipalities, and anyone else that realizes the positive impact they can make in their community and environment by composting their waste.

<https://www.compostcrusader.com>



Spencer Renovation & Construction, LLC

Owners: Billy and Keana Spencer

Founded in 2013, Spencer Renovation & Construction is a multi-purpose business providing professional remodeling and deconstruction services to the satisfaction of clients. As an 8A, SBE, DBE and MBE certified business, Spencer Renovations specializes in renovation, carpentry, board-ups, deconstruction, and demolition.

<https://www.buildwithsrc.com/>



Stormwater Solutions Engineering

Owner: Carrie Bristoll-Groll

Founded in 2002, Stormwater Solutions is a woman-owned civil engineering design firm specializing in managing the treatment, storage, and safe passage of stormwater. In 2017, Stormwater Solutions introduced a new product StormGUARDen(TM), an innovative garden planter system for filtering water with the capacity of 6.5 rain barrels.

<https://www.stormwater-solutions-engineering.com/>

*BCBP Participant,
Carrie Bristoll-Groll, is owner
of Stormwater Solutions
Engineering and StormGUARDen.*

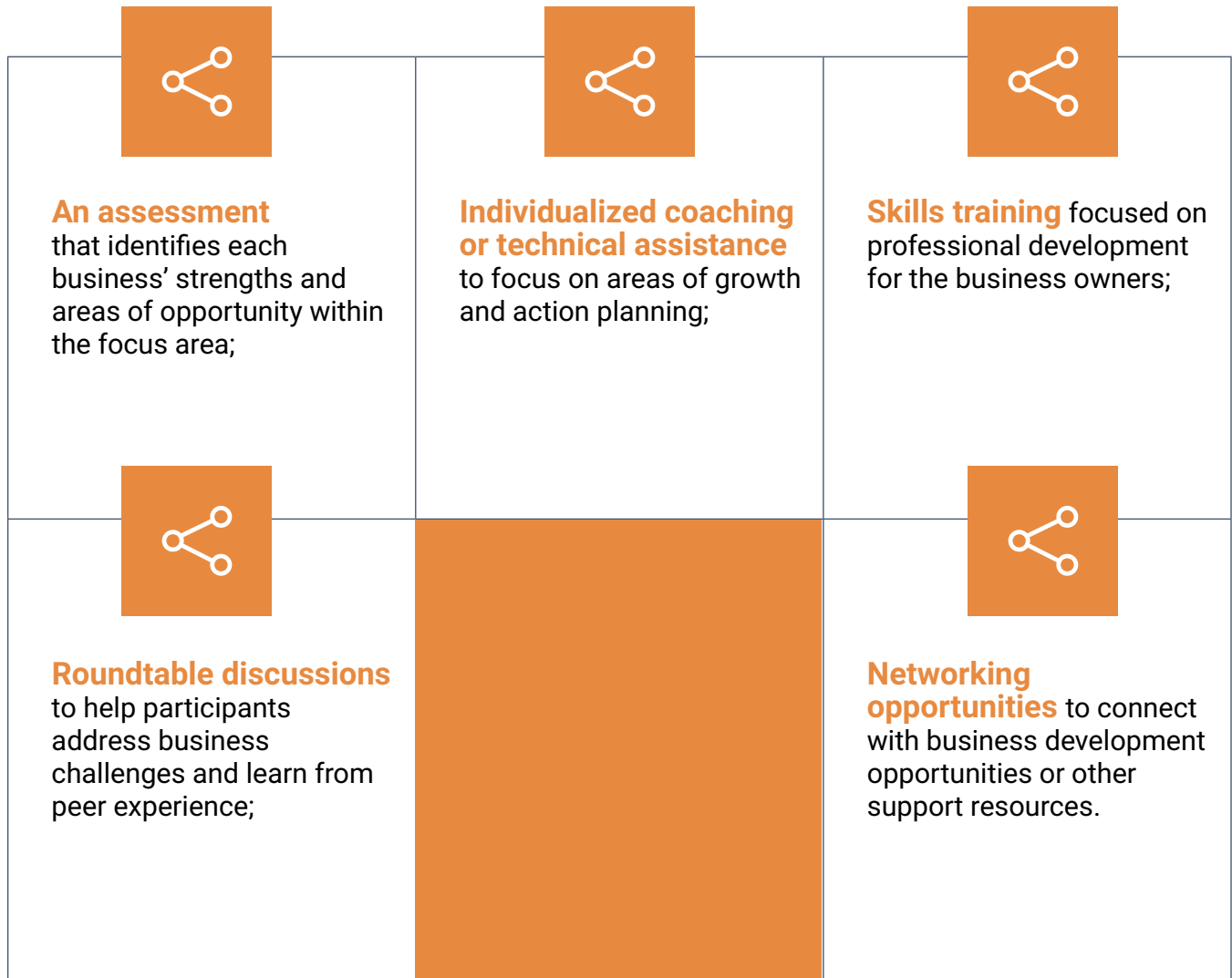
2

Program Description

2.1

Program Components

BCBP participants make a two-year commitment. They engage in intensive monthly programming in Year 1 and convene quarterly to assess progress and share opportunities in Year 2. The program centers on the five modules, each organized to provide:



The following sections provide details about each of the four program modules. For the complete program schedule, please see Appendix IV.

2.2

Module 1: Strategic Business Plan

Learning objectives:

- *Gain a deeper understanding of business planning, goal-setting, and tracking metrics*
- *Use the canvas and lean business approach as a tool for internal planning and communication with external stakeholders*
- *Develop methods to integrate strategic planning into business operations*

Module 1 centers on the development of the Business Canvas, a strategic planning tool that helps firms describe their value proposition, infrastructure, market segments, customers and finances. BCBP participants worked with Business Coach, Matt Richardson, to complete an extensive assessment of their current business structure and practices and then develop a Business Canvas to help with strategic planning for growth. Participants also engaged in up to four individual coaching sessions structured to assist them with progress on their business goals.

2.3

Module 2: Financial Management

Learning objectives:

- *Identify financial management practices, rules, and tools that are commonly available to a small business*
- *Use financial metrics to set goals and guide operations*
- *Systematically apply the learning of financial statements to current business practices*

Module 2 helps participants strengthen their financial management skills and gain tools for analyzing financial progress. Participants worked with TA Expert, Don Hill, to tailor financial forecasting models that can help visualize each company's plan to expand profitability in coming years. The models can be used to assist with decision-making, including weighing the costs and benefits of adding additional employees, setting cost of services, or accurately quantifying how much working capital is required to support growth.

