



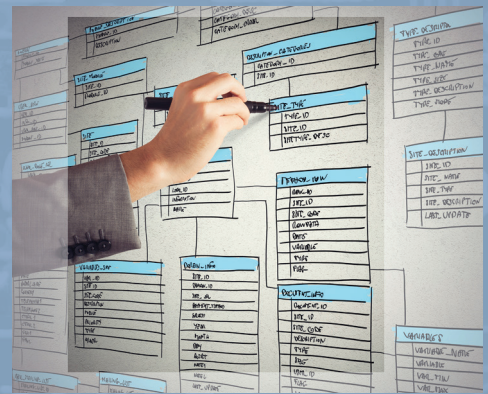
new  
economy  
initiative



# 2015 EVALUATION REPORT

## New Economy Initiative

*A Project of the Community Foundation for Southeast Michigan*



Submitted to:  
**The New Economy Initiative**

Submitted by:  
**Growth Capital Network**

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# EXECUTIVE SUMMARY

**CREATED IN 2007** as a special project of the Community Foundation, the mission of the New Economy Initiative (NEI) is to accelerate Southeast Michigan to a position of leadership in the new global economy. A unique philanthropic initiative, NEI is comprised of twelve national and local foundations that have committed \$133 million (M) to support diverse regional and Detroit-centered development efforts.

The early initiative experimented with several directions, and in 2010 NEI introduced its “Innovation Network” strategy representing an approach specifically focused on fostering entrepreneurship and early stage business. It includes six emphasis areas: Connections, Ideas, Investments, People (Talent), Places, and Tools. Principal Innovation Network activities are: 1) Promoting entrepreneurship through events, competitions, and activities; 2) Growing the service provider network that supports the entrepreneurial business community; and 3) Supporting ideas and addressing gaps in the ecosystem.

Growth Capital Network (GCN) has been working with NEI since 2011, and our analyses assist NEI to make funding decisions that drive continuous improvement and long-term impact. GCN is a woman lead strategic management, research and evaluation firm whose mission is to create meaningful connections between communities and their funding sources. The annual NEI Evaluation Report informs stakeholders about the current status of funding and assesses the short-term outcome and immediate effect that these grantees have on the Southeast Michigan economy and innovation eco-system.

## KEY FINDINGS

### ■ MACROECONOMIC ANALYSIS – SOUTHEAST MICHIGAN

Since NEI began its work in Southeast Michigan in 2009, the demographic shifts that have occurred in Wayne County and the region are consistent with the expectations set forth at inception. It is evident that a positive trend has occurred in the following ways since 2008, which is considered to be the bottom of the recession:

- ◆ Educational Attainment: The number of residents without a high school diploma decreased while those with a bachelor’s degree or higher increased.
  - The increase was more significant (2%) among 18 to 24 year-olds.
  - The percentage of women with a bachelor’s degree or higher also saw an increase greater than the general population (2%+).
- ◆ Unemployment rates dipped below the national average for the first time in more than a decade, and private sector job growth in Detroit was the third highest in the country.
- ◆ Gross domestic product (GDP) growth in Detroit, at 18%, was the second highest in the country.
- ◆ Per capita income increased among most of the underserved populations since 2008.

### ■ RESULTS

The key findings from the online Grantee Performance Network system outline the NEI portfolio’s current composition and the impact on program participants from 2009 through December 31, 2015.

# EXECUTIVE SUMMARY

## Grant and Grantee Composition

### 2009-2015:

- ◆ \$96.2M has been awarded in 259 grants
- ◆ 112 grants focused on underserved populations and were awarded \$22.3M (See Appendix B for all social equity programs)
- ◆ 116 grants are currently open/active utilizing \$34.96M
- ◆ 51 grants focused on underserved populations are currently open/active, utilizing \$11.7M

### 2015:

- ◆ 2015 had the highest volume of grants (75) and disbursed \$8.86M
  - 51 grants went to programs focused on underserved populations and were awarded \$3.7M
    - 32 of the 51 grants were in \$10K and \$100K increments (a total \$0.5M) given directly to Detroit businesses through the NEIdeas challenge

## Impact Snapshot

### 2009-2015:

- ◆ \$812.2M in leverage has augmented the entrepreneurial ecosystem
  - \$233.6M was received as program match
  - \$578.5M of investment capital raised
- ◆ \$162.5M was leveraged by programs focused on underserved populations
  - \$29.2M was received as program match
  - \$133.3M of investment capital raised
- ◆ 174,533 people were exposed to entrepreneurial services through NEI grantees' events and programs
  - 24,721 were engaged by programs focused on underserved populations
- ◆ 3,269 companies were assisted by NEI grantees
  - 903 companies were assisted by programs focused on underserved populations
- ◆ 1,656 companies have been created
  - 363 companies produced from programs focused on underserved populations
- ◆ 14,827 jobs have been created or retained
  - 2,033 jobs attributed to programs focused on underserved populations

### 2015:

- ◆ \$204.4M in leverage has augmented the entrepreneurial ecosystem
  - \$8.3M received in program match
  - \$196.2M of investment capital raised
- ◆ \$23.9M was leveraged by programs focused on underserved populations
  - \$2.8M received in program match
  - \$21.1M of investment capital raised
- ◆ 44,921 people were exposed to entrepreneurial services through NEI grantees' events and programs
  - 13,557 were engaged by programs focused on underserved populations

# PROGRAM OVERVIEW

- ◆ 1,104 companies were assisted by NEI grantees
  - 515 companies were assisted by programs focused on underserved populations
- ◆ 338 companies launched
  - 118 companies produced by programs focused on underserved populations
- ◆ 2,449 jobs have been created or retained
  - 1,354 attributed to programs focused on underserved populations

## INTRODUCTION

The New Economy Initiative (NEI) was created as a special project of the Community Foundation for Southeast Michigan to accelerate the transition of Southeast Michigan to a position of leadership in the new global economy. The unique philanthropic initiative is comprised of twelve national and local foundations that have committed \$133M to support diverse regional and Detroit focused development efforts. Since 2011, Growth Capital Network (GCN) has been working with NEI to perform a set of quantitative and qualitative reviews of the grant portfolio.

The key goals of GCN for the ongoing project are as follows:

- ◆ Provide technical assistance and maintain a performance measurement system for the grantees
- ◆ Engage with the grantees on a regular basis around their reporting
- ◆ Illustrate the impact of NEI and its role in shifting the local economy through key findings
- ◆ Maintain a performance measurement system for the NEI grantees
- ◆ Deliver success stories and lessons learned

After an overview of the initiative's history and a discussion of the research objectives/methodology, the report reviews the key macroeconomic indicators and trends that are impacting Southeast Michigan. It outlines the current composition of the NEI portfolio, the focus areas of the monies and the maturity levels of the grantees. A sampling of the individual grants is reviewed before the focus shifts to the overall effect of the initiative – the top line metrics and impacts.

## ORGANIZATIONAL BACKGROUND AND HISTORY

The NEI was conceived and charted in 2007. From the earliest phase of the initiative, the strategy and vision has focused on fostering innovation and entrepreneurship across Southeast Michigan. Rather than restricting support to an individual sector or industry, a broad reach was considered the most effective manner to encourage economic growth. It was a grave economic period in our region. The majority of US jobs lost during the first decade of the millennium were in Michigan and our state was experiencing a significant per-capita income drop. The NEI's focus was to recapture lost jobs and participate in the creation of a revitalized infrastructure/culture and the establishment of a more diverse economy.

### Key Economic Transformation (2006-2007)

In order to most effectively and efficiently direct grant funds, the NEI Governing Council, the strategic governing body at that time, determined three key foci of economic transformation:

# PROGRAM OVERVIEW

- ◆ Talent: programs to help prepare, attract, and retain skilled workers in the region
- ◆ Innovation: entrepreneurial opportunities in new and existing enterprises
- ◆ Culture Change: efforts to enhance the region's image regarding learning, work, and innovation

Subsequent to its formal launch in 2008, NEI developed metrics related to each of the three core objectives. Performance measurements were incorporated to ensure that funding led to high impact, scalability, and sustainability. The metrics served as tools to effectively evaluate funded initiatives, as well as benchmarks for future opportunities.

## Activities (2008-2011)

From 2008 through 2011, the NEI staff applied a framework for ongoing implementation that employed the three modules of activities that targeted the original NEI areas of talent, innovation and culture change and connected to the existing work of foundations in the Detroit metropolitan region.

- ◆ Promote a successful entrepreneurial eco-system
- ◆ Capitalize on existing regional assets and resources
- ◆ Build and employ a more skilled and educated workforce

## Innovation Network and NEI 2.0 (2012-present)

Resulting from the guidance of key funders and the NEI Governing Council, a new direction for NEI funding activity began in 2012 with the Innovation Network strategy. This represented a strategy more specifically focused on fostering entrepreneurship and early stage businesses, with a primary focus on strengthening the Detroit entrepreneurial ecosystem. In 2014, NEI 2.0 was officially announced with new funding from 11 funders for more than \$33M to support its efforts over the next three to five years to continue its work. The funders of NEI 2.0 include the Knight Foundation, Ford Foundation, Kresge Foundation, W.K. Kellogg Foundation, William Davidson Foundation, Hudson-Webber Foundation, Charles Stewart Mott Foundation, Community Foundation for Southeast Michigan, Max M. and Marjorie S. Fisher Foundation, the McGregor Foundation, and Surdna Foundation. The NEI has funding through 2017 to support its efforts and continue its nurturance of an innovation and entrepreneur focused culture, with the bulk of its remaining grantmaking budget ending in 2016.

## Top NEI 2.0 Activities

- ◆ Continue to support Innovation Network and the surrounding district it resides within
- ◆ Grow the service provider network that services the entrepreneurial business community with a focus on neighborhood based businesses
- ◆ Promote entrepreneurship and culture change across the region through events, competitions, and activities

In summary, since its inception, the NEI grant making has evolved from broad based metrics and foci to a tightly focused strategy where the engagement and support of the entrepreneurial community across southeastern Michigan has become the prime objective.

## Emphasis Areas

When NEI grants funds to programs they classify these programs based on their purpose and goals into six

# PROGRAM OVERVIEW

emphasis areas. The following are the descriptions of the NEI emphasis areas in which funded grants are grouped:

	Description	Example Organizations and Programs
<b>Connections</b>	Investments to create and promote valuable, sustainable and accessible networks	<ul style="list-style-type: none"> <li>• The Greater New Orleans Foundation - Forward Cities</li> <li>• Aspen Institute</li> <li>• Funders Network for Smart Growth and Livable Communities</li> </ul>
<b>Ideas</b>	Investments instigating new ideas and helping ideas come to market	<ul style="list-style-type: none"> <li>• Detroit Economic Growth Association - NEIdeas Competition</li> <li>• Accelerate Michigan Innovation Competition</li> <li>• Wayne State University - Office of Tech Commercialization</li> </ul>
<b>Investment</b>	Investments in providing access to capital for every stage of ideas and growth	<ul style="list-style-type: none"> <li>• Detroit Development Fund - Detroit Micro Loan Collaborative</li> <li>• Invest Detroit Foundation - Detroit Innovate and First Step Fund</li> </ul>
<b>People (Talent)</b>	Investment in retaining, attracting, and preparing talent for jobs	<ul style="list-style-type: none"> <li>• Southeast Michigan Community Alliance- Workforce Intelligence Network (WIN)</li> <li>• Southwest Solutions - Earn and Learn</li> </ul>
<b>Place</b>	Investments in building physical places for ideas to thrive and to help make Detroit and its metropolitan area an ideal location for start-ups and growing businesses	<ul style="list-style-type: none"> <li>• Grandmont Rosedale Development Corp.</li> <li>• Jefferson East Inc.</li> <li>• Midtown Detroit Inc.</li> <li>• Southwest Detroit Business Association</li> </ul>
<b>Tools</b>	Investments in identifying best practices and providing training, mentors, and support services to help ideas grow	<ul style="list-style-type: none"> <li>• Accounting Aid Society</li> <li>• Arab Community Center for Economic and Social Services (ACCESS)</li> <li>• Central Detroit Christian</li> <li>• Downtown Detroit Partnership - Build Institute</li> <li>• FoodLab</li> <li>• Henry Ford Health System</li> <li>• Matrix Human Services</li> <li>• Southwest Solutions - ProsperUs</li> <li>• WSU TechTown</li> </ul>

To see full descriptions of the 2015 programs and their emphasis area, see Appendix B.

## Social Equity and Inclusion

An important aspect of NEI's work that imbues their strategy is social equity. Since the initiative's inception, it has been steadfast in its commitment to inclusion and equity as driving values and has traditionally funded programs focused on serving underserved populations. NEI and GCN in collaboration with PolicyLink have brought the equity discussion to the foreground during funding meetings and have included it in each set of grantee reporting requirements. In addition to the emphasis areas, grants which focus on specific underserved target populations are placed into what NEI refers to as "social equity focus" areas. There are five "social equity focus" areas: immigrants, low education, low income, minorities, and women; and grants may be placed into more than one area depending on the target populations. To see which 2015 programs had a social equity focus, please see Appendix B.

# PROGRAM OVERVIEW

## Detroit Neighborhood Work

Since 2009, as part of the commitment to inclusion and equity and to address gaps in employment and income, NEI began to fund organizations that were focused on developing entrepreneurship and innovation in Southeast Michigan as well as providing services to businesses within Detroit neighborhoods. In 2014, NEI decided to more systematically bring entrepreneurial services to the neighborhoods and, to build a network of providers in Detroit neighborhoods. This was so local businesses would know where to go for what services, and build their businesses from ideation to growth. These programs include the NEIdeas Challenge, Michigan Women's Foundation, PowerMoves, and more. To see which 2015 programs are Detroit Neighborhood focused please see Appendix B.

