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**North End**  
**Emerging Business Development Program**

*Presented to:*

Milwaukee Common Council  
Community & Economic Development Committee

June 2, 2008

# North End Emerging Business Development Program

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## Community & Economic Development Committee Presentation

- Program Review and Update
  - Mandel Group, Inc.
  
- EBE Training Program Outline
  - Cross Management Services
  
- Coaching and Business Development Component
  - Milwaukee Urban Entrepreneur Partnership (UEP)



# North End Emerging Business Development Program

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## MISSION

*To assist emerging construction firms which possess specific job and technical skills, but which will benefit and grow through training and assistance with business development and management skills. The result will be to develop firms that are capable of earning larger contracts and will participate in The North End and future development projects.*

## VISION

*The mission will be accomplished by surrounding selected EBE entrepreneurs with business and professional support, as well as experienced technical advisors, to enable the firms to grow and expand their businesses.*





# North End Emerging Business Development Program

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## Mentor Protégé Advisory Council (MPAC)

Representatives of the following organizations:

- Milwaukee Common Council
- Office of the Mayor
- Department of Administration
- Hispanic Chamber of Commerce of Wisconsin
- African American Chamber of Commerce of Greater Milwaukee
- National Association of Minority Contractors – WI Chapter
- Mandel Group, Inc.



# North End Emerging Business Development Program

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## Role of MPAC

- Provide Oversight & Policy Guidance
- Approve EBE Selection and Evaluation Criteria
- Market North End Training Program
- Approve EBE Firms
- Review Participants' Personal Development Plans
- Review Program Reports & Evaluations
- Recommend Program Improvements





# North End Emerging Business Development Program

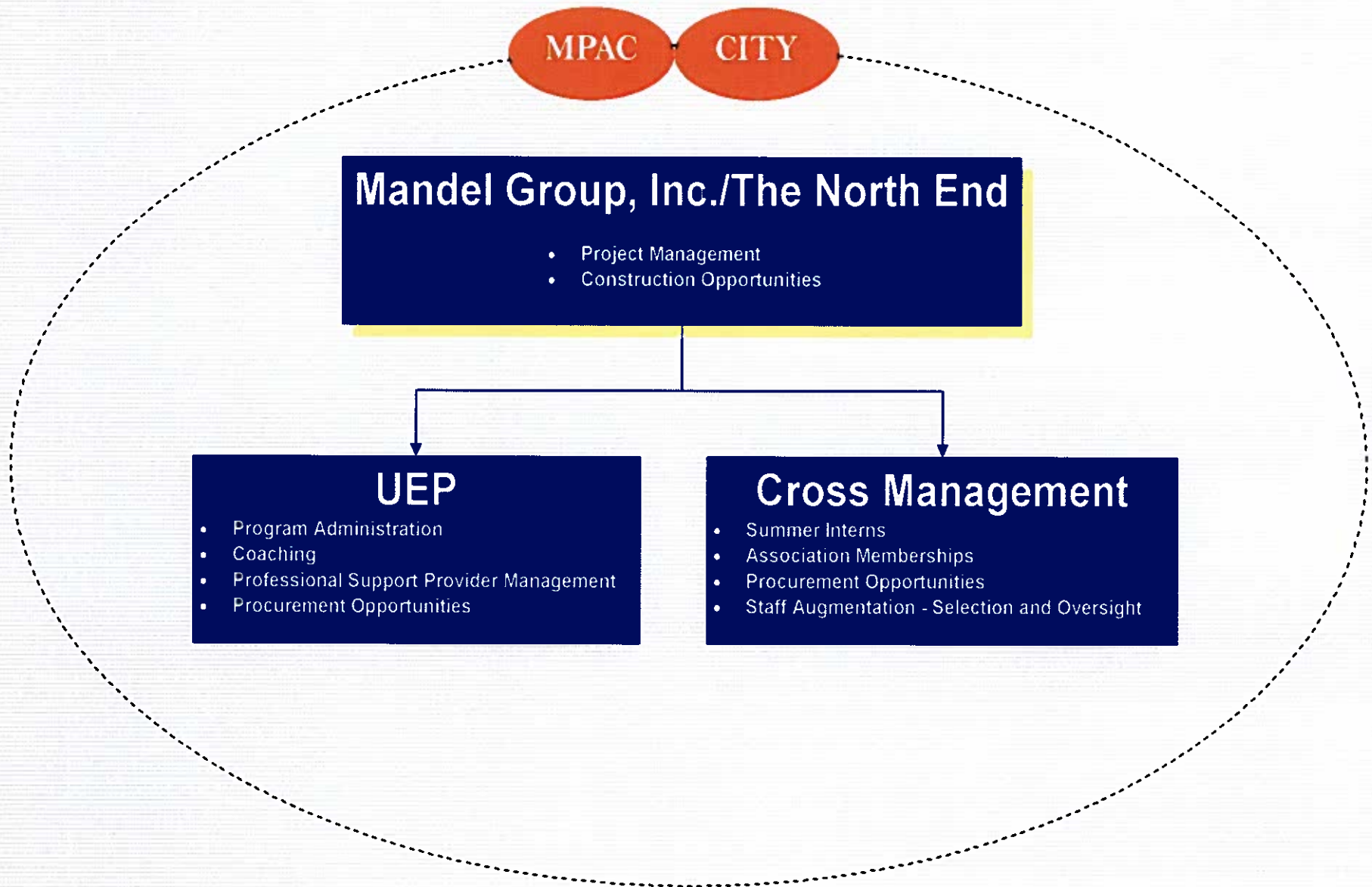
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## Methodology