2.4

Module 3: Business Development

Learning objectives:

- *Assess current target markets, customers, and networks and act on business new opportunities*
- *Expand knowledge of leveraging strategic partnerships, coalitions and networks.*
- *Improve social competence to make effective presentations to an audience i.e. buyers, sellers, investors, etc.*
- *Integrate business development planning with performance measurement*

Module 3 focuses on leveraging networks to expand business development opportunities and strengthening communication skills to effectively communicate your company's value proposition. Participants worked with P3 Partner, Genyne Edwards, on strategic network mapping and effective presentation skills. They completed a communications assessment with TA Expert, Nepherterra Estrada Best of Mosaic Communications. The assessment reviewed each company's website, social media, and promotional materials and looked closely at the company's branding and messages. Recommendations were then provided with key strategies to strengthen their marketing and communications approach.

2.5

Module 4: Operational Systems

Learning objectives:

- *Reflect on how to operationalize business growth to meet goals*
- *Synthesize learning from previous modules for final presentation*

The final module focuses on operational systems necessary for business growth. Throughout the program's bimonthly roundtable discussions, participants consistently identified challenges with hiring, on-boarding and retaining employees. While each business had unique challenges, the need for human resources support was universal.

Participants worked with TA Expert, Judy Krause, who conducted an HR systems assessment with each business. The assessment included a review of each company's organizational structure and systems, hiring practices, on-boarding and training process, compensation and rewards structure, performance goals, employee engagement, and leadership development opportunities.

2.6

Leadership Development

Leadership development is a core component of the BCBP approach. It recognizes that a leader's mindset can greatly impact success and achievement and that personal leadership development is essential for business owners to lead growth.

Participants worked with Master Coach, Sandye Brown, on a 360 leadership assessment that gathers detailed feedback from clients, employees, peers and mentors. The assessment examines a leader's creative competencies and reactive tendencies. It helps business owners recognize how their thinking patterns drive behavior, and how this ultimately translates into productive or unproductive styles of leadership. Once the assessment was complete, participants received both a group and individual coaching session to help process the results and determine action steps for personal growth.

2.7

Networking Opportunities

The program offered quarterly networking opportunities to help business owners increase their awareness of citywide resources and opportunities and expand their professional networking circles. Opportunities included:

Opening Celebration at Hotel Metro Zen on Seven

BCBP participants, their employees and families were introduced to City of Milwaukee leadership and other public agencies, including Milwaukee County and MMSD.

Working Capital Lending Panel at Greater Milwaukee Committee Office


Participants were introduced to small business lenders from Town Banke and WWBIC. A panel discussion provided insights into the lending process. Participants had time for one-on-one sessions with each lender and were able to schedule individual follow up time.

Marketplace Small Business Conference at Potawatomi Conference Center

Participants were invited to join the Marketplace Small Business Conference and evening awards event. Marketplace helps minority, women and veteran-owned companies learn about doing business with state, federal and local agencies as well as corporations.

Buyer Matchmaking Event at NO Studios

Corporate and agency purchasing staff were invited to a matchmaking event where 15 minute "speed dating" sessions allowed BCBP participants and alumni to introduce themselves and their business services. Eight companies and agencies participated including: CG Schmidt, City of Milwaukee, Harley Davidson, Hunzinger, J. Jeffers, Milwaukee County, MMSD, and Milwaukee Public Schools.



“What I liked about the financial module is that I learned the importance of making one and three year projections. We are now realizing that our prices need to be raised.”

— BCBP participant

“My biggest takeaway was what I can do to self-brand more as an industry expert. That was exciting to hear — that I could do that and do it well.”

— BCBP Participant

“On Sunday, I got out of church and went right to my business canvas. That’s been a great tool for me because it’s giving me an idea of what customer markets we should really focus on.”

— BCBP Participant



Program
Participant Feedback

“She gave us a lot of insights on what we need to do to onboard new employees and how to do that with checklists and online systems. We are going to do on-boarding with our clients now too.”

— BCBP Participant



*BCBP Participant,
Melissa Tashjian is the
owner of Compost Crusaders.*

3

Program Outcomes

3.1

Assessment Overview

BCBP program effectiveness was captured during the program using Progress Score Cards following each program module and a final Program Rubric at the completion of the program. In addition, feedback forms were used to gather participant insights on the program and used to refine program content to address their collective interests in each module.

The long-term impact of the program will be assessed during future check-ins with participants to track revenue and employment growth in coming years. This recognizes that within a short 12-month program period, participants have limited time to fully implement the information provided and experience the benefits.

3.2

BCBP Module Progress Scorecards

Following the completion of each of the four BCBP modules, the program team reviewed each participant's progress in terms of attendance, coaching sessions completed, and deliverables produced during each module. The results were documented on Progress Scorecards (see Appendix III) and submitted to the Office of Small Business Development for evidence to support the quarterly disbursement of program grant funding to each participant.

The use of Progress Scorecards was developed based on participant feedback during a prior BCBP cohort. Participants expressed a desire for more frequent status updates on their progress during the program to help them address any shortcomings in advance of the program completion. The scorecards after each module also supports the partial disbursement of grant funding during the program, which allows participants to implement capacity building improvements immediately rather than delaying implementation until the end of the program.

All of the BCBP participants satisfied the requirements of the Progress Scorecards and qualified for the grant funding disbursements.

3.3

BCBP Rubric Report

At the completion of the program, a BCBP Rubric Report for each participant was developed, which captured their participation, anticipated revenue and employment growth, program deliverables and final presentation results. (See Appendix IV)

Table - Funding Scale		
Points	% of Total	Qualify for
81-100	100%	\$ 25,000
70-80	70%	\$ 14,000
50-70	45%	\$ 9,000

The BCBP Rubric Report is designed with weighted scoring for each rubric metric that generates a final review score for each participant. These Final Rubric Review Scores are used in the BCBP Program to adjust grant funding (if needed) to reflect their level of program performance and outcomes.

As shown below, based on the Rubric Report scores, all of the participating companies qualified for the full grant funds amount.