NEI funded four types of programs that are doing work in the neighborhoods which include:

- ◆ Competitions - Access to "free capital"
- ◆ Investment - Capital through microloans and loan readiness services
- ◆ Place - Spaces that support entrepreneurs such as co-working and accelerator spaces
- ◆ Support Services and Research - Business building services to entrepreneurs and neighborhood organizations

## PURPOSE OF THE EVALUATION

The purpose of the evaluation is to 1) provide a clear picture of the movement and impact of NEI's investment into Southeast Michigan's entrepreneurial ecosystem; and 2) communicate the stories around the analyses and anecdotal stories of success and lessons learned.

The ultimate goal of performance metrics, data, and analysis are so NEI can make well-informed funding decisions to drive continuous improvement and long-term impact in the region. It's important for the NEI staff to meet external stakeholders' requirements while being empowered to make strategic internal decisions and improvements. The commitment to track and communicate results helps others to understand the goals of the organization and the incremental progress towards achievement.

Each grantee is responsible for reporting on milestones that are unique to their program and help us gauge their progress towards strategic and programmatic goals. They are also required to report on a set of metrics that help us to more deeply and quantitatively understand their impact. Many of the metrics are directly applicable to the grantee, but some are indicators that help us to gauge the growth and health of the eco-system writ large. With the numeric reporting, we can more accurately discern the impact that NEI funds are having on local exposure to entrepreneurship, business starts, job creation, leveraged programmatic and private investment capital into Southeast Michigan.

## PURPOSE OF REPORT

The purpose of this report is to inform NEI of the current status of the funding to their different grantees for 2015 and to assess any short-term outcomes and immediate impacts made by these grantees on Southeast Michigan since the inception of NEI to the present. This report outlines the current composition of the NEI portfolio, the focus areas of the monies, and the maturity levels of the grantees.



# PURPOSE OF THE EVALUATION

## METHODOLOGY

As part of GCN's ongoing project and evaluation goals, we monitor grantees progress in completing program activities and achieving milestones, and to assess if grants are assisting NEI in achieving its goals. To ascertain this information, GCN uses a mixed method approach, along with a grant-by-grant review process that includes document review, discussion with NEI program officers, and extensive interviews with select grantees and their clients.

All NEI grantees are required to report on a set of universal metrics to assess overall impact and a smaller set of metrics tailored specifically for their program. These metrics are self-reported by grantees and entered into the Grant Progress Network (GPN) system. The GPN system is a grant management system that includes global messaging of grantees, document/image uploads, auto-notification for report submissions, grantee to-do lists, customized milestone and metric menus, data exporting and preliminary reports, online assistance, and event tracking.

### The GPN Interface Provides

- ◆ Streamlined reporting and communication with the grantees
- ◆ Simplified two way communication between the grantees and the NEI
- ◆ Easy access to key grantee organization information such as financials and budgets
- ◆ Access to media and communication data such as logos, board lists, and staff biographies
- ◆ Data capture that ranges in scope from the individual grantee to the complete initiative
- ◆ Organizational and grant data for all grants (closed and open)
- ◆ Outcomes and measures data for grantees
- ◆ Streamlined activity management of the activity and adherence measurement
- ◆ Efficient reports and downloads
- ◆ Simplified transition of grantees between NEI staff

For more information on the GPN system please see Appendix C.

## ■ DATA COLLECTION AND ANALYSIS

### Quantitative Data

Quantitative data (metric data) was compiled via the GPN system and analyzed using the Statistical Package for the Social Sciences (SPSS) v 22. Descriptive statistics such as frequencies and percentages were used to analyze categorical data (e.g. NEI funding emphasis areas) while averages and standard deviations were used for continuous variables (e.g. Funding amounts).

Data Disclosure: Grantee metrics are self-reported. Many program participants have had contact with multiple grantees and may be represented more than once. Actual counts may vary among different reporting sources due to grantee compliance with timely reporting. Data for this report was extracted from the GPN system on February 25, 2016. Data extracted and reported on, before or after this date may cover dissimilar results.

### Qualitative Data

Qualitative data was collected through semi-structured interviews (in-person and over-the-phone), using a convenience sample of active grantees' clients to highlight some of the short-term outcomes and immediate impacts of NEI funding. The qualitative data gathered was analyzed manually for themes, and was quantified for anecdotal examples of short term outcomes and immediate impacts of NEI funding.

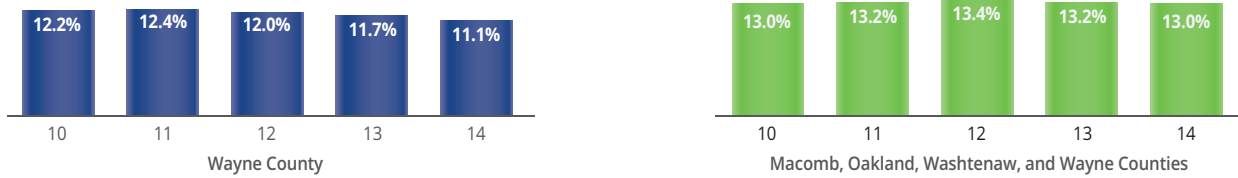
# RESULTS

## MACROECONOMIC CONTEXT - SOUTHEAST MICHIGAN

NEI has been tracking various macroeconomic indicators to obtain a broad stroke view of how the region is doing in its entirety. The following are key findings from the macroeconomic analysis with data going back to 2010 and covers Wayne, Macomb, Oakland, and Washtenaw Counties.

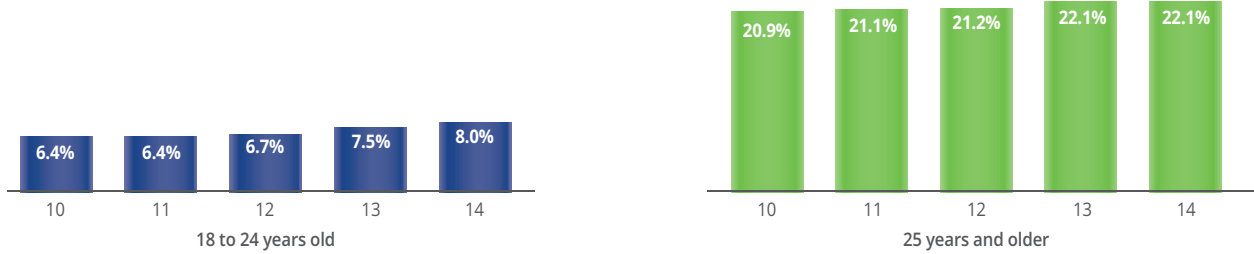
### ■ EDUCATIONAL ATTAINMENT

**D1-I. LESS THAN A HIGH SCHOOL DIPLOMA BY COUNTY AREA 2010-2014**



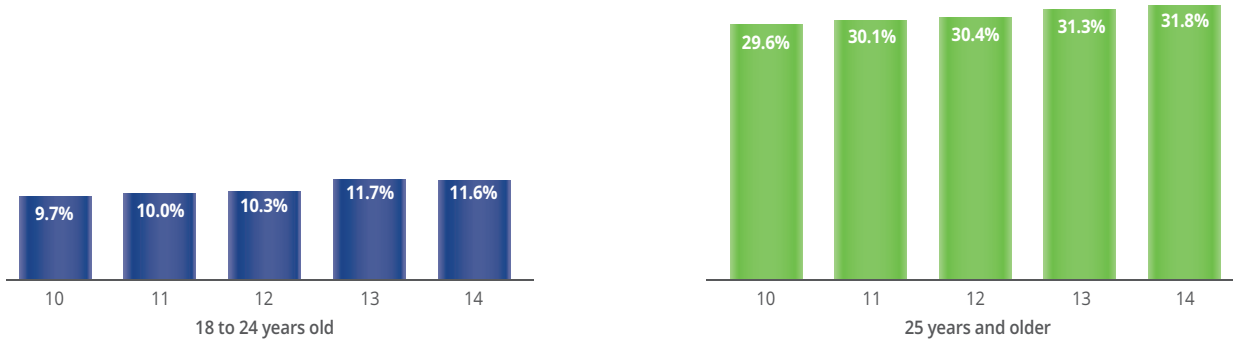
Source: American Community Survey

**D1A-II. BACHELORS DEGREE OR HIGHER BY AGE 2010-2014 WAYNE COUNTY**



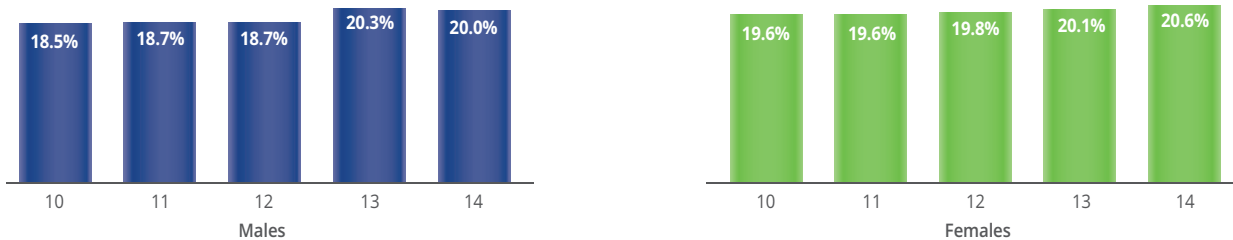
Source: American Community Survey

**D1A-III. BACHELORS DEGREE OR HIGHER BY AGE 2010-2014 MACOMB, OAKLAND, WASHTENAW, AND WAYNE COUNTIES**



Source: American Community Survey

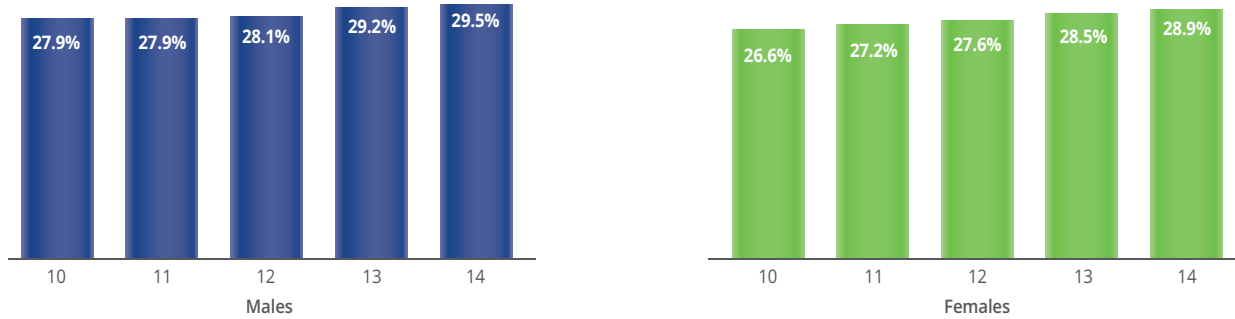
**D1A-IV. MALES AND FEMALES WITH A BACHELORS DEGREE OR HIGHER 2010-2014 WAYNE COUNTY**



Source: American Community Survey

# RESULTS

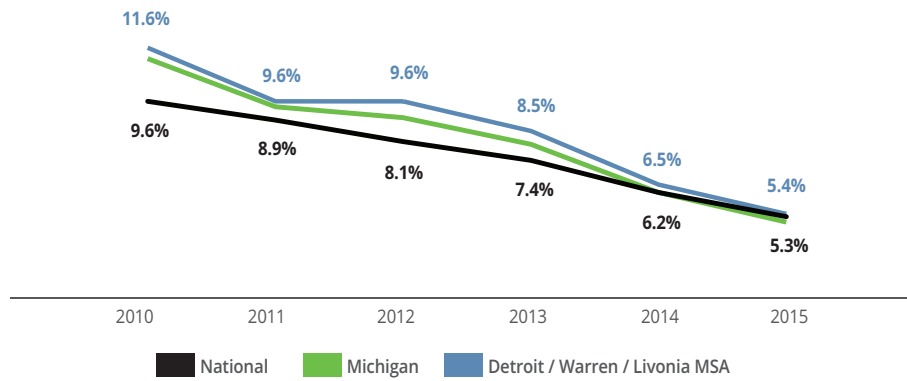
## D1A-V. MALES AND FEMALES WITH A BACHELORS DEGREE OR HIGHER 2010-2014 MACOMB, OAKLAND, WASHTENAW, AND WAYNE COUNTIES



Source: American Community Survey

## ■ UNEMPLOYMENT

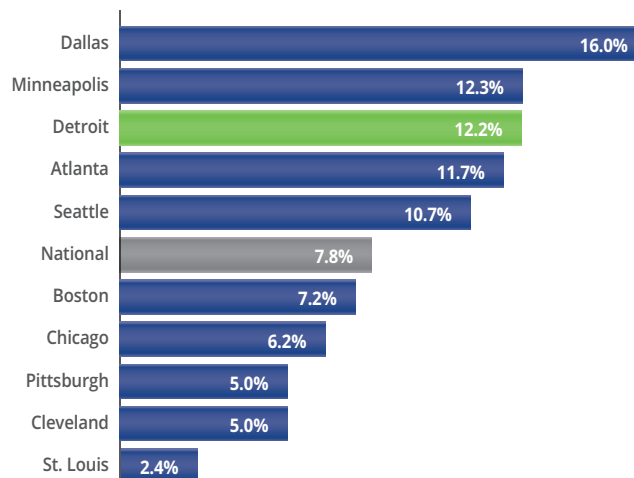
### D1B-I. UNEMPLOYMENTS RATES, 2010-2015



Source: U.S. Bureau of Labor and Statistics

## ■ JOB GROWTH

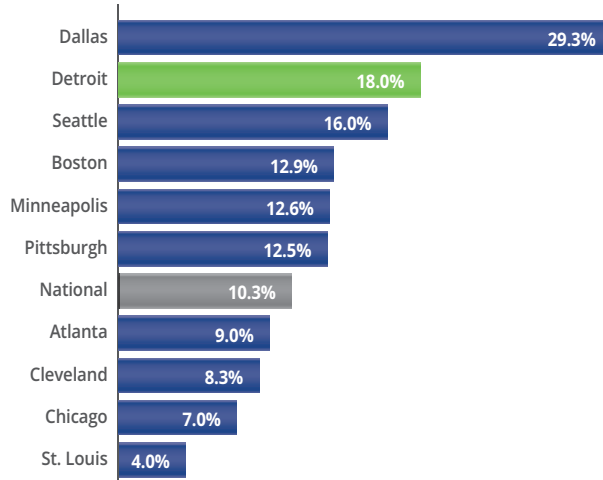
### D1C-I. PRIVATE SECTOR JOB GROWTH, 2009-2014