1. Identify emerging construction trade businesses.
2. Coaching Process: Unique, customized Personal Development Plans (PDPs) designed for each business. Identify technical and professional support needs.
3. Staff Augmentation: Determined specifically for each business.
4. Technical and Professional Support: Determined specifically for that particular business.
5. Construction Contracting Opportunities: Developer will work with selected emerging business to identify construction contracting opportunities on The North End project.
6. Monitor Progress: Monitor program and its progress against objectives.



# Program Roles



MPAC

CITY

## Mandel Group, Inc./The North End

- Project Management
- Construction Opportunities

### UEP

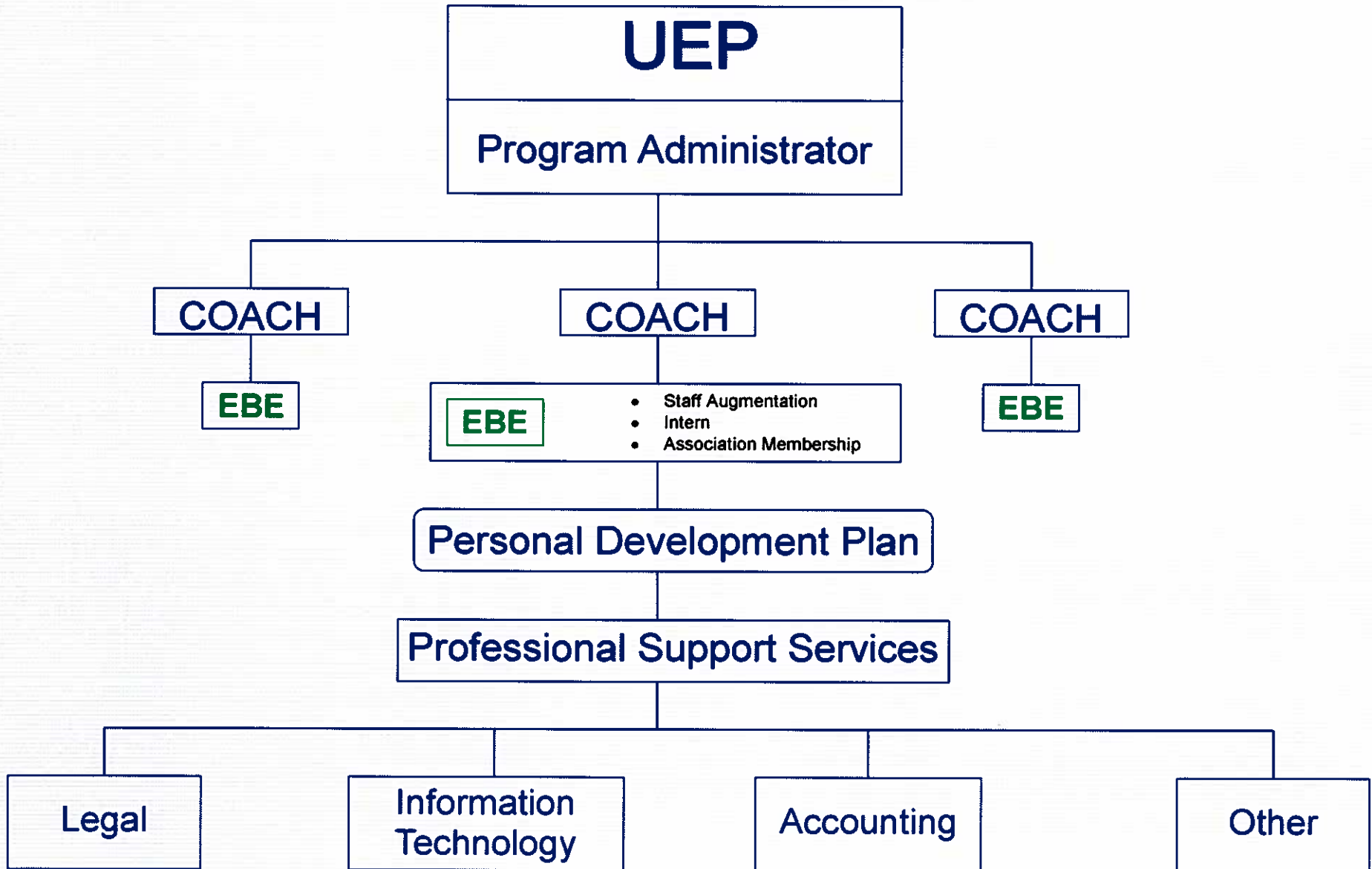
- Program Administration
- Coaching
- Professional Support Provider Management
- Procurement Opportunities