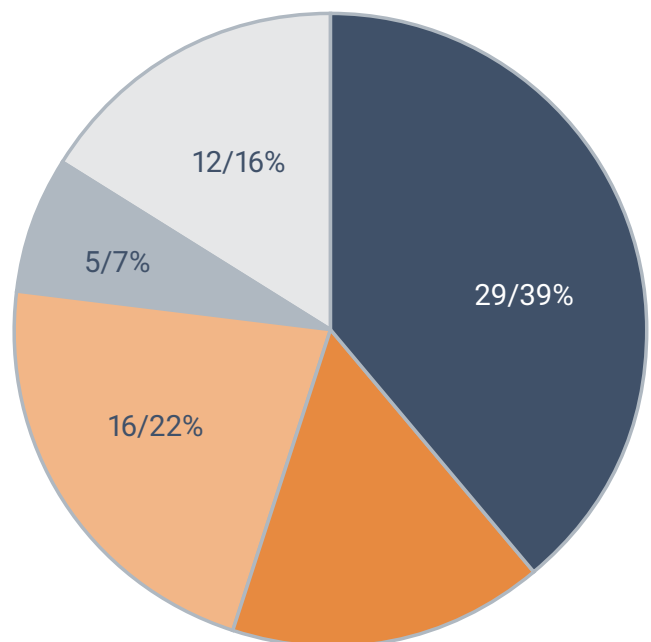
Table – Final Rubric Review Scores				
BCBP Company	Lawn Care	Compost Crusaders	Spencer Construction	Stormwater Solutions
Total Score	90.0	97.4	96.4	99.0

3.4

Program Participation

The BCBP program offered a total of 52 hours of group meetings including the monthly sessions, coaching, technical assistance, and BCBP networking events. As shown, workshops and monthly sessions represented the majority of the BCBP attendance hours.

Chart – BCBP Program Hour Allocation



All four companies exceeded the mandatory 80% attendance rate required to complete the program with three attending over 90% of the program hours offered. The participants were willing to adjust their work schedules to attend program events even when inevitable urgent situations arose in their business that created scheduling conflicts. The BCBP high attendance rate continues to be a strong indicator of the program’s value to participants.

3.5

Relationships with Potential Partners, Funding Sources and Business Resources

Participants were asked at the end of the program to quantify the number of new business relationships developed during program year. These relationships provide an indicator on how BCBP will benefit participating companies months or years after completing the program. The table below displays the number of new relationships reported by participants.

New Partners include other companies or individuals that could collaborate with BCBP participants to pursue larger projects, enter new markets or develop new products and services. *New potential funding sources* will help ensure BCBP participants have access to the capital needed to grow in the future. *New business resources* include business development resources and professional services that can help firms overcome growth challenges, build capacity and develop a broader network of support when making key decisions.

Table – New Business Relationships from BCBP Participation					
	Total	All Seasons Lawncare	Compost Crusaders	Spencer Construction	Stormwater Solutions
Potential New Partners	12	1	3	5	3
Potential New Funding Sources	13	3	3	4	3
Potential New Business Resources	23	3	10	6	4

3.6

Potential New Revenue from BCBP Participation

Participants were asked to estimate the potential revenue value of new opportunities identified during the BCBP. These opportunities would have developed from BCBP networking events, peer-to-peer idea and lead sharing during Roundtable meetings, insights provided by BCBP staff and presenters, and during business coaching sessions while developing their Business Model Canvas.

Table – Potential New Revenue from BCBP Participation					
	Total	All Seasons	Compost Crusaders	Spencer Construction	Stormwater Solutions
Potential Value of New Opportunities	\$ 3,550,000	\$ 800,000	\$ 50,000	\$ 2,500,000	\$ 200,000
Potential New Funding Sources	13	3	3	4	3
Potential New Business Resources	23	3	10	6	4

In sum, the total potential value from new opportunities exceeds \$3.5 million. The value of new opportunities reflects the industry each participant operates within. For example, Spencer Construction is in the construction industry which can have very high revenue contracting opportunities available compared to other industries with smaller contract values.

3.7

Combined Employment Growth

Based on participants’ feedback at the conclusion of the BCBP, they all expect to increase permanent employment in the future over the next 12 months as they implement the information obtained during the BCBP. **During the program year, BCBP businesses added 20 new full-time staff members and expect to add close to 50 additional employees in the new two years.**

Table Combined Employment Growth of BCBP Participants		
	During Program (Actual)	Next 2 Years (Projected)
New FTE* Added	20	48

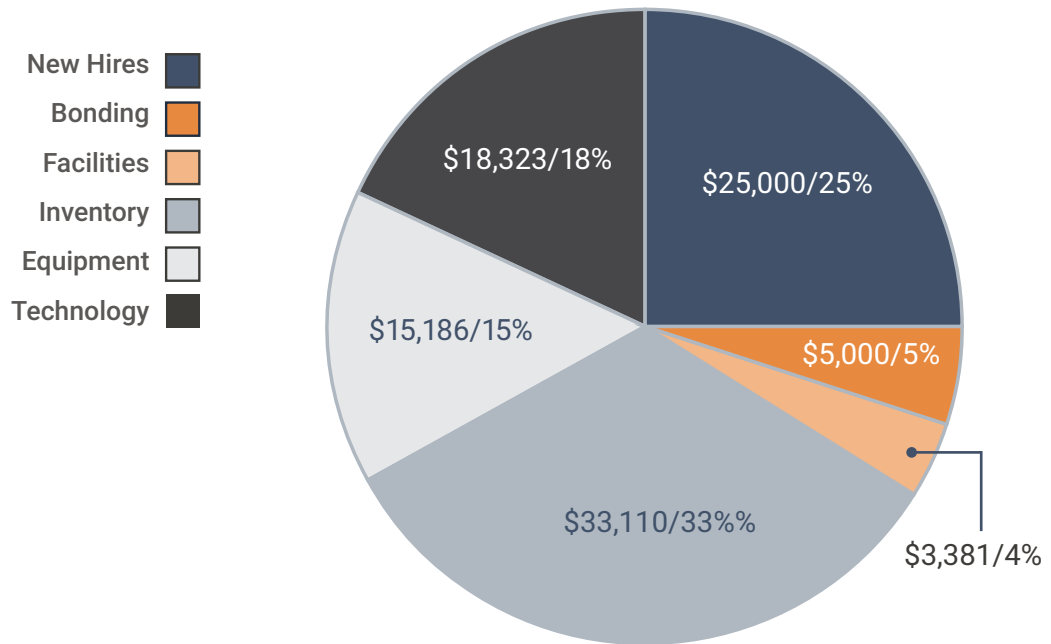
*FTE – Full-time Equivalent Employee equates to one employee working 40 hrs./week or one or more working total 40 hrs./week

3.8

Planned Investment of BCBP Grant Funds

The proposed and actual use of BCBP grant funding addressed a range of capacity building areas of the participating businesses. Several businesses utilized the funding to increase inventory to support larger contracting opportunities. One business applied their grant towards creating and filling a new position specifically to help with their business development efforts. Most of the businesses applied some of their grant funding towards upgrading their computer hardware and software to become more efficient in quoting and customer service. Likewise, three of the companies invested grant funding to add equipment and upgrade existing equipment to increase capacity. Finally, one company utilized the grant funding to obtain bonding to perform on a new City of Milwaukee contract, and another used some of their grant funding to make improvements to their facility by installing energy efficient windows.