Source: Detroit Regional Chamber; State of the Region, 2015

# RESULTS

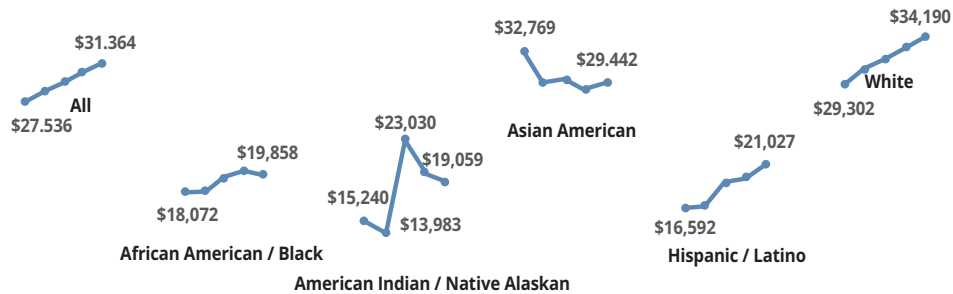
## D1-D. 2009-2014 REAL GROSS DOMESTIC PRODUCT (GDP) GROWTH



Source: Detroit Regional Chamber; State of the Region, 2015

## ■ PER CAPITA INCOME

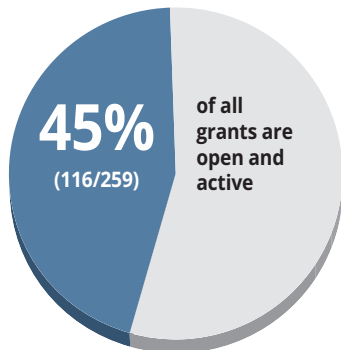
### D1-E. MEDIAN PER CAPITA INCOME BY RACE / ETHNICITY (MACOMB, OAKLAND, WASHTENAW, AND WAYNE COUNTIES) 2010-2014



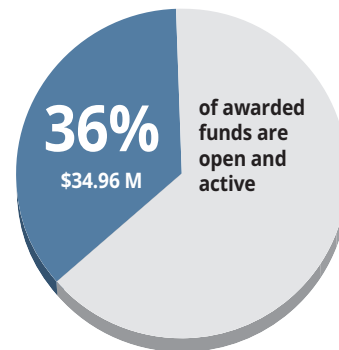
Source: U.S. Bureau of Labor and Statistics

## GRANT AND GRANTEE COMPOSITION

### D2-I. OPEN / CLOSED GRANTS BY VOLUME



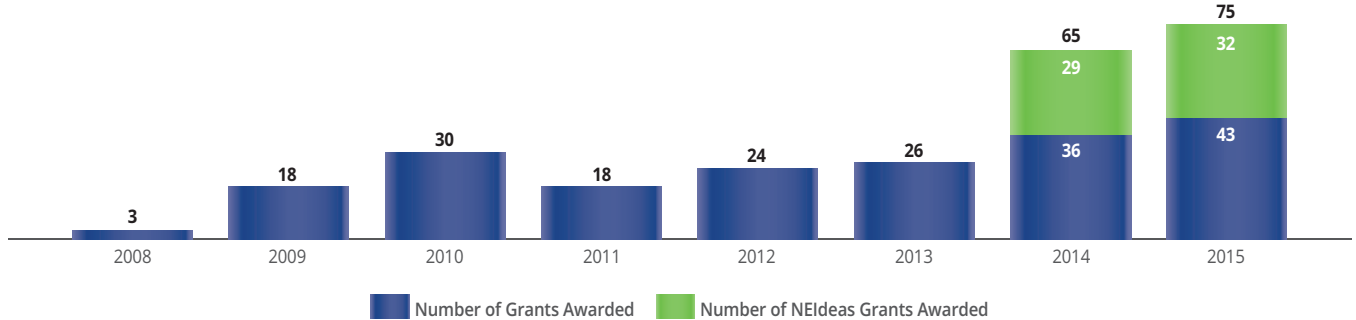
### D2-II. OPEN / CLOSED GRANTS BY DOLLARS



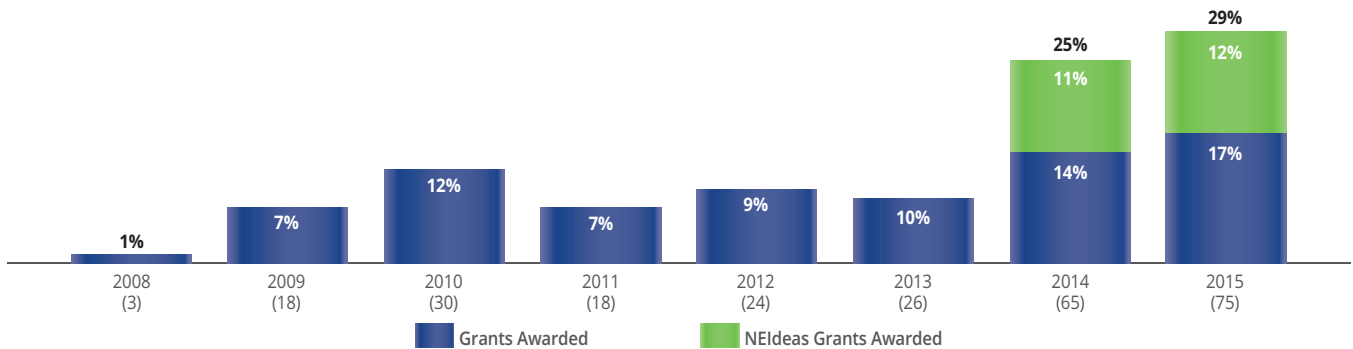
# RESULTS

Since NEI's inception through 2015, \$96,238,590 has been awarded through 259 grants (See figures D2-iii-iv). Of these, 45% (116 out of 259) are open/active and comprise 36% of the total funding awarded (\$34,967,732). (See figure D2-i-ii).

**D2-III. GRANTS AWARDED FROM 2008-2015 (259)**



**D2-IV. PERCENT OF GRANTS AWARDED BY YEAR**



In 2015, NEI awarded the highest volume of program grants (43) in the initiative's history, representing \$8.3M in funds and 17% of all grants funded. NEI also disbursed thirty \$10K grants and two \$100K grants directly to Detroit business owners through the NEIdeas Challenge. This brought the 2015 yearly total to 75 grants and \$8.86M funded. (See figures D2-ii and D2-iii).

## ■ EMPHASIS AREAS

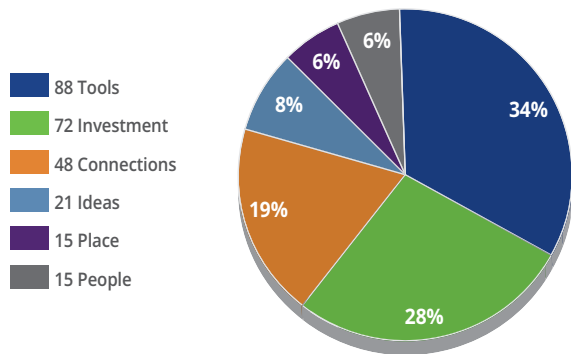
NEI grants are placed into six emphasis areas: Connections, Ideas, Investment, People, Place, and Tools. Of the total grants funded by NEI they are distributed in the following way by the emphasis areas:

<b>Tool grants</b>	<ul style="list-style-type: none"> <li>\$39.3M (41% of \$96.2M total awarded funds)</li> <li>88 grants (34% of 259 total grants)</li> </ul>
<b>Investment grants</b>	<ul style="list-style-type: none"> <li>\$16.7M (28% of \$96.2M total awarded funds)</li> <li>72 grants (28% of 259 total grants)</li> <li>\$0.79M of investment grant were awarded to NEIdeas Challenge grants</li> <li>61 of the 72 investment grants are NEIdeas Challenge grants</li> </ul>
<b>Connection grants</b>	<ul style="list-style-type: none"> <li>\$3.3M (3% of \$96.2M total awarded funds)</li> <li>48 grants (19% of 259 total grants)</li> </ul>

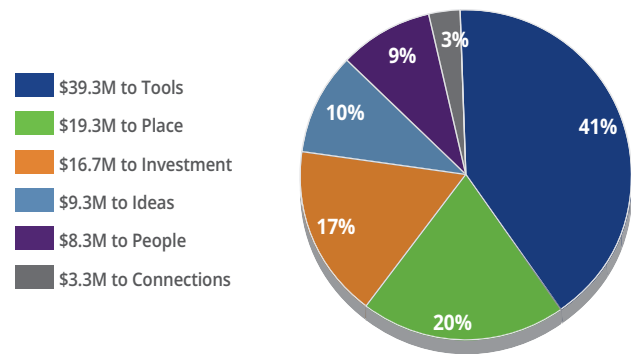
# RESULTS

<b>Idea grants</b>	<ul style="list-style-type: none"> <li>• \$9.3M (10% of \$96.2M total awarded funds)</li> <li>• 21 grants (8% of 259 total grants)</li> </ul>
<b>People grants</b>	<ul style="list-style-type: none"> <li>• \$8.3M (9% of \$96.2M total awarded funds)</li> <li>• 15 grants (6% of 259 total grants)</li> </ul>
<b>Place grants</b>	<ul style="list-style-type: none"> <li>• \$19.3M (20% of \$96.2M total awarded funds)</li> <li>• 15 grants (6% of 259 total grants)</li> </ul>

**D2A-I. GRANTS AWARDED BY EMPHASIS AREA (259)**



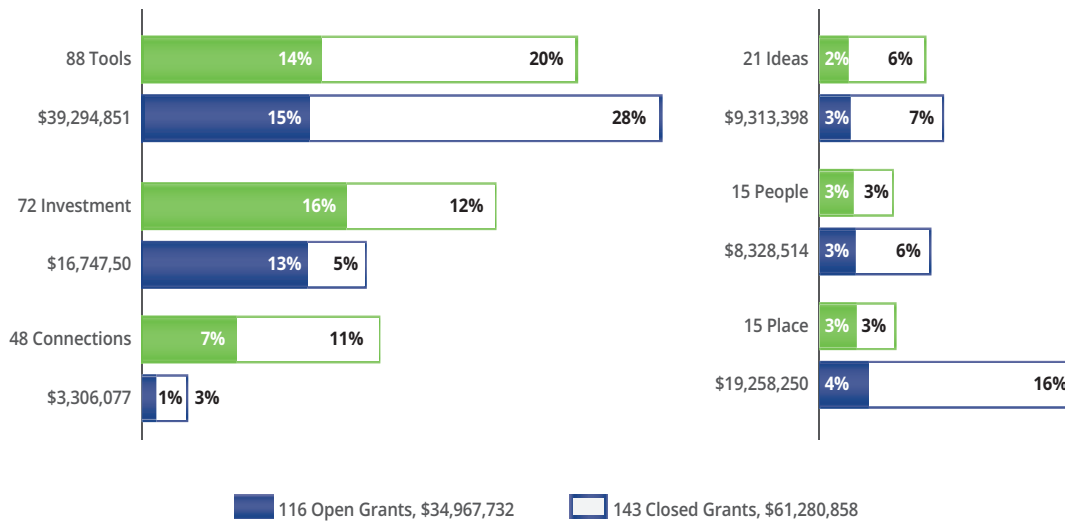
**D2A-II. AMOUNT AWARDED BY EMPHASIS AREA \$96,238,590**



NEI funded relatively few Place grants (15 out of 259), however, Place grants totaled \$19.3M or 20% of awarded funds. Investment garnered \$16.7M (17% of awarded funds); Ideas \$9.3M (10% of awarded funds); People \$8.3M (9% of awarded funds); and Connection \$3.3M (3% of awarded funds). (See figure D2a-ii.).

The majority (55%) of NEI grants have been closed, representing 64% of the funds awarded (\$61.3 M). (See figure D2a-iii.). Tool grants have the highest number of grants awarded (88), and associated funding (\$39.3M). Investment grants have the most open/active grants at 41 (35% of open grants) utilizing \$12.3M (See figure D2a-iii.).