### Cross Management

- Summer Interns
- Association Memberships
- Procurement Opportunities
- Staff Augmentation - Selection and Oversight



# EBE Support Structure



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## Coaching Process

- ❑ Assessment: Of critical business requirements, including business structure, operations, leadership skills and financials.
- ❑ Coaching: A Coach will be assigned to each business. The Coach and the business will jointly develop the PDP, including goals and objectives, technical and general business needs, timeline and budget.
- ❑ Coach Selection: UEP engages with volunteers and subcontractors with solid, relevant business experience.
- ❑ Evaluation: Evaluations at predetermined milestones, including measuring performance against defined goals.





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## Staff Augmentation

- ❑ Staff Augmentation: Provide a stipend for an experienced construction project manager, construction superintendent, cost estimator or other needed senior field support as determined by each emerging business firm's assessment.
- ❑ Student Interns: Provide a stipend for paid part-time summer internships for up to three minority or women students attending UWM, MATC or MSOE and majoring in Engineering or Construction Management.



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# Technical & Professional Support

- Provided as needed in specific areas identified in PDP. Professional expertise may include, but is not limited to:
  - Legal: Prepare and file corporate governance documents, form contracts, and resource manual of common legal passages.
  - Information Technology (IT): Assess how to improve the performance of the business via technology.
  - Accounting: Including controller support, financial and cost analyses, and development of policies and procedures for the safeguarding of the business assets.
- Association Membership: Stipend for one trade association membership.





# North End Emerging Business Development Program

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## Construction Contracting Opportunities

Significant sustainability of the emerging businesses will only be realized through the consistent development of additional procurement opportunities.

- ❑ Developer will work with selected emerging business to identify construction contracting opportunities on The North End project.
- ❑ Coaches and other stakeholders will work to identify additional construction contracting opportunities.
- ❑ City EBE Office will work to identify additional construction contracting opportunities.



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## Monitor Progress

- ❑ A snapshot of each business will be taken at the beginning of the program and at certain milestones, such as quarterly, upon project phase completion, and a follow-up following completion.
- ❑ Each participant will be evaluated on general and specific criteria.
- ❑ Program Administrator will review progress of relationships and processes and gather stakeholder input for continuous improvement. Oversees all elements of the program (budgets, timelines, reporting, progress evaluations, etc.)
- ❑ UEP will review coaching relationships and reporting.
- ❑ MPAC will be updated on progress and their advice will be continuously solicited.





SCORECARD FOR  
NORTH END EMERGING BUSINESS DEVELOPMENT PROGRAM

NAME OF BUSINESS: \_\_\_\_\_

BUSINESS OWNER: \_\_\_\_\_

DATE: \_\_\_\_\_

Criteria	Initial Snapshot	3 Months Snapshot	Progress	6 Months Snapshot	Progress	9 Months Snapshot	Progress	1 Year Snapshot	Progress
Full Time Jobs/Part Time Jobs									
Management Positions									
Revenue									
Average Number of Bid Opportunities per Month									
Average Number of Jobs Per Month									
Average Size of Contract									
Difference Between Project Proposed Costs vs Actual Costs									
Average Profit Margin									
Accounting Proficiency (TBD)									
Operations Efficiency (TBD)									
Management Optimization (TBD)									

COMMENTS:

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# North End Emerging Business Development Program

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## Preliminary Program Budget

Program Management & Technical Assistance (3-4 EBE firms)	\$ 150,000
Project Manager/Superintendent Salary Assistance	60,000
Association Memberships	2,000
Student Interns (3 students)	21,000
Contingency	<u>17,000</u>
<b>Total Budget</b>	<b>\$ 250,000</b>







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