Chart – Use of BCBP Grant Funding by Participants



3.9

Participant Feedback

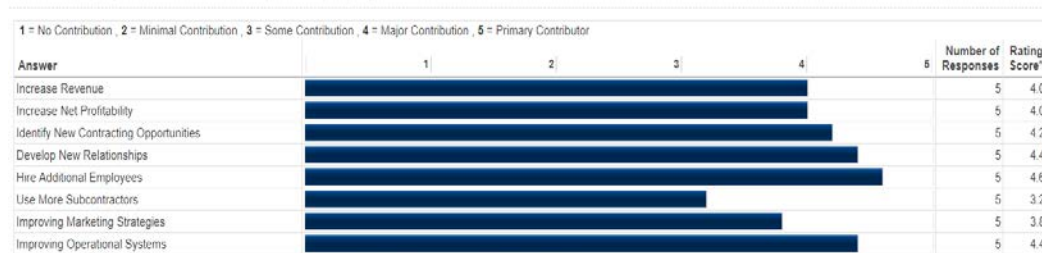
Participants provided feedback at the end of the program via an online survey. The survey gathered input on the usefulness of BCBP components, the impact of the program in different business areas and the BCBP contribution towards their personal and professional growth. **In terms of program component usefulness, nearly all participants rated the BCBP components Useful to Very Useful as shown in the table below.**

BCBP Component	Not Utilized	Not Useful	Somewhat Useful	Useful	Very Useful
Roundtable Discussions				2	3
Business Coaching Sessions					5
Personal Coaching Sessions					5
360 Assessment					5
Monthly Meetings				2	3
Business Canvas Development			1	1	3
Financial Forecasting Model				2	3
Guest Speakers (Overall)				1	4
Networking Events				2	3
Final Presentation			1		4

* 5 Responses – One BCBP company had two participants – both were invited to take the survey.

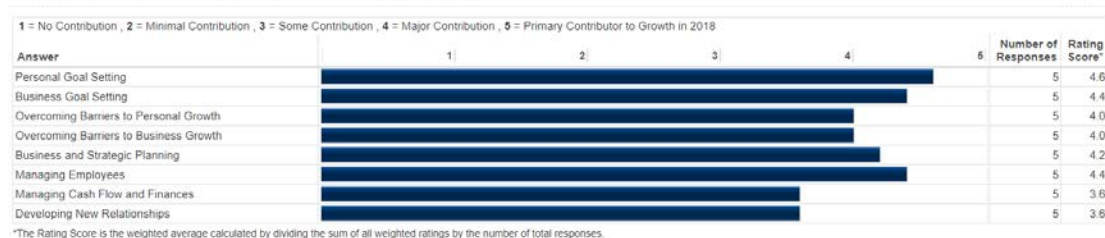
Overall BCBP impact on participants’ business growth was recognized as being a major contributor to being able to hire more employees and improve operational systems. One participant commented, “This came at a perfect time for me as I was struggling with managing current employees and attracting more.”

How did the program contribute towards your company’s growth?



In regard to personal and professional growth, the BCBP was recognized by participants as being a meaningful contributor.

How did the program contribute towards your personal/professional growth?



Special Section

Alumni Highlight



BestEd, LLC

Owners: June Perry and Beth Bauer

<https://bestedbussiness.com/>

June Perry and Beth Bauer, co-owners of Best Ed, LLC, graduated from BCBP in 2015. Since then, the company has achieved steady growth and attracted new clients. “We’ve grown at least 30%,” says Perry, “And we’d like to grow another 20% in the next three years.”

Best Ed prides itself in offering a business model of “drop ship supplies with concierge service.” Started in 2004, with a focus on educational supplies, the company has expanded to providing construction safety supplies and office supplies and furniture.

Perry credits BCBP with the exposure the program offers small businesses, as well as helping owners learn how to better navigate relationships with larger customers. “We developed a relationship with Gilbane as a result of the program, and they have continued to use us for supplies,” says Perry. Best Ed recently gained new contracts with Airgap, an international firm, and was awarded 3-year contracts with Milwaukee County and the City of Milwaukee.

“Our City is ahead of most,” says Perry. “If you apply for a contract, you get a credit for being a local business or for being socially responsible or creating jobs. These credits made it possible for us to win the city contract. I applaud our city for what we have done to make it possible for small businesses to get business.”



Your one stop shop for construction safety supplies and PPE, office supplies educational materials, furniture and much more



BCBP Participants, Billy and Keana Spencer are the owners of Spencer Renovation and Construction.

4

Program Observations and Recommendations

4.1

Highlights from Lessons Learned

As the BCBP program manager, P3 Development Group is committed to continuous quality improvement. P3, along with the City of Milwaukee and Program Team, have refined the program with each cohort based on feedback and evaluation findings, resulting in clearly defined program modules and a high impact program schedule. Key lessons from this cohort year include:

Strategic marketing is important for increased recruitment. After an initially slow response to outreach efforts, the program team organized a “Lunch and Learn” event that was well attended and proved an effective recruitment method. In addition to email outreach to SBE-certified firms, team members conducted outreach through partnerships with local chambers of commerce, business improvement districts, and other community partners. In addition, individual phone calls to attendees following the Lunch and Learn event helped to ensure that interested attendees were successful in completing the application process.

Technical assistance consultants provide valuable expertise. The addition of a technical assistance expert for each module was well received. These experts worked with each business owner to assess the business’ strengths, identify opportunities for improvement, and make tailored recommendations for capacity building within each module’s focus area.

Personal leadership development is valued and effective. BCBP’s focus not only on professional growth, but also personal growth is an important differentiator. Participants valued participating in a 360 leadership assessment and receiving coaching sessions with a Master Coach. Participant feedback indicates that making changes in personal mindset and leadership style translates into significant progress in overcoming barriers to growth.

4.2

HIR Evaluator Observations

The BCBP has successfully evolved with each successive cohort by gathering feedback from participants to refine each BCBP components to be more effective. The results of this latest BCBP reflect the program’s continued ability to meet or exceed participant’s expectations by helping them develop actionable personal and business growth strategies.

The BCBP continues to be unique within the business development community by providing personal coaching to help participants identify and overcome limitations in their goal setting, outlook and management style. The value of this to participants is reflected in the final feedback survey where all participants rated the Personal Coaching Component as “Very Useful”. Likewise, the BCBP Management Team’s addition of an in-depth 360 Assessment expanded upon this important and often overlooked aspect of business capacity building. Both of these BCBP components recognize that a business is unable to expand beyond the vision and capacity of its owner(s). The BCBP program helps participants identify personal and professional attributes limiting the growth of their businesses.