**D2A-III. OPEN AND CLOSED GRANTS BY EMPHASIS AREA**

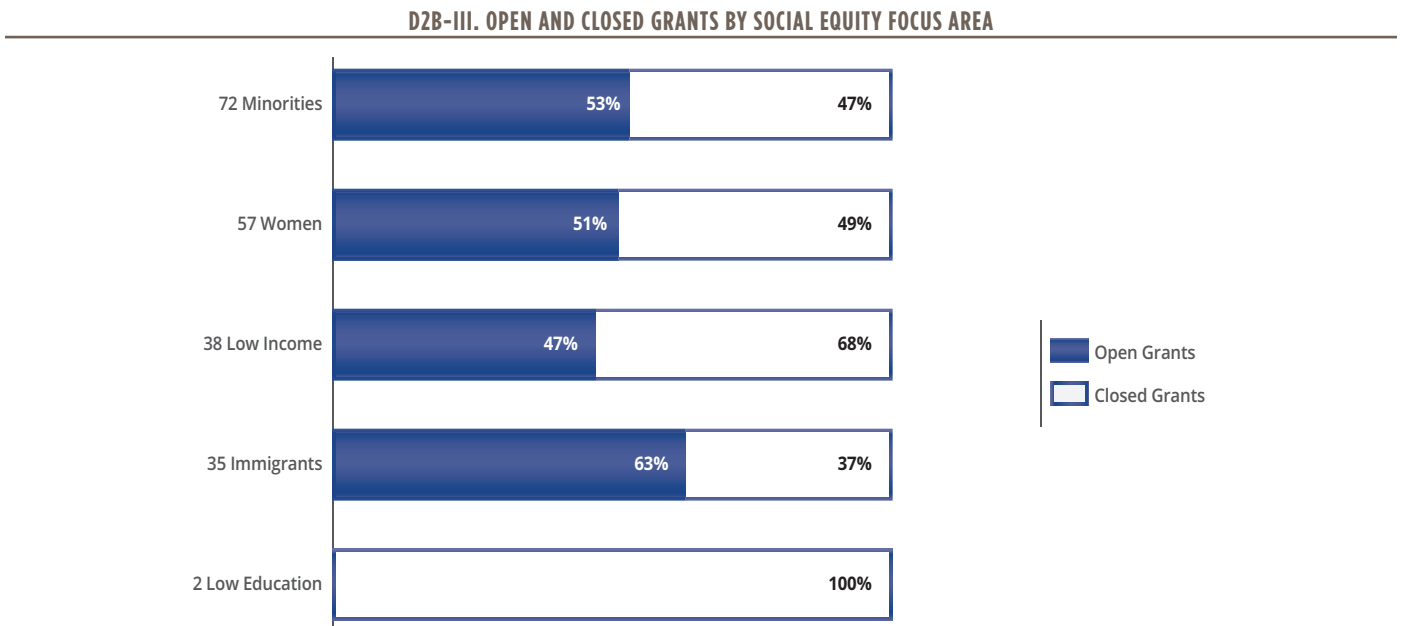
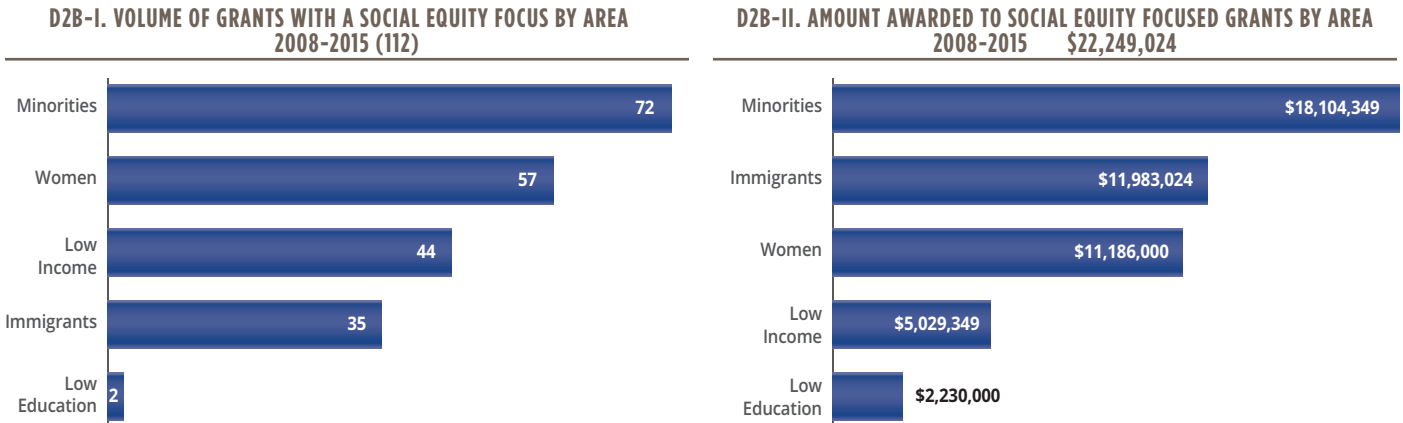


# RESULTS

## ■ SOCIAL EQUITY FOCUS AREAS

Grants with specific underserved target populations are placed into NEI designated social equity focus areas.

The five categories are immigrant, low education, low income, minority, and women. Depending on their target population, grants may be designated in more than one area. (See figures D2b-i-iii)



Forty three percent (112 out of 259) of all grants funded from 2008-2015, targeted underserved populations and have been awarded \$22.3M. Of these, 54% (60) are open/active utilizing 53% (\$11.7M) of total underserved targeted funds. Seventy-five (75) grants were made in 2015, 68% (51) had a social equity focus, and were awarded 42% (\$3.7M) of the \$8.86M of the 2015 funds. Of these 51 grants, 63% (32) were NEIdeas Challenge grants. (See figures D2b-i-iii).

# RESULTS

## Program focus

### Immigrant:

- ◆ 33% (35) of social equity grants
- ◆ 54% (\$11.98M) of total funds to social equity grants
- ◆ 63% (22) are open/active

### Low education:

- ◆ 2% (2) of social equity grants
- ◆ 10% (\$2.2M) of total funds to social equity grants
- ◆ Both grants are closed

### Low income individuals:

- ◆ 42% (44) of social equity grants
- ◆ 23% (\$5M) of total funds to social equity grants
- ◆ 47% (18) of these programs are open/active

### Minority:

- ◆ 68% (72) of social equity grants
- ◆ 82% (\$18.1M) of total funds to social equity grants
- ◆ 53% (38) of these programs are open/active

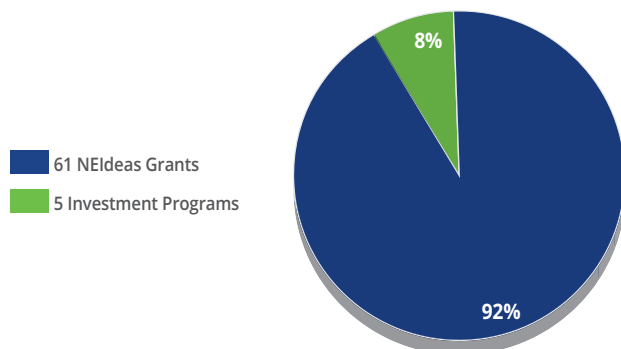
### Women:

- ◆ 54% (57) of social equity grants
- ◆ 51% (\$11.2M) of total funds to social equity grants
- ◆ 51% (29) of these programs are open/active

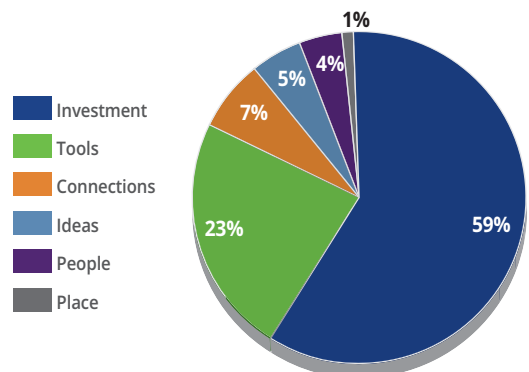
## Social Equity Grants by Emphasis Area

Investment grants were the majority of social equity grants at 59% (66) and received \$7.6M in funding (See figure D2b-iv and D2a-v). However, of the social equity investment grants, 92% (61) were NEIdeas Challenge grants, which received \$790K. The remaining 8% (5) were programs such as the Detroit Development Fund's Detroit Microloan Collaborative, Detroit Midtown Micro-Enterprise Fund Corporation, and Invest Detroit Foundation's Detroit Innovate program; these grants received \$6.9M (See figures D2b-vi and D2a-vii).

D2B-IV. SOCIAL EQUITY INVESTMENT GRANTS 2008-2015



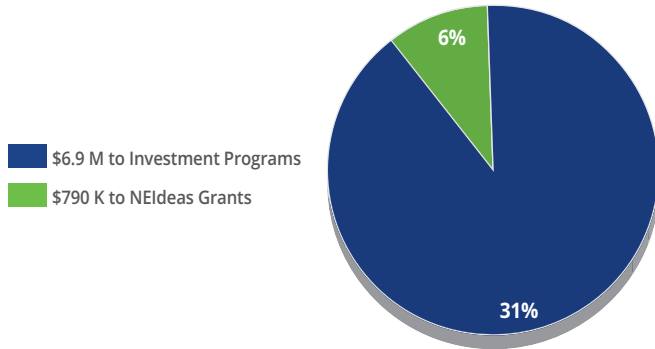
D2B-V. SOCIAL EQUITY FOCUSED GRANTS BY EMPHASIS AREA 2008-2015



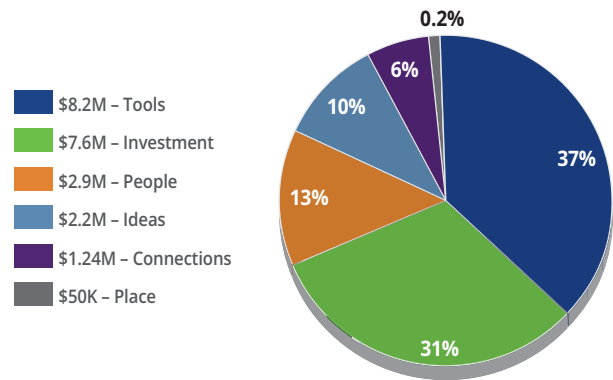


# RESULTS

D2B-VI. SOCIAL EQUITY INVESTMENT GRANTS 2008-2015



D2B-VII. SOCIAL EQUITY FOCUSED GRANTS BY EMPHASIS AREA 2008-2015

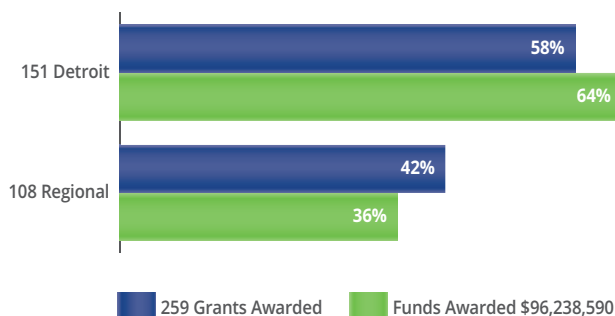


<b>Tool grants</b>	<ul style="list-style-type: none"> <li>\$8.2M (37% of \$22.3M total SE awarded funds)</li> <li>26 grants (23% of 112 total SE grants)</li> </ul>
<b>Investment grants</b>	<ul style="list-style-type: none"> <li>\$7.64M (34% of \$22.3M total awarded SE funds)</li> <li>66 grants (58% of 112 total SE grants)</li> <li>\$0.79M of investment grant were awarded to NEIdeas Challenge grants</li> <li>61 of the 66 SE investment grants are NEIdeas Challenge grants</li> </ul>
<b>Connection grants</b>	<ul style="list-style-type: none"> <li>\$1.24M (6% of \$22.3M total awarded funds)</li> <li>8 grants (7% of 112 total grants)</li> </ul>
<b>Idea grants</b>	<ul style="list-style-type: none"> <li>\$2.2M (10% of \$22.3M total awarded funds)</li> <li>6 grants (5% of 112 total grants)</li> </ul>
<b>People grants</b>	<ul style="list-style-type: none"> <li>\$2.9M (13% of \$22.3M total awarded funds)</li> <li>5 grants (4% of 112 total grants)</li> </ul>
<b>Place grants</b>	<ul style="list-style-type: none"> <li>\$50K (.2% of \$22.3M total awarded funds)</li> <li>1 grant (.9% of 112 total grants)</li> </ul>

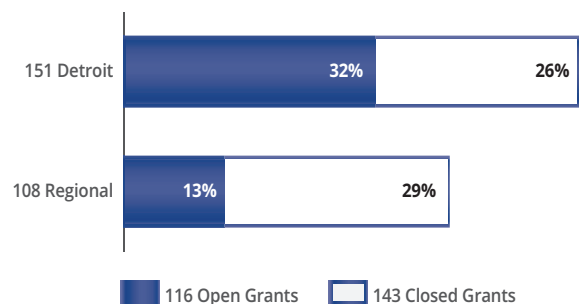
## ■ GEOGRAPHIC FOCUS AREAS

Grants are also grouped by geographic focus. Because NEI supports diverse development efforts in the Detroit and the Southeast Michigan region, grants are grouped by Detroit-centric (Detroit) or regional. (See figures D2c-i-iii).

D2C-I. GRANTS BY GEOGRAPHIC FOCUS AND AMOUNT AWARDED



D2C-II. OPEN AND CLOSED GRANTS BY GEOGRAPHIC FOCUS (259)



# RESULTS

## Total Detroit-focused grants compromised:

- ◆ 58% (151) of total grants
- ◆ 64% (\$61.9M) of total funding
- ◆ 32% (83) are open/active grants

## 2015 Detroit-focused grants compromised:

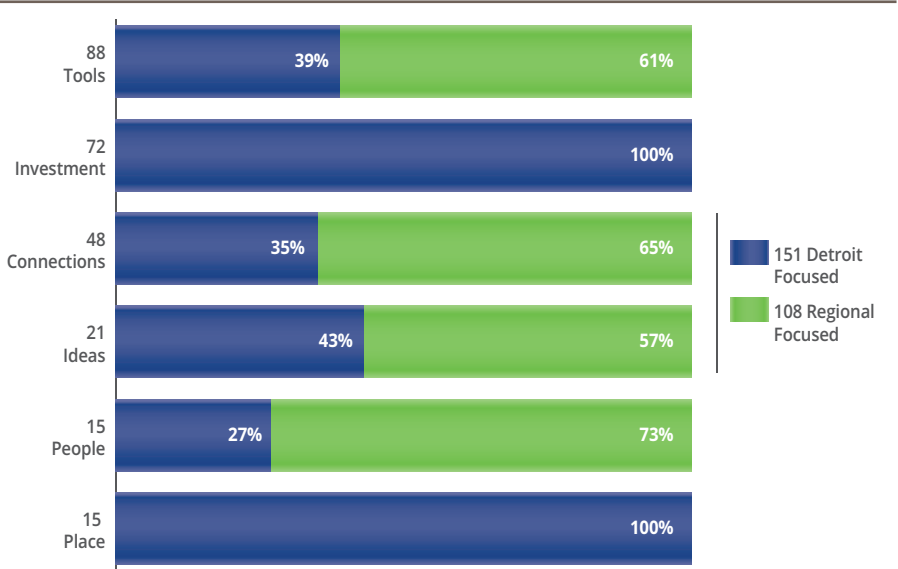
- ◆ 83% (62) of total grants
- ◆ 71% (\$6.3M) of funding
- ◆ 99% (61) are open/active grants

All Investment and Place grants are Detroit focused; whereas, the majority of People (73%), Connection (65%), Tool (61%), and Idea (57%) grants are regional grants (See figure D2c-iii).