Another unique aspect of the BCBP is the blending of multiple learning methods within a single program. The BCBP includes traditional business development workshops led by expert speakers, and then leverages Action Learning methodology to engage participants in peer-sharing follow-up sessions. In these sessions they can learn from each other's experiences while sharing their own experiences often with a new perspective. As mentioned above, the program includes a unique opportunity for an introspective journey to help participants align their personal goals with their business goals. This alignment can minimize the stress and distraction small business owners often experience trying to achieve personal objectives while striving to build a successfully growing business enterprise.

The final networking session developed by the BCBP Management Team for this cohort was a significant improvement and should be continued. It provided a more formal and organized one-on-one meeting process where BCBP participants could discuss their capabilities with potential customers as well as business development experts. In addition to this organized networking session, the BCBP Management Team scheduled one of the workshops to coincide with Wisconsin's annual conference for minority, woman and veteran-owned small businesses. This allowed participants after the workshop to attend an evening networking event with several hundred attendees including potential customers, lenders, business resources and elected officials.

4.3

Recommendations

Based on the evaluation findings and lessons learned during the 2018-2019 program year, the BCBP Program Team suggests the following recommendations for continued program improvement:

- Continue to align the program with local business capacity-building initiatives, such as those offered by the chambers of commerce and programming offered by other taxing authorities.
- For greatest impact, continue to support both small business capacity-building efforts and workforce development initiatives to create a robust economic ecosystem.
- Continue to implement the current program framework in its entirety for future cohorts, so evaluation efforts can measure program effectiveness over time.
- Implement an online application to streamline the application process.
- Expand the time allocated for BCBP participants to work with technical assistance experts within each program module.
- Build upon the successful networking sessions to give BCBP firms and alumni even greater exposure to business development opportunities and support resources.
- Strengthen BCBP alumni engagement to create an even stronger pipeline of SBE-certified firms with the capacity to successfully bid on City contracting opportunities.

Appendix I

BCBP Program Team

P3 Development Group



Genyne Edwards is an experienced consultant and attorney who has worked in community development and social enterprise for more than 15 years. She specializes in diversity, inclusion and leadership development. During the course of her career, Ms. Edwards has been instrumental in leading and developing successful public-private partnerships, which have convened diversity professionals, community leaders, influential interest groups, government officials and policy makers. She received her undergraduate degree from Purdue University and her Juris Doctor from Marquette University Law School.



Gayle Peay brings 25 years of experience facilitating, teaching, developing training for a wide range of organizations. Gayle is committed to helping schools, organizations, and business owners reach their fullest potential through critical reflection and systems thinking. Her core focus with the BCBP has been to facilitate and coach participants through a process that encourages reflection that is aimed at clarifying connections between actions and program outcomes.



Matt Richardson has been helping entrepreneurs and team leaders build capacity and operationalize growth for more than 8 years. Matt is an entrepreneurial veteran with more than 15 years experience running his own businesses, focusing largely on how to help leaders develop themselves and their business to achieve the results they want.



Jessie Tobin is a consultant working with P3 Development Group and with community development teams across Milwaukee. She supports community initiatives with project management, communications, and fund development. Her skill sets help her to assess and support the operational needs of organizations and small businesses to build capacity and support growth. Jessie holds an MPH from the University of Washington – Seattle and is a graduate of the UW-Madison Population Health Fellowship.

Technical Expertise Contractors



Don Hill, Heartland Information Research

Technical Assistance / Module 2 Financial Management

Mr. Hill is a senior consultant with Heartland Information Research (HIR) providing management consulting, project management and program assessment services to public agencies and private firms. In addition to his consulting work, he is co-owner of several businesses including a property management company and also a Milwaukee-based manufacturing company. This ownership experience combined with over 20 years of business development consulting, teaching and coaching provides firsthand insights when evaluating the effectiveness and relevancy of business capacity building programs.



Nepherterra Estrada, Mosaic Communications

Technical Assistance / Module 3 Business Development

Neph Estrada is Partner and Director of Public Relations at Mosaic Communications, an award winning, full-service public relations agency. Mosaic provides advertising, public relations, public and community engagement, outreach, media planning, and digital solutions for a diverse group of regional and national clients. Estrada has managed multi million dollar accounts in retail, real estate, and entertainment industries. She is extremely involved in the community and currently serves on the Board of Directors for the YWCA of Greater Milwaukee, Milwaukee Chapter of the Black Public Relations Society, and the Wisconsin Black Media Association.



Judy Krause, Judy Krause Consulting

Technical Assistance / Module 4 Operating Systems

Judy Krause Consulting, LLC is a fiscal management and project management firm specializing in nonprofit, small business and community-minded clients. Judy Krause, Principal, has over 18 years of experience as a nonprofit professional and advises clients on a range of fiscal, human resources and capital planning topics. She works with organizations to increase fiscal knowledge, plan and execute capital projects, and strengthen planning and management strategies. Judy most recently served as the Director of Finance and Operations at the Urban Ecology Center, where she oversaw the organization's financial and physical assets.

Office of Small Business Development



Nikki Purvis is the Director of the City of Milwaukee's Office of Small Business Development. In this role, she provides strategic direction and oversight for the City's business inclusion program which promotes economic development for small disadvantaged businesses, as well as, the workforce development program that connects city residents to employment opportunities on certain city-funded private development projects. Ms. Purvis' experience in the public and private sectors has been essential in shaping her moral character and approach to leadership. She is a native Milwaukeean and received her Bachelor of Arts in Sociology from Marquette University, her Masters of Science in Business Management from Cardinal Stritch University and most recently participated in the African American Leadership Program.



Angelique M Pettigrew is the Contract Compliance Officer for the City of Milwaukee Office of Small Business Development where she oversees compliance activities for the Small Business Enterprise (SBE) and Residents Preference (RPP) Programs for city funded private development projects. She also provides administrative support to the Business Capacity Building Program. Ms. Pettigrew previously worked for the City as a Purchasing Agent from 2010 to 2017, and Paralegal from 2001 to 2010. She is a native Milwaukeean and graduated from Alverno College with a Bachelor's Degree in Business Administration and two Master's Degrees from Marquette University in Public Administration and Dispute Resolution.