## ■ DETROIT NEIGHBORHOOD GRANTS

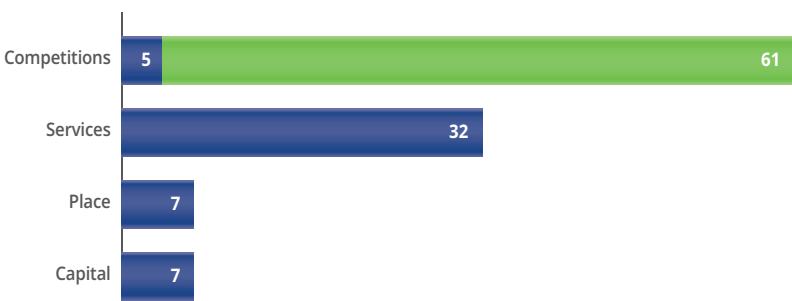
Of the 151 Detroit grants, 112 are specifically neighborhood focused. These represent 43% of all NEI grants and 12% of all funds (\$11.3M). NEI's work with Detroit neighborhoods provides 4 types of programs: Competitions that supply "free capital", Investment Grants that provide access to capital, Place Grants that provide access to space that support entrepreneurs, and Support Services and Research (Services) that provide a variety of services to entrepreneurs and neighborhood organizations that provide services to entrepreneurs. (To see a list of all the Detroit Neighborhood Grants which include programs such as ProsperUs, ACCESS, TechTown's SWOT program, and more please see Appendix B).

D2C-III. EMPHASIS AREAS BY GEOGRAPHIC FOCUS (259)

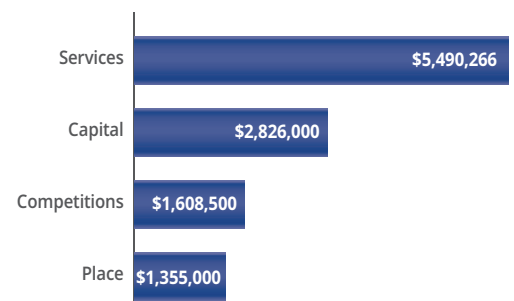


Competitions garnered the lion's share of Detroit neighborhood grants at 59% (66) and received \$1.6M (14% of Detroit neighborhood funds awarded). Of the challenge grants, 92% (61) went to NEIdeas Challenge 10K and 100k winners in 2014 and 2015. NEIdeas winners received grants of \$10,000 and \$100,000 for a total of \$790,000 directly to business owners in Detroit. (See figures D2d-i-iii). Service grants were 29% (32) of Detroit neighborhood grants and received the highest amount of funding at \$5.5M, 49% of all funds. Place grants comprised of 6% of Detroit neighborhood grants and 25% of funds awarded. Capital grants comprised of 6% of grants and 12% of funds. (See figures D2d-i-iii).

D2D-I. NUMBER OF DETROIT NEIGHBORHOOD FOCUSED GRANTS BY AREA (112)



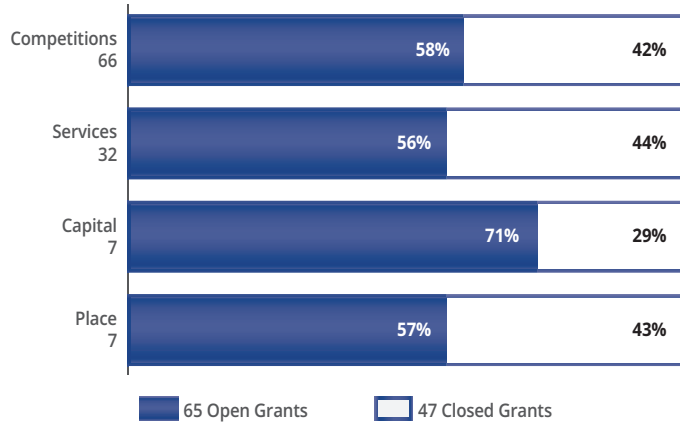
D2D-II. FUNDS AWARDED TO DETROIT NEIGHBORHOOD GRANTS BY AREA \$11,279,766



# RESULTS

Of Detroit neighborhood grants 58% (65) are open/active utilizing 44% of funds awarded (\$4.9M) The percentage of open and closed grants for each category reflect the whole. Eighty-five percent (85%; 38) of Competition, 56% (18) of Service, 71% (5) of Capital, 57% (4) of Place grants are open/active. (See figure D2d-iii).

**D2D-III. OPEN AND CLOSED DETROIT NEIGHBORHOOD GRANTS BY AREA**



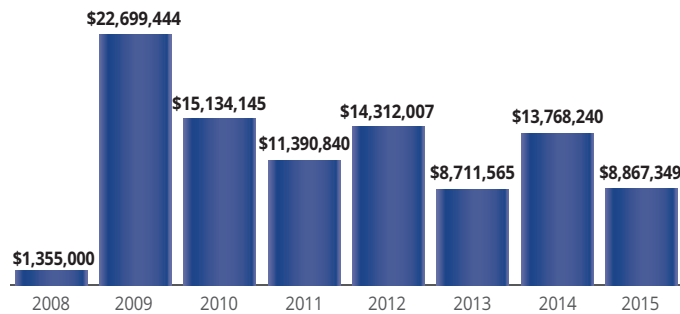
## IMPACT SNAPSHOT

With 45% of the NEI grants open/active and many grantees starting new or expanding current programs into new neighborhoods, their impact will not be able to be fully assessed for several more years. However, based on grantee self-reported metrics and outcomes, we can assess immediate NEI funded program outcomes, begin to see overall themes and trends, and foresee possible future collective impact. The following is an overview of grantee self-reported metrics, including: overall totals, 2015 year-end totals, and trends from 2008-2015 with demographics breakdowns for select metrics.

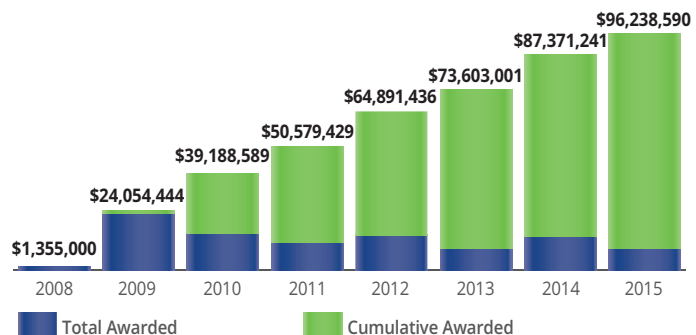
### AWARDED DOLLARS

NEI has awarded 259 grants at \$96.2M. In 2015, NEI granted the highest volume of grants in the program to date - twenty-nine percent of all grants funded (75 out of 259). This is a 4% increase from 2014. (See figure D3a-i). Funding efforts have continued to steadily increase over the years, starting at just under \$1.4M in 2008 to \$96,238,590 cumulatively as of this year (See figure D3a-ii).

**D3A-I. GRANT DOLLARS AWARDED FROM 2008-2015 \$96,238,590**



**D3A-II. CUMULATIVE GRANT DOLLARS AWARDED 2008-2015**

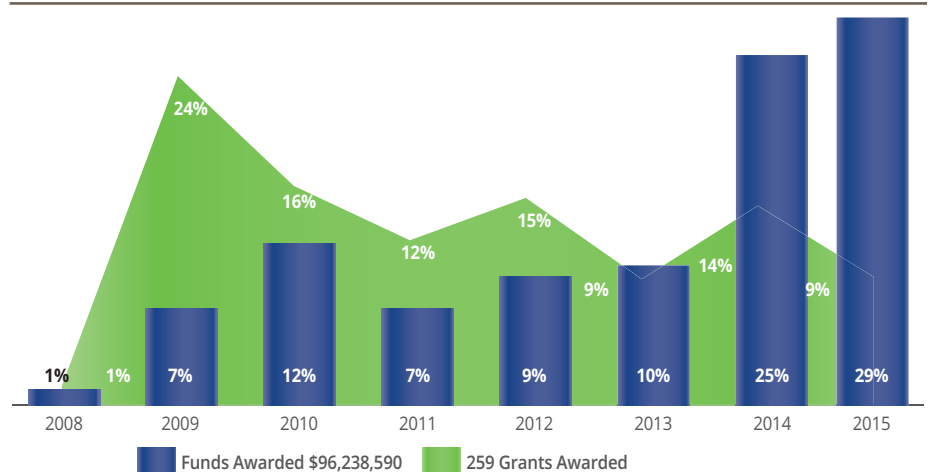


The distribution of grants ranges from \$1,000 sponsorships for small events, to grants as large \$5.9M. The average grant size is impacted by the NEIdeas competition. The NEIdeas competition grants are small and awarded to Detroit Business owners. Between 2014 and 2015, 59 winners received \$10,000 and two winners received \$100,000 for a total of \$790,000. These

# RESULTS

grants differ from typical awards from NEI which normally fund non-profit organizations who in turn, provide services and/or funding to entrepreneurs and small business owners. However, the competition awards are administered through the Detroit Economic Growth Corporation (DEGC) and are considered as atypical NEI granting. Typical NEI grant awards average \$482,114. By combining the atypical NEIdeas grants with the typical grants, the average drops to \$371,616; this can be seen in all measures of central tendency (See figure D3a-iii and Table 2).

**D3A-III. PERCENT OF ALL GRANTS AND TOTAL FUNDS AWARDED PER YEAR**

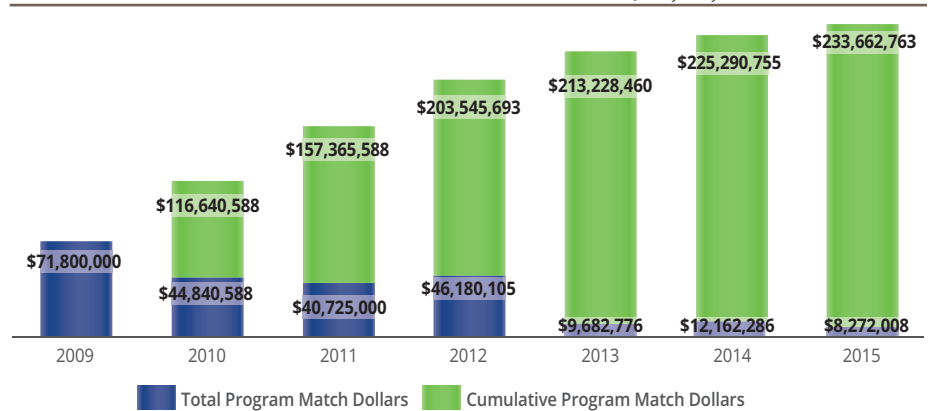


	NEI Grant Funds Awarded	NEI Grant Funds Awarded including NEIdeas Grants
<b>Mean</b> (Average Amount)	\$482,114	\$371,616
<b>Median</b> (Central Amount)	\$250,000	\$100,000
<b>Mode</b> (Most Frequent Amount)	\$300,000	\$10,000

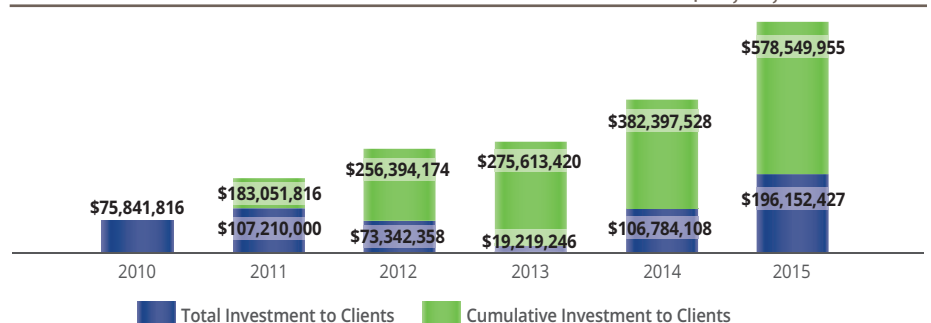
## ■ DOLLARS LEVERAGED INTO THE ENTREPRENEURIAL ECOSYSTEM

As of 2015, \$812.2M of capital has flowed into the entrepreneurial ecosystem through \$233.6M in program match dollars and \$578.5M of investment capital to grantee clients. (See figures D3b-i-iii.). Programs with a social equity focus had \$162.5M in dollars leveraged, with \$29.2M in program match and \$133.3M in capital investment to clients. During 2015, programs with a social equity focus had \$23.9M in dollars leveraged, with \$2.8M in program match and \$21.1M in capital investment to clients. Overall, the trend shows that dollars leveraged are steadily increasing.

**D3B-I. PROGRAM MATCH DOLLARS 2009-2015** \$233,662,763



**D3B-II. INVESTMENT TO NEI GRANTEE'S CLIENTS 2010-2015** \$578,549,955



# RESULTS

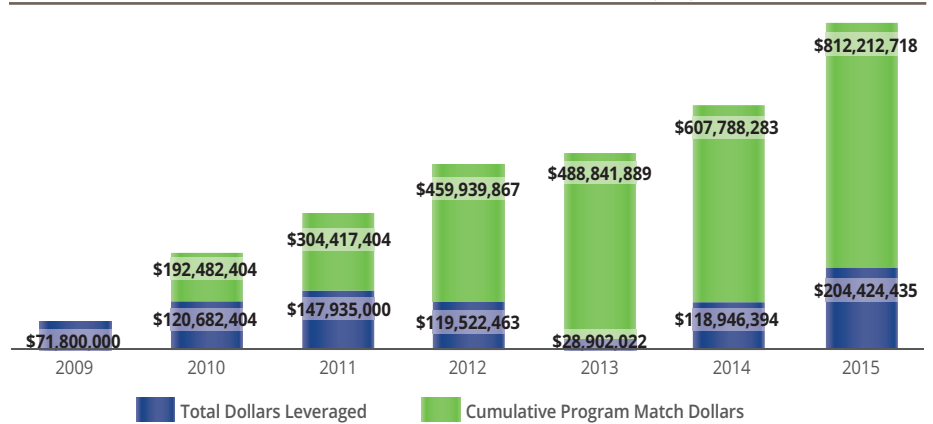
From 2010 to 2015, leverage steadily rose in both program match dollars and investment capital, with a majority of those funds derived from investment capital to clients. There has been a total of 1,182 companies who raised investment dollars, 455 were in 2015 (See figures Db3-i-iii). Of the investment capital raised, 13% went to women business owners, 10% to minority business owners, and 0.5% to those who identified as immigrant business owners. (See figure Db3-iv).