Appendix II

BCBP Work Plan

2018-19 BCBP Program Schedule

Program Phase	Activities	Time and Location
Orientation	Orientation meeting Meet the team and review program and schedule	Wed, May 3 Froedtert McKinley Ctr
Assessment	3-hour Business assessment Structural, financial and operational assessment	Individual meetings Apr 20-May 10
Module 1: Strategic Business Planning	Learning Objectives - To build the capacity of participants to: <ul style="list-style-type: none"> Gain a deeper understanding of business planning, goal-setting, and tracking metrics Use the canvas and lean business approach as a tool for internal planning and communication with external stakeholders Develop methods to integrate strategic planning into business operations 	
	Individual Coaching Meeting 1 Draft of Vision, Values and Canvas	Individual Meetings May 23-June 12 Manpower, Founder's Rm
	Skills Workshop #1 -- Business Canvas Importance of planning, goal-setting and metrics. Introduce business planning tools.	Wed, June 13, 10:30am-1:30pm Manpower, Founder's Rm
	Individual Coaching Meeting #2 Review Canvas, Draft Strategic Plan	Individual Meetings June 20-July 11
	Roundtable #1 Coach-facilitated roundtable sessions	Wed, July 18, 10:30am-1:30pm Manpower, Founder's Rm
	Networking Session #1	Wed, August 8 Hotel Metro Zen on 7
Module 2: Financial Management	Learning Objectives - To build the capacity of participants to: <ul style="list-style-type: none"> Identify financial management practices, rules, and tools that are commonly available to a small business Use financial metrics to set goals and guide operations Systematically apply the learning of financial statements to current business practices 	
	Skills Workshop #2 -- Small Business Financials Overview of small business financials	Wed, Aug 15, 10:30am-1:30pm Yacht Club
	Roundtable #2 Coach facilitated roundtable sessions	Wed, Sept 19, 10:30am-1:30pm Manpower, Founder's Rm
	Networking Opportunity #2 at Midpoint Retreat Working Capital Session with Town Bank and WWBIC	Tues, Oct 2nd, 3:30-8:30pm

Mid-Point Retreat and Evaluation	Mid-Point Retreat 360 Leadership Assessment, Network Mapping, Working Capital Networking	Tues, Oct 2nd, 3:30-8:30pm Greater Milwaukee Committee
Module 3: Business Development	Learning Objectives - To build the capacity of participants to: <ul style="list-style-type: none"> Assess current target markets, customers, and networks and act on business new opportunities Expand knowledge of leveraging strategic partnerships, coalitions and networks. Improve social competence to make effective presentations to an audience i.e. buyers, sellers, investors, etc. Integrate business development planning with performance measurement 	
	Skills Workshop #3 Understanding target markets and customers, Communications Assessment	Mon, Oct 29, 10:30am-1:30pm Sojourner Peace Center
	Roundtable #3 Coach facilitated roundtable sessions	Wed, Nov 14, 10:30am-1:30pm Manpower, Founder's Rm
	Communications Assessment: Individual assessment of communications and marketing materials	Individual meetings
	Networking opportunity #3: 2018 Marketplace Event	Wed, Dec 12, 5:30-8:00pm Potawatomi Hotel
360 Assessment	360 Assessment Findings – Group & Individual Sessions	Wed, Dec 12-14 Potawatomi Casino & Manpower
Module 4: Operational Systems	Learning Objectives - To build the capacity of participants to: <ul style="list-style-type: none"> Reflect on how to operationalize business growth to meet goals Synthesize learning from previous modules for final presentation 	
	Roundtable #4 Coach facilitated roundtable sessions	Wed, Jan 16, 10:30am-1:30pm Manpower, Founder's Rm
	Operations Assessment: Individual assessment of HR systems and practices	2 individual meetings (1 hr each)
	Workshop #4 Integrating lessons across modules	March 8 10:30am-1:30pm Manpower, Founder's Rm
	Networking Event #4: Matchmaking 1:1 matchmaking sessions with business and civic leaders	March 27, 4:00-7:00pm NO Studios
Closing	Presentation Preparation Call	April 24, 8:30-9:30am
	Final Presentations and Celebration	May 2, 9:00am -1:00 pm Quarles & Brady

Appendix III

Program Rubric and Progress Scorecards (HIR rubric tables)

Business Capacity Building

PROGRESS SCORECARD 2018-2019

Program Participant or Company

Module 1



SAMPLE

Program Attendance: <i>* 80% of program hours required</i>	Total Program Hours Offered: 14	Total Hours Attended: 14.0	104%
Participate in Business Coaching Sessions.	# of Sessions Required: 7	Total Sessions Attended: 7.0	100%

PROGRAM ACTIVITIES AND WORK PRODUCT	Coaching	Draft	Reviewed
Module 1: Business Model Canvas - Partners			
Module 1: Business Model Canvas - Key Activities			
Module 1: Business Model Canvas - Value Proposition			
Module 1: Business Model Canvas - Relationships			
Module 1: Business Model Canvas - Key Costs			
Module 1: Business Model Canvas - Services			
Module 1: Business Model Canvas - Impact - Personal			
Module 1: Business Model Canvas - Impact - Environmental			
DELIVERABLES FOR 1st DISBURSEMENT	Started	Draft Completed	Draft Completed
Draft Business Model Canvas			

This scorecard was prepared and approved by: BCBP Program Manager

Date: _____

BCBP Monitoring Firm

Genyne Edwards
P3 Development Group LLC

Donald Hill
Heartland Information Research, Inc



**Business Capacity Building
Program**



Appendix III

Program Rubric and Progress Scorecards (HIR rubric tables) *cont.*

Business Capacity Building

PROGRESS SCORECARD 2018-2019



Program Participant or Company

MODULE 2

Program Attendance: <i>* 80% of program hours required</i>	Total Program Hours Offered: 30	Total Hours Attended: 30.0	100%
Participate in Business Coaching Sessions.	# of Sessions Required: 10	Total Sessions Attended: 10.0	100%

PROGRAM ACTIVITIES AND WORK PRODUCT	Coaching	Draft	Reviewed
Module 2: Business Model Canvas - Key Customers			
Module 2: Financial Forecast - Sales Forecast Tab 1 -Draft			
Module 2: Financial Forecast - Operating Budget Tab 2 -Draft			
Module 2: Financial Forecast - Soft Costs Tab 3 -Draft			
Module 2: Financial Forecast - Equipment Costs Tab 4 -Draft			
Module 2: Financial Forecast - Facility (if applicable) Tab 5 -Draft			
Module 2: Submit YTD Income Statement - with % of income column			

SAMPLE

DELIVERABLES FOR 2 nd DISBURSEMENT	Completed
Business Model Canvas Updated	
Draft Financial Forecast Model	
YTD Financial Statements	

This scorecard was prepared and approved by: **BCBP Program Manager** _____
 '3 Development Group LLC Genyne Edwards

Date: 1/18/2019 **BCBP Business Coach** _____
 Smartwave Consulting Matt Richardson

BCBP Monitoring Firm _____
 HIR Donald Hill



Business Capacity Building Program



Appendix III

Program Rubric and Progress Scorecards (HIR rubric tables) *cont.*

Business Capacity Building

PROGRESS SCORECARD 2018-2019



Program Participant or Company

MODULE 3

Program Attendance: <i>* 80% of program hours required</i>	Total Program Hours Offered: 40	Total Hours Attended: 40.0	100%
Participate in Coaching Sessions.	# of Sessions Required: 13	Total Sessions Attended: 13.0	100%