## ■ PEOPLE AND COMPANIES EXPOSED TO AND RECEIVING ENTREPRENEURIAL SERVICES

A total of 2,116 events and 461 programs were funded by NEI from 2012 to 2015 exposing 174,553 people to entrepreneurial opportunities and services; of which 14% were from programs with a social equity focus. During 2015, there were 939 events and 178 programs, engaging 44,921 people, with 13,557 from programs with a social equity focus. As an indication of online traction, there have been 8.3M hits to grantee websites and 6,000+ online users of software platforms created by grantees. This indicates that NEI funded programs are reaching a large audience via a range of platforms.

Furthermore, 3,269 companies received assistance from grantees, 28% came from programs with a social equity focus. During 2015, the number of companies who received services was 1,104, of which 515 came from programs with a social equity focus. Of these companies 25% (823) were minority owned, 20% (638) were woman owned, 16% (523) were Detroit-Based companies, and 7% (238) were immigrant owned (See figure D3c-i.).

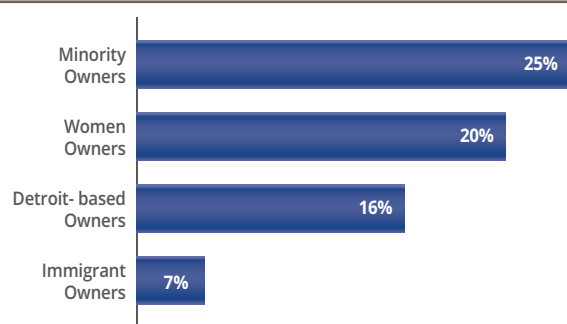
**D3B-III. DOLLARS LEVERAGED 2009-2015** \$812,212,718



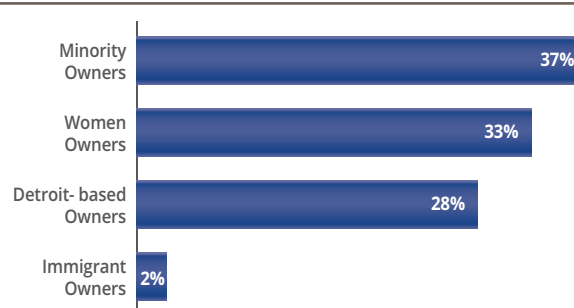
**D3B-IV. INVESTMENT TO CLIENTS FROM UNDERSERVED POPULATIONS** \$578,549,955



**D3C-I. UNDERSERVED POPULATIONS' COMPANIES ASSISTED (3,269)**



**D3C-II. UNDERSERVED POPULATIONS' COMPANIES AS CLIENTS SERVED (12,225)**



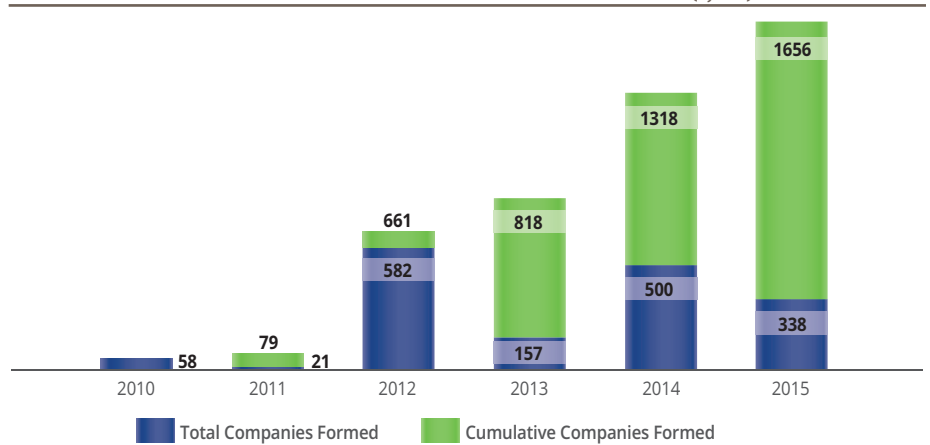
Of these companies 25% (823) were minority owned, 20% (638) were woman owned, 16% (523) were Detroit-Based companies, and 7% (238) were immigrant owned (See figure D3c-i.).

# RESULTS

## NEW ENTERPRISES/ COMPANIES CREATED

Between 2010 and 2015, 1,656 new companies were created, of which 338 began in 2015. Grants with a social equity focus created 22% (363) of companies, of which 118 began in 2015. The trend shows a steady increase in company creation. (See figure D3d-i). Of companies created to date, 649 (39%) are minority owned, 544 (33%) are woman owned, 393 (24%) are Detroit-Based, and 104 (6%) are immigrant owned (See figure D3d-ii).

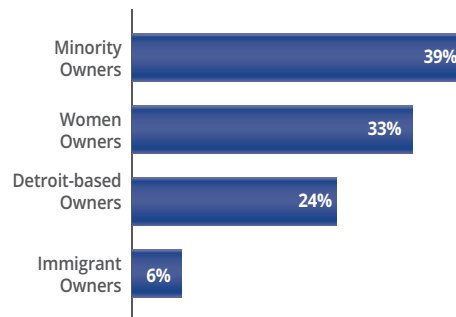
D3D-I. CUMULATIVE COMPANIES FORMED FROM 2010-2015 (1,656)



## TOTAL JOBS CREATED AND REVENUE GENERATED

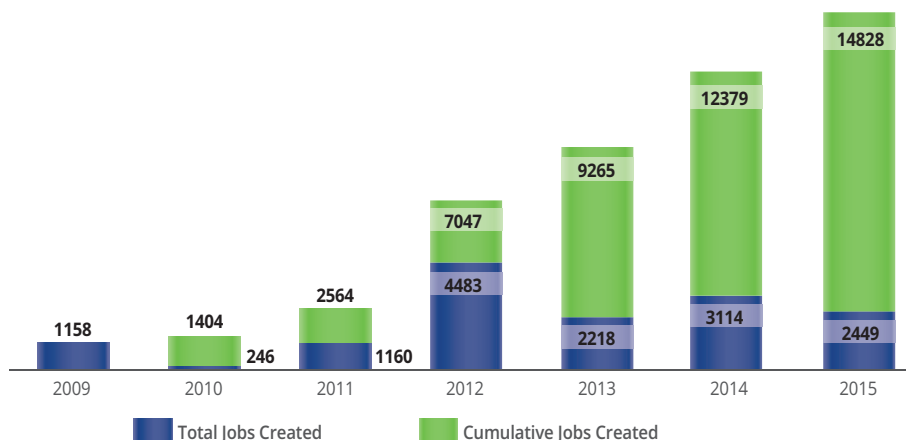
NEI grantees reported 14,828 jobs created during 2009-2015, with 2,033 of those jobs coming out of programs with a social equity focus; and 2,449 jobs created in 2015 (1,354 from programs with a social equity focus). The trend shows that job creation has steadily increased throughout the granting period (See figure D3e-i). More than

D3D-II. COMPANIES FORMED WITH OWNERS FROM UNDERSERVED POPULATIONS (1,656)



\$93.4M in revenue has been generated by grantee clients from 2011-2015. Although 2015 yielded over \$21.1M in revenue for NEI grantees, 2013 accounted for the largest amount of revenue at \$31.7M out of a cumulative of almost \$61.8M (See figures D3e-i-ii).

D3E-I. JOBS CREATED BY NEI GRANTEES 2009-2015 (14,828)

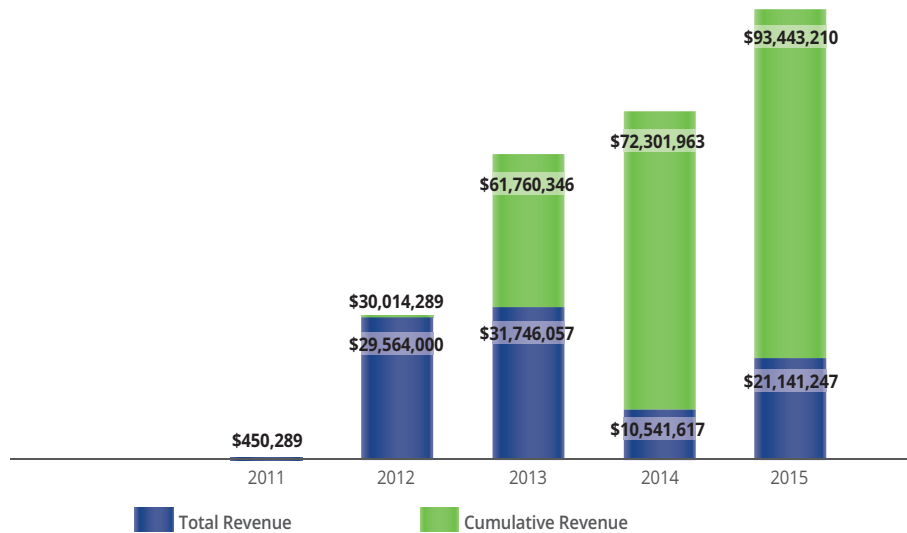


# CLIENT PERSPECTIVES

## ■ DISCLOSURES, LICENSES, AND PATENTS

Across the NEI portfolio from 2010-2015, grantees have reported 6,287 technology/invention disclosures, 44 licensing deals, and 515 patents.

D3E-II. REVENUE FROM NEI GRANTS 2011-2015 \$93,443,210



## NEI GRANTEE - CLIENT PERSPECTIVES

Whereas the collective impact of the NEI dollars on Southeast Michigan is impressive, the impact on the grantee clients is equally compelling. There are hundreds of stories of individual success across the network that reveal how capital, when well deployed, can shift ideas into businesses and permanently transform lives. We've interviewed a sample of grantee clients who are achieving success and creating traction in the short term, which will add to a longer term regional impact.

## ■ GRANTEE/CLIENT SUCCESS STORIES

Inforum received support from NEI to provide comprehensive training programs and mentorship to high tech and high growth women entrepreneurs. Their mission is to help women lead and succeed. Inforum's goals are to increase the number of women entrepreneurs, support their patenting efforts, improve their access to available capital, and to expand their economic impact. Inforum launched two new entrepreneurial support platforms in 2015, inGAGE™ Growth and inGAGE™ Master Class™.

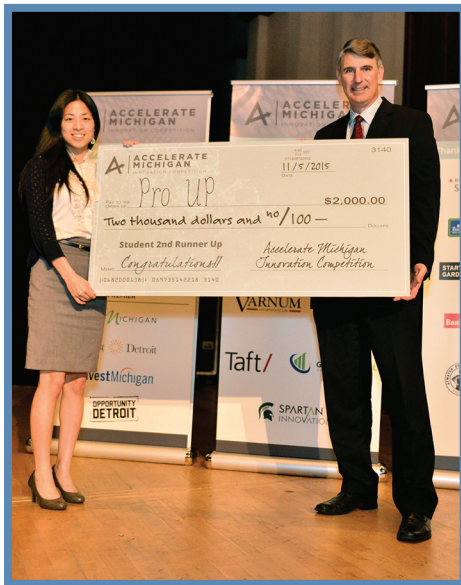
- **Andrea Livingston** of **Grit Design** participated in Inforum's Master Class and says, "It was phenomenal on many levels." Grit Design is a business and marketing technology firm that helps companies set up their communications internally or externally through software, website, and apps. The company grew its revenue by more than 180% in the first three years. In the fourth year, Grit Design developed an internal software tool to increase efficiency and realized it



# CLIENT PERSPECTIVES

was marketable. They developed and commercialized the product, requiring them to give up their clients and revenue to focus on launching the software. At that time, the company was struggling to stay alive.

Today, Grit Design is a global company entering its eighth year and employs seven people. When asked what would have happened to Grit Design without Inforum, Ms. Livingston says, “We would not have stayed in business. Morale was so low and the company did not qualify for traditional funding sources. The Inforum Master Class was validating and provided other people to talk to. I can’t stress enough how the other women in the group had the same challenges, but those are things you never want to vocalize because you don’t want to appear weak. It was incredible for me.”



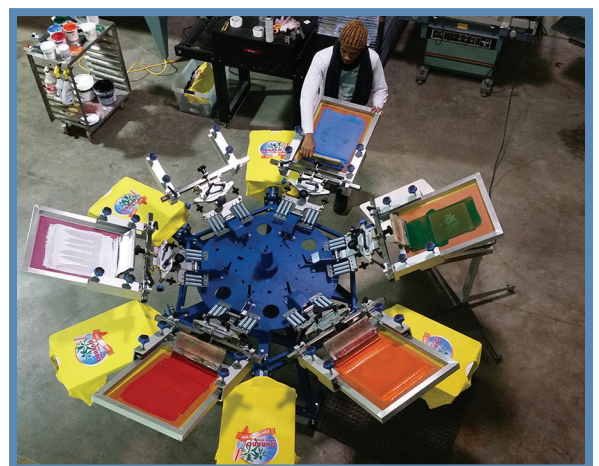
➤ Another Master Class participant, **Justine Sheu** of **Pro:Up**, says, “The Master Class provided a customized series of sessions with engaged professionals and domain experts. Sessions targeted specific needs, like negotiation strategy, talent acquisition, and emotional intelligence, and were led by people who could really speak to the needs of the class. The Master Class also provided peer learning from class participants who represented diverse industries, ages, and backgrounds.”