PROGRAM ACTIVITIES AND WORK PRODUCT	Coaching	Draft	Reviewed
Module 3: Communications Assessment Completed			
Module 3: 360 Overview and Assessment Completed			
Module 3: Personal Coaching Session			
Module 3: Business Coaching Session			
Module 3: Participate in Networking Event			

SAMPLE

DELIVERABLES FOR 3rd DISBURSEMENT	Completed
Communication Assessment	
360 Overview Assessment	
YTD Financial Statements	

This scorecard was prepared and approved by: **BCBP Program Manager** _____
 '3 Development Group LLC Genyne Edwards

Date: 1/18/2019 **BCBP Business Coach** _____
 Smartwave Consulting Matt Richardson

BCBP Monitoring Firm _____
 HIR Donald Hill



Business Capacity Building Program



Appendix III

Program Rubric and Progress Scorecards (HIR rubric tables) *cont.*

Business Capacity Building

PROGRESS SCORECARD 2018-2019



Program Participant or Company

MODULE 4

Program Attendance: <i>* 80% of program hours required</i>	Total Program Hours Offered: 53	Total Hours Attended:	53.0	100%
Participate in Coaching Sessions.	# of Sessions Required: 16	Total Sessions Attended	16.0	100%

PROGRAM ACTIVITIES AND WORK PRODUCT	Coaching	Draft	Completed
Module 4: Operational Assessment Completed			
Module 4: Operational Coaching Individual Meetings			
Module 4: Final Presentation Documents Completed			
Module 4: Program Summary / Growth Plan			
Module 4: Participate in Networking Event			

DELIVERABLES FOR 4th DISBURSEMENT	Completed
Operational Assessment Completed	
Final Presentation	
Growth Plan / Integration Document	
Year-End Financial Statements	

This scorecard was prepared and approved by: **BCBP Program Manager** _____
 †3 Development Group LLC Genyne Edwards

BCBP Monitoring Firm _____
 HIR Donald Hill



Business Capacity Building Program



Appendix IV

Participant Evaluation Feedback

cont.

Constant Contact Survey Results

Survey Name: BCBP End-of-Year Participant Survey May 2019 Final Version 3
Response Status: Partial & Completed
Filter: None
 May 14, 2019 2:14:35 PM

1. Overall Program Impact - Business Growth How did the program contribute towards your company's growth?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	No Contribution	Minimal Contribution	Some Contribution	Major Contribution	Primary Contributor
Increase Revenue	0 0%	0 0%	1 20%	3 60%	1 20%
Increase Net Profitability	0 0%	0 0%	1 20%	3 60%	1 20%
Identify New Contracting Opportunities	0 0%	0 0%	0 0%	4 80%	1 20%
Develop New Relationships	0 0%	0 0%	0 0%	3 60%	2 40%
Hire Additional Employees	0 0%	0 0%	0 0%	2 40%	3 60%
Use More Subcontractors	1 20%	0 0%	1 20%	3 60%	0 0%
Improving Marketing Strategies	0 0%	1 20%	0 0%	3 60%	1 20%
Improving Operational Systems	0 0%	0 0%	0 0%	3 60%	2 40%
1 Comment(s)					

Appendix IV

Participant Evaluation Feedback

cont.

2. Overall Program Impact - Personal Growth How did the program contribute towards your personal/professional growth?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	No Contribution	Minimal Contribution	Some Contribution	Major Contribution	Primary Contributor to Growth in 2018
Personal Goal Setting	0 0%	0 0%	0 0%	2 40%	3 60%
Business Goal Setting	0 0%	0 0%	0 0%	3 60%	2 40%
Overcoming Barriers to Personal Growth	0 0%	0 0%	1 20%	3 60%	1 20%
Overcoming Barriers to Business Growth	0 0%	0 0%	1 20%	3 60%	1 20%
Business and Strategic Planning	0 0%	0 0%	1 20%	2 40%	2 40%
Managing Employees	0 0%	0 0%	0 0%	3 60%	2 40%
Managing Cash Flow and Finances	0 0%	0 0%	3 60%	1 20%	1 20%
Developing New Relationships	0 0%	0 0%	3 60%	1 20%	1 20%

1 Comment(s)

3. Program Benefits Describe one or more business growth challenges or barriers you feel the BCBP program helped you overcome.

5 Response(s)

Appendix IV

Participant Evaluation Feedback

cont.

4. Program Benefits How did the program help you grow professionally and personally?

5 Response(s)

5. Program Component Feedback Overall, how useful was each program component? (Note - we have your meeting feedback forms, this is overall usefulness of these to you)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Not utilized	Not Useful	Somewhat Useful	Useful	Very Useful
Roundtable Discussions	0 0%	0 0%	0 0%	2 40%	3 60%
Business Coaching Sessions	0 0%	0 0%	0 0%	0 0%	5 100%
Personal Coaching Sessions	0 0%	0 0%	0 0%	0 0%	5 100%
360 Assessment	0 0%	0 0%	0 0%	0 0%	5 100%
Monthly Meetings	0 0%	0 0%	0 0%	2 40%	3 60%
Business Canvas Development	0 0%	0 0%	1 20%	1 20%	3 60%
Financial Forecasting Model	0 0%	0 0%	0 0%	2 40%	3 60%
Guest Speakers (overall)	0 0%	0 0%	0 0%	1 20%	4 80%
Networking Events	0 0%	0 0%	0 0%	2 40%	3 60%
Final Presentation	0 0%	0 0%	1 20%	0 0%	4 80%

1 Comment(s)

Appendix IV

Participant Evaluation Feedback

Constant Contact Survey Results	
Survey Name: BCBP End-of-Year Participant Survey May 2019 Final Version 3	
Response Status: Partial & Completed	
Filter: None	
May 14, 2019 2:14:35 PM	
1. Overall Program Impact - Business Growth How did the program contribute towards your company's growth? - Comments	
	Answer
This was one of the best program that i have ever been in. keep it going.	
2. Overall Program Impact - Personal Growth How did the program contribute towards your personal/professional growth? - Comments	
	Answer
This came at a perfect time for me as I was struggling with managing current employees and attracting more.	
3. Program Benefits Describe one or more business growth challenges or barriers you feel the BCBP program helped you overcome. - Responses	
	Answer
More fully understanding that the business could not meet financial goals without hiring additional staff. Hiring additional staff helped us achieve other goals such as reaching new markets and building a new website.	
I needed to build a better infrastructure which means having strong and flexible co-workers that are able to grow with a small company. We had technology issues as well that needed to be able to advance with our growth. A new software was installed and about to go live in June 2019 to accommodate more residential growth. New hiring strategies and incentive packages were enacted at the beginning of 2019 to encourage employees to stay and grow while reaching out to new candidates that are a good fit. We were hiring before based upon desperation. Now we are constantly looking for new candidates and look for a good fit and offer more benefits like a matching 401K.	
understanding the inportant of cash flow and financials. MARKETING AND SALES.	
The two business growth challenges were foundational and a hiring system. The business canvas provided us with a systematic structure on how our clients, services, our values, while providing a clear path of getting to the next level that we could duplicate and teach our employees how the business operates. The operational systems has been helpful in solving our growth of employment systems. It's given us a foundational plan to import every employee the correct way. Now we feel more confident in our business when bring on new employees and new clients.	
Personal Leadership skills and attracting talent	
4. Program BenefitsHow did the program help you grow professionally and personally? - Responses	

Appendix IV

Participant Evaluation Feedback

cont.