Since inGAGE™ began in 2012, 55 women entrepreneurs have incorporated 31 new companies, created 101 new full-time jobs, and have been granted five patents. Additionally, Inforum has provided support to assist women entrepreneurs raise nearly \$15M in new capital.

NEIdeas is a program of NEI and the Community Foundation for Southeast Michigan (CFSEM), with assistance from Detroit Economic Growth Corporation (DEGC) and Michigan Community Resources. The program supports businesses in Detroit, Hamtramck, and Highland Park by rewarding cash awards to those with the best ideas for growth. In 2015, NEIdeas rewarded \$500,000 to more than 30 businesses through

the \$10k Challenge and the \$100k Challenge. NEIdeas also connects small businesses to an entrepreneurial ecosystem of more than 54 small business support organizations.

➤ **Ron Watters** of **One Custom City**, a graphic design company and \$10,000 NEIdeas grantee, learned how to grow his business because of NEIdeas. One Custom Detroit creates custom designed shirts, posters, and other products for Greening of Detroit, ADIDAS, Detroit Pistons, nonprofits, and grass roots organizations. With the prize money, Ron bought a new press, allowing them to increase their capacity and profitability. They also gained exposure through interviews, meetups, and participation in D2D matchmaking events resulting in meetings with Detroit Tigers and Greek Town Casino. Watters says, “NEIdeas allowed me to grow at a faster rate.”





## CLIENT PERSPECTIVES



➤ **J&G Pallets and Trucking, Inc.** was founded in 1994. Since then, the company has been working with local neighborhoods and hiring - among their 23 employees - many second chance citizens who are trying to return to the workforce. J&G Manager Les Lance believes J&G was chosen as a \$100,000 NEIdeas grantee because they are currently expanding to a third facility

within their neighborhood. The grant funding allows them to 1) cover some basic operational costs, 2) make capital improvements to the facility over the next two to three years, rather than five to six years, and 3) hire 8-10 new employees.

“The grant provided us with a launch pad to build the dream of J&G Pallets. The third facility is a 50,000 square foot facility and it’s a 100-year old building, as well. And so one of our missions is to try and take as much as we have of Detroit that’s available to us and re-use it and refurbish it just like we do the pallets. What we are looking to do is help reduce any land fill waste as much as possible with the wood pallets. We feel like we are doing the same thing with this [third] facility. It had a number of issues but we are at a point now where we are definitely going to reuse this building and make it safe for the community and those who work in it and those who are tired of looking at blight.”

Arab Community Center for Economic and Social Services (ACCESS) provides training and technical assistance for immigrant and non-English speaking populations to develop and grow businesses. Their mission is to enable and empower individuals, families and communities to lead informed, productive and culturally sensitive lives. ACCESS is a strong advocate for cultural and social entrepreneurship imbued with the values of community service, healthy lifestyles, education and philanthropy.

➤ **Ralph Malushi** has always had a passion for classic muscle cars. A few years ago, he lost his job of 20 years and decided to turn his hobby into a full time business called **Nitty’s Car and Truck Restoration**. Malushi met Hassan Bazzi from ACCESS, who gave him “tremendous support and encouragement.” Bazzi invited him to sign up for ACCESS’s entrepreneurship class, a seven week course where Ralph learned how to run a business. “The class provided a lot of information about the business world and helped me find the right mind set. The whole ACCESS team was very encouraging and uplifting. I learned how to estimate more accurately, filed a DBA in Detroit, got my tax ID number. ACCESS really guided me through this process.” He now does classic and muscle car restoration as a business, rather than just a hobby, and has added collision and productive vehicle repair to his services. Nitty’s now has customers from all over the Detroit area, and Malushi also uses his business to give back to the community.

“I’m working with guys who recently got out of jail who need coaching on marketable trades. I also want to work with youth who have no

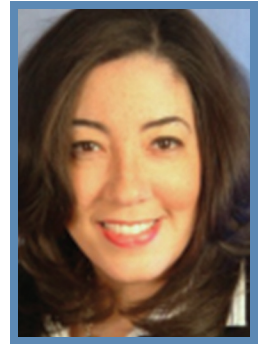


## CLIENT PERSPECTIVES

direction, who come from broken homes and have nowhere to go. I believe in using my business for training and teaching youth tangible skills, giving them hope and vision for the future. This is part of my long term goal. [Without ACCESS], I would not have pursued the growth of my business.”

Build Institute has received two grants from NEI since 2014 to entrepreneurship education and training program. They currently offer seven programs, operate the Kiva Detroit lending program, and partner with Etsy to bring Etsy’s Craft Entrepreneurship Program to Detroit.

➤ **Nikki Pardo** of **Global Alliance Solutions** is a Build Social Graduate and was so excited about the class that she was asked to be the Build alumni coordinator. Pardo emphasized that, “Working as the Alumni Coordinator for Build validated me and validated my business.”



Pardo also discussed how Build provided her with support, confidence, and the resources to claim being an entrepreneur. “As corny as it sounds, this is the first time on my journey that I actually sit up and say, with confidence, that I am an entrepreneur. Exclamation mark! The resources are priceless. I wouldn’t be on the map like I am. It would have taken a much longer time for me to gain access to the [Detroit small business entrepreneurial] ecosystem. I also want to add that having April [Boyle, Executive Director] as a mentor and watching her grow Build, was phenomenal... a phenomenal experience.”

Michigan Women’s Foundation provides financial assistance and supportive resources to economically disadvantaged women entrepreneurs in Detroit.



➤ **Helen Nyathi** always wanted to have her own business. She loves to cook and decided to open a catering business, but without a starting point or any resources, she was struggling. Then she met Carolyn Cassin from the Michigan Women’s Foundation, an NEI Grantee. After enrolling in the LifeLine Business Consulting class, Ms. Nyathi worked with the LifeLine staff to develop the concept of **Smokin’ Dawg**. With advice from the consulting class and a small loan from Michigan Women’s Foundation, Ms. Nyathi was able to launch her gourmet hot dog cart business.

According to Ms. Nyathi, “They have people who are helping to continue the relationship beyond just the loan. They

always see what kind of resources I need, connect me to referrals, and tell me about competitions and potential funding sources. Because of Michigan Women’s Foundation, I was able to start the business, grow it, see the potential of the business; it empowered me and allowed me to empower others. Without them I wouldn’t have had a business. Michigan Women’s Foundation really gave me an opportunity. I’m really grateful.”

➤ **FlashDelivery**, a three year old food delivery service based in Detroit, worked with Michigan Women’s Foundation



## CLIENT PERSPECTIVES

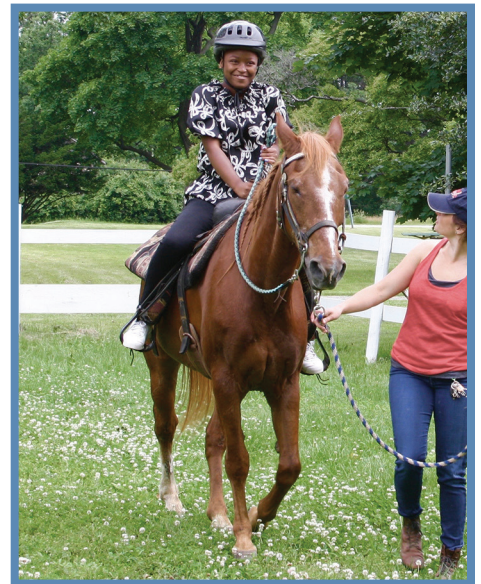
through the Entrepreneur YOU Business Plan and Pitch Competition. FlashDelivery won first place in the Lifestyle Category at the Competition two years ago. Co-Founder Tatiana Grant says, “The influx of cash from the competition was much needed seed capital that helped FlashDelivery develop a mobile app and a marketing piece. In kind services of legal and accounting were also helpful to the growth of the company. Michigan Women’s Foundation has been very supportive in general in connecting FlashDelivery to resources and has been a big support system. The staff members are always smiling and asking us what kind of help we need.”

Wayne State University’s (WSU) BlackStone Launch Pad prepares student-owned ventures for viability through individual consulting, peer mentorship, and venture coaching. Through their internal Warrior Fund Pitch Competition they also provide startup capital. NEI funding helps BlackStone Launch Pad to provide entrepreneurial education, training, and experiential learning to WSU students and encourages them to consider entrepreneurial careers.



▶ **Jackie Zimmerman**, Executive Director of **Girls with Guts**, worked with Blackstone when she was a graduate student at WSU. Ms. Zimmerman’s original idea was for a website that would serve women with Inflammatory Bowel Disorder. Jackie didn’t know where to start, but BlackStone Launch Pad helped her figure out exactly what she needed to do. “There was a lot of hand holding, but it was necessary. WSU BlackStone provided mentorship, consulting, and help with filing 501(c)(3) paperwork. Today, the program is four years old and has become much more than a website. Girls with Guts has a national focus with an annual women’s retreat and is currently pursuing additional grant funds to concentrate on Southeast Michigan. “We never would have become an entity without them. We would have stayed a website.”

▶ **David Silver** is the Founder and Executive Director of **Detroit Horse Power**, a 501(c)(3) nonprofit that provides summer riding camps for Detroit youth. He began working with Launch Pad in September 2015 and won their Warrior Fund Pitch Competition. Mr. Silver says, “I didn’t have a strong background in business modeling and market research. I really appreciated the feedback cycles and received a lot of 1-on-1 coaching. Blackstone Launch Pad was consistently available to support the organization with connections to resources and Detroit stakeholders. The \$5,000 from the pitch competition allowed us to disseminate information to officials and other leaders about why horses should be allowed in the City of Detroit and to create a track record of impact through the pilot program. I’m very grateful for the opportunity.”



A Detroit-based business incubator and accelerator, TechTown supports both emerging high tech and traditional businesses. Two of TechTown’s traditional support programs that are funded through NEI grants are Detroit SOUP and the Retail Boot Camp program. TechTown’s mission is to support the delivery of innovative, best in class programs and services that capitalize on Detroit’s assets as a means to create a more prosperous city with an emphasis on competitive differentiation and financial sustainability.

# CLIENT PERSPECTIVES



➤ **Lana Rodriguez** started **Mama Coo's Boutique**, which today sells vintage, one of a kind, and handmade specialties, after participating in TechTown's Retail Boot Camp. Ms. Rodriguez is committed to making a difference in the region with her business. She works with an organization that has an annual prom dress giveaway and serves about 25 girls. "I always had that community mentality in mind."

TechTown helped Rodriguez to get her LLC and licensure, and provided her with the resources to accelerate the process, giving her a boost in developing and sustaining her business. She describes the support that TechTown offered her a feeling like "a family and a community. It was really awesome because it kind of forced me to do things...to focus on the business aspect. I owe them [TechTown] a lot."

➤ **Bounce Back Detroit** worked with TechTown through its Detroit SOUP competition,

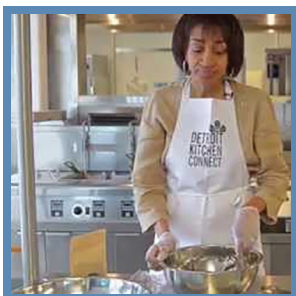
which promotes community-based development through crowdfunding, creativity, collaboration, democracy, trust and fun. Bounce Back Detroit is a small nonprofit run by Jeff Jones and his wife to foster safe and healthy communities.

Jones describes the first of two times that Bounce Back Detroit won Detroit SOUP. "The first project of Bounce Back Detroit was a Four Square Tournament, a game played in parking lots and streets, with older generations competing against younger generations, and neighborhoods playing against other neighborhoods. It really brought the community together. Support and seed capital from Detroit SOUP allowed us to create a track record of success to leverage for other funding sources. The program brings collective talent and is very grass roots, showing the power that lies within communities."

Mr. Jones says that without Detroit SOUP, Bounce Back Detroit would be years behind where they are now. "Detroit SOUP paved the way. They believed in us, they had faith and confidence in us."



Eastern Market received funding from NEI in support of a commercial kitchen to provide assistance for food entrepreneurs and businesses in metropolitan Detroit. Their mission is to increase the incubation and acceleration of food businesses in neighborhoods throughout the City of Detroit.



➤ **Alecha Benson**, who co-founded Nirvana Teas with her daughter Claudia, found Eastern Market while searching for commercial kitchen space. Through Eastern Market, she discovered Detroit Kitchen Connect. She describes the experience as a "Godsend" that helped Nirvana Teas by providing commercial kitchen space, connections to conferences, venues, and audiences they would have otherwise not have had access to. It also helped the fledgling company to control expenses.

Nirvana Teas has been in business for four years and has a broad customer base; their largest markets are women and millennials. Ms. Benson says, "Millennials are interested in loose leaf teas because they have never seen them before. They are used to the tea

# CLIENT PERSPECTIVES

bags.” Nirvana Teas has four part-time employees as well as college students on a temporary basis, hiring 10 people over the last three years. By introducing eco-friendly, biodegradable packaging, Nirvana Teas contributes to a healthy environment and help to drive and stimulate the economy.

Ms. Benson is very grateful for the services provided by Eastern Market and praised the staff for being easily accessible and approachable, which Ms. Benson feels speaks to the culture of Eastern Market and how much they really care about their entrepreneurs.

In addition to launching the commercial kitchen, Eastern Market provides a connection between emerging businesses and the regional marketplace and agencies. They created the Shed 5 Plaza, and expanded use of their facility for meetings and community events. Eastern Market also works with the MSU Law School Clinic to support early stage food vendors.