Answer
As the leader of the company, my personal growth directly contributes to the business's professional growth. More fully understanding my leadership style and areas I needed to become more clearly defined was instrumental in getting out of my own way to make better business decisions.
I personally was struggling with being a good manager. I think I am a good business owner but it was difficult to manage the day to day and the people operating it. I really didn't know if I grow this company if it meant growing the personnel. I realize that I need to focus on growing the company with people that compliment my strengths and understand my weaknesses. Communication is key for me and I need to make more time to sit down and just check in with everyone. This is something that I recently have started making a priority and have seen a huge impact in company morale. I personally want to be someone that people like. As a person I was struggling with some of the tough decisions that a business owner has to make that affects people's lives. This cohort has helped me realize that I am not alone in this feeling and gave me some good tips on dealing with those feelings.
I have away been a very professionally individual, this program help me take it to another level. i have so much confidence now on both levels.
The program has given us more confidence professionally with respect to the systems weâve been able to learn from the program. The on boarding of new clients and employees are simpler. We can also speak more confidently about our companies growth and financial potential, because of the planning we've learned while in the program. Personally the program has given us a clear plan to become better leaders and live a less stressful lifestyle.
The program was a major factor in adjusting our approach towards our business model. Thinking outside the, outside box!
5. Program Component Feedback Overall, how useful was each program component?(Note - we have your meeting feedback forms, this is overall usefulness of these to you) - Comments
Answer
The final presentation really forced me to put the year in perspective to appreciate the changes and growth.
6. Program ValueWhat was your original motivation to participate in this program?Did your reasons to stay active in the program change over the course of the program? - Responses
Answer
A deep dive into the business to get a healthy perspective of the company needs, potential for BCBP to promote our firms, and the \$25k carrot.
I didn't expect the deep dive into me, my personal goals and how they are reflected in the company. We experienced more growth this year than ever in 17 years, mostly because I got out of our way and hired others to help us grow.

Appendix IV

Participant Evaluation Feedback

cont.

<p>My original motivation was to learn how to better work with the City of Milwaukee in expanding the curbside compost pilot. It changed for me within the first couple of months as I saw the true potential of the program. I focused it more on the infrastructure of my company to make sure we would be ready for an overall expansion. What kind of people or positions do I need to fill? What kind of equipment and technology is needed to do so? How will I train them? How much will it all cost to implement and sustain? Once the infrastructure is complete, how will I market and continue to grow? These are all questions I feel I gained answers to over the course of the program to prepare Compost Crusader for our upcoming growth. I project that we should hit \$1 million in revenue in 2019 which is about a 50% increase from 2018. The funding from the program will help us implement the technology and personnel needed for our upcoming residential and commercial expansion.</p>
<p>I really didnt know a lot about program when i first start it, after our first visit i was very very motivation to participate in this program , i truly believe this program is what i needed to get me and my company to the next level. Thanks so much.</p>
<p>Our motivation to participate in the program was simply learning how to become a stronger successful company. Yes our reasons did not change but the outcome did change for the better.</p>
<p>Money was the original motivation and yes it changed after the first meeting. We started to get excited about the knowledge we were gaining.</p>
<p>7. Describe the BCBP Program Briefly explain how you would describe the BCBP to other contractors considering participating in future BCBP sessions. - Responses</p>
<p>Answer</p>
<p>IF you are fortunate enough to be selected, you will greatly appreciate the experience, the one on one consulting from various professionals, and the relationships you build. Be ready to be open minded and challenge what you thought you knew about running your business.</p>
<p>I would describe the BCBP as a way to inspect and articulate your company on multiple levels. You really go through everything with a fine tooth comb. Every segment has something you can learn from. Every business owner has the opportunity to focus on their weakest areas with experts whose main concern is to answer your questions and give you the keys to success.</p>
<p>If you want to be apart of a great program the BCBP is great it will help you understand what you need to do to get your company from being good to want to be great. if you are serious about growing your company put your application in and hope you get picked you wont regret it. Marketing , sales coaching ,, financials , communicationthe list go on and on . My company and i was so bless to take this. now we are ready to grow to the next level. The team thats over this is great ,</p>
<p>If you would like to receive a stronger foundation, obtain a business system, financial growth strategies, marketing strategies, business growth strategies, learn how to network and most importantly, become more confident and believe you can become successful. Get involved with the BCBP!</p>
<p>BCBP is a great opportunity to grow your business and leverage the City of Milwaukee resources as well as gain exposure.</p>

Appendix IV

Participant Evaluation Feedback

cont.

8. Other Feedback and Suggestions Please share any other feedback on the program or suggestions to improve future sessions. - Responses
Answer
Promptness should be more enforced. Those who show up on time are also busy professionals who are respecting the time of others. Maybe participants should be informed that the grant sums may be reduced for unexcused absences or tardiness.
Loved the last networking session layout the best. More time after for just casual networking would have been nice
Please keep it going , its only going to get better. This city needs program like this one to give small business a sense of direction on how to get to next level.
Continue to help other small businesses with this program because it works!

Appendix V

BCBP In the News

Stormwater Solutions Engineering Named Top Project Winner at SWS Annual Conference.

November 2018. <https://www.estormwater.com/videos/2018-top-project-winner>

SSE wins 2018 MARKETPLACE Governor's Award for Outstanding WBE! January 2019.

<https://urbanmilwaukee.com/pressrelease/nine-state-businesses-win-2018-marketplace-governors-awards/>

Wisconsin Team Puts Compostable Cups To The Test. April 2019.

<https://www.wuwm.com/post/wisconsin-team-puts-compostable-cups-test#stream/0>

Local Business Owner Keana Spencer Named To NSBA Leadership Council. November

2018. <https://urbanmilwaukee.com/pressrelease/local-business-owner-keana-spencer-named-to-nsba-leadership-council/>