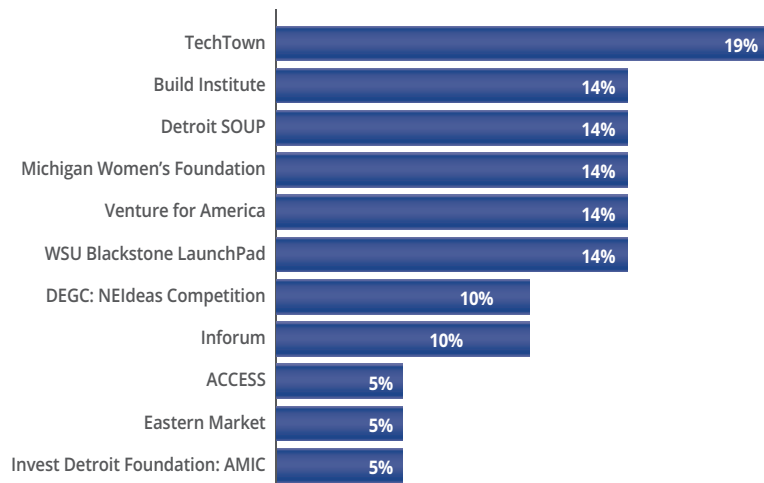
## ■ QUALITATIVE CLIENT SURVEY

As a way to highlight grantee success stories and assess the outcomes of NEI grantees via the voice of their clients, twenty-one individual company owners were interviewed (See the methodology section for how the interviewees were selected). Interview participants had a variety of businesses including: community diversity training and consulting services, auto repair, manufacturing of gun safety devices, horse riding classes for children in Detroit, clothing and retail, web applications and platforms for high school student career exposure, cancer diagnostics, and gourmet hot dogs. These twenty-one individuals reported on their companies’ age, revenue, number of employees, and experience as of clients of NEI Grantees.

## ■ GRANTEES ENGAGED

The participants reported working with 10 of NEI’s Grantees (See Figure D4a-i). While most participants focused on their experience with one NEI Grantee during their interviews, 3 (14%) reported on more than one NEI Grantee, with one participant reporting on 4 NEI grantees (making for a total of 26 interviews). This illustrates how while working with one organization may be very beneficial to some companies, many find that using a range of organizations that support entrepreneurs in multiple ways is vital to a successful ecosystem. Of the 26 interviews, 19% (4) reported working with TechTown; followed by 14% (3) working with the Build Institute, Detroit Soup, Michigan Women’s Foundation, Venture for America, and Wayne State University’s (WSU) Blackstone LaunchPad each; 10% (2) working with Detroit Economic Growth Corporation’s (DEGC) NEIdeas Competition and Inforum each, and 5% (1) working with Arab Community Center for Economic and Social Services (ACCESS), Eastern Market Corporation, and Invest Detroit Foundation’s Accelerate Michigan Innovation Competition (AMIC) each. For more information on these and all other organization funded by NEI in 2015 please see Appendix B.

D4A-I. INTERVIEW PARTICIPANTS UTILIZATION OF NEI GRANTS

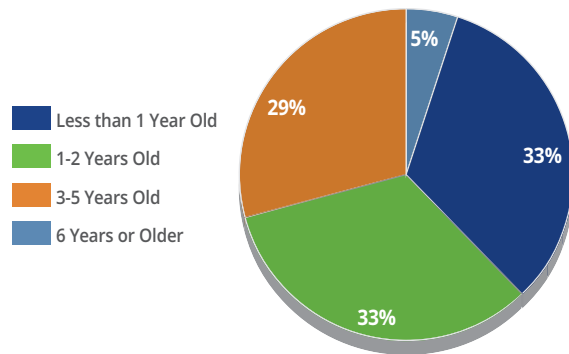


# CLIENT PERSPECTIVES

## ■ BUSINESS AGE

Participants' businesses varied in age, ranging from beginning operations in 1994 to as recent as late 2015. A majority, 14 (66%) of the interview participants reported that their business was between 1-5 years old, with 7 reporting their business was 1-2 years old and 7 reporting their business was 3-5 years old. (See figure D4b-i).

D4B-I. INTERVIEW PARTICIPANTS BUSINESS' AGE



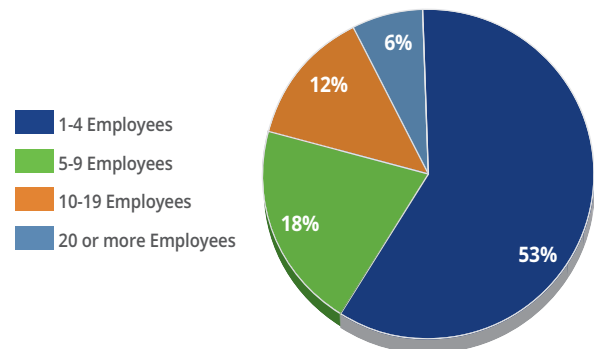
## ■ EMPLOYEES

Seventeen (81%) of the participants reported having paid employees (many had volunteer workers only or both). Of those with paid employees, the number ranged from 1 to 23, with an average of 6 employees. That said, the most frequently reported number of employees at 29% was 1 and 53% reporting having between 1-4 employees. (See Figure D4d-i).

## ■ REVENUE

Participants were asked if they could share if their business is revenue positive. Of the 21 interview participants 15 (71%) reported that they currently generate revenue. Of those participants, 11 (73%) disclosed their amount of revenue. The revenue ranged widely from slightly above break even to over a million dollars and projecting to have several million in revenue within the next year.

D4D-I. INTERVIEW PARTICIPANTS' NUMBER OF EMPLOYEES



## ■ EXPERIENCES WITH NEI GRANTEES

All 21 participants reported positive experiences of working with NEI Grantees and said things such as:

- ◆ “Detroit SOUP paved the way. They believed in us...they had faith and confidence in us.”
- ◆ “I think I really enjoyed the whole...journey up ‘til now...starting with that award. We are very, very thankful to Accelerate Michigan...We are going to make a huge impact on this world with our products and we are already beginning to see that with our customers, potential customers. I think we will definitely be a strong promoter of Accelerate Michigan once we get more and more in this work. And we will show that, hey, great companies are forming here in Michigan.”
- ◆ “The Build Institute has been an invaluable experience and I don’t know where I would be if it wasn’t for Build.”
- ◆ “Michigan Women’s Foundation does awesome work and I’m glad they exist.”
- ◆ “We need more programs like TechTown too...you know...they help us navigate the ins and outs, the pitfalls, and the potholes of running a small business, and to take advantage of opportunities and resources to stay funded and be around so that we can...you know...make an impact in our communities.”

# CLIENT PERSPECTIVES

## ■ ADDITIONAL CAPACITY

Interview participants were asked what they were able to do with their business as a result of working with their NEI grantee(s). Of the 26 interviews, the following responses were reported:

### **35% utilized guidance and support provided to properly launch business**

Nine responses spoke to the guidance and support provided by their grantee(s) through programming, mentorship, coaching, etc. that gave them the tools and knowledge to properly launch their business.

### **23% utilized funding for company needs**

Six responses specifically discussed how they were able to utilize the funding they received for their businesses such as repairs, promotion, and startup funds.

### **23% launched business**

Six responses specifically addressed how they simply would have not launched their business without working with grantee(s).

### **15% utilized networking opportunities**

Four responses were able to utilize networking opportunities from grantee(s) by having new networks opened up to them and meeting new people to develop their own networks.

### **15% expanded business/ increased revenue**

Four responses discussed how working with their grantee(s) enabled them to expand their business as well as increase their revenue.

### **15% reached out to gained new clientele**

Four responses participated in the different programs offered by the grantee(s) and/or the support services, better enabling them to reach out to new and/or expand their customer base.

### **8% focused and refined business plan**

Two responses focused on how working with their grantee(s) enabled them to better focus and refine their business plan.

### **8% felt empowered**

Two responses spoke to their grantee(s)' empowerment to start their business, take ownership in their role within their business, and to empower others to do the same.

### **4% leveraged other resources**

One response specifically addressed working with their grantee(s) allowed them to leverage other resources by giving them a track record of success.

# CLIENT PERSPECTIVES

## ■ VALUE ADD

Participants were asked what they believed would have happened to their business if they had not worked with their NEI grantee(s). Of the 26 interviews, 24 responses were reported:

### **38% wouldn't have stayed in business/ have a business**

Nine respondents believed their grantees' businesses would have never gone beyond being an idea, wouldn't have launched or they would have not been able to stay in business.

### **25% wouldn't have grown/expanded business**

Six responses said grantees would not have acquired the skills, funding, exposure, and/or network need to grow or expand their business.

### **13% wouldn't have received the exposure/ attention they did**

Three responses explicitly stated that grantee(s)' businesses would have not received the exposure and attention they did from the relationships, networking, and validation.

### **13% would have been more difficult/ taken longer to launch business**

Three responses described grantee(s)' path to starting their businesses would have been more difficult and taken longer to accomplish without the resources and support provide by their grantee(s).

### **8% don't want to think about it/ can't say**

Two respondents weren't sure what would have happened to their business, was something that they didn't want to think about, as their experiences with their grantee(s) were so positive.

### **4% wouldn't have the ability to reach out to funders**

One response described how the grantee(s) would not have had the credibility to reach out to funders.

### **4% would have made less impact**

One respondent indicated an outcome of reaching fewer people and therefore less impact without the support of the grantor.



# APPENDICES

## APPENDIX A: THE EVOLUTION OF NEI'S WORK IN DETROIT NEIGHBORHOODS

### ■ NEI NEIGHBORHOOD WORK OVERVIEW

Starting in 2009, NEI began to fund organizations that provided services to businesses within Detroit neighborhoods. In 2014, NEI began to systematically bring entrepreneurial services to the neighborhoods to build a network of providers for entrepreneurs to build their businesses from ideation to growth.

In 2015, there was a total 112 grants made by NEI that have contributed to work being done to support Detroit Neighborhood entrepreneurs; that were awarded \$11,269,766. 2015 yielded the greatest volume of grants awarded, with 56 grants receiving \$3.6M or 32% of all funds awarded. See Table 1.

**TABLE 1. THE VOLUME OF GRANTS AND AMOUNTS AWARDED BY YEAR**

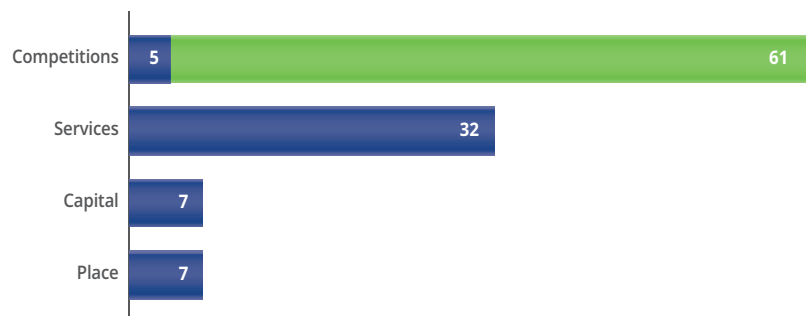
	2009-2011	2012	2013	2014	2015
<b># of Grants Awarded</b>	3	5	6	42	56
<b>Total Amount Awarded</b>	\$1,590,250	\$1,645,000	\$1,680,167	\$2,792,500	\$3,571,849

NEI has funded 4 types of programs that are doing work in the neighborhoods which include:

1. Competitions – Provide access to “free capital”
2. Investment – Capital through microloans and provide loans readiness services
3. Place – Spaces that support entrepreneurs
4. Support Services and Research –A variety of services to neighborhood entrepreneurs, and neighborhood organizations

Competitions had the most grants at 59% (66) and received \$1.6M. Of the competition grants, 92% (61) went to the NEIdeas competition 10K and 100k winners from 2014 and 2015. NEIdeas winners received grants of \$10,000 and \$100,000 for a total of \$790,000 going directly to business owners in Detroit (See figures 1-3.). Service grants were 29% (32) of Detroit neighborhood grants and received the highest amount of funding at 5.5M, 49% of all funds. Place grants comprised of 6% of Detroit neighborhood grants and 25% of funds awarded. Capital grants comprised of 6% of grants and 12% of funds. (See Figures 1-3).

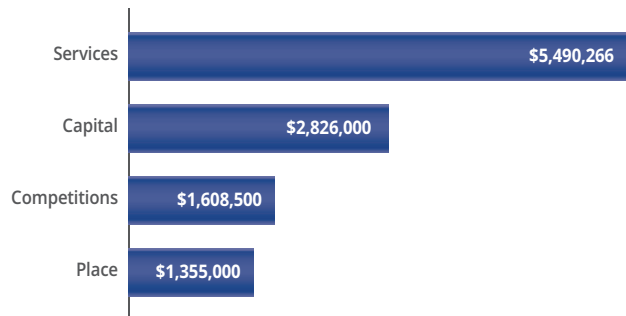
**FIGURE 1. NUMBER OF DETROIT NEIGHBORHOOD FOCUSED GRANTS BY CATEGORY N=112**



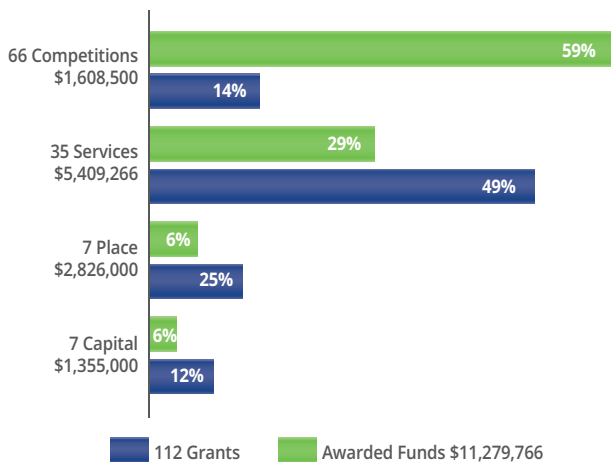
# APPENDICES

Of Detroit neighborhood grants 58% (65) are open/active, utilizing 44% of funds awarded (\$4.9M). The percentage of open and closed grants for each category reflect the whole. Eighty-five percent (85%; 38) of Competition, 56% (18) of Service, 71% (5) of Capital, 57% (4) of Place grants are open/active. (See Figure 4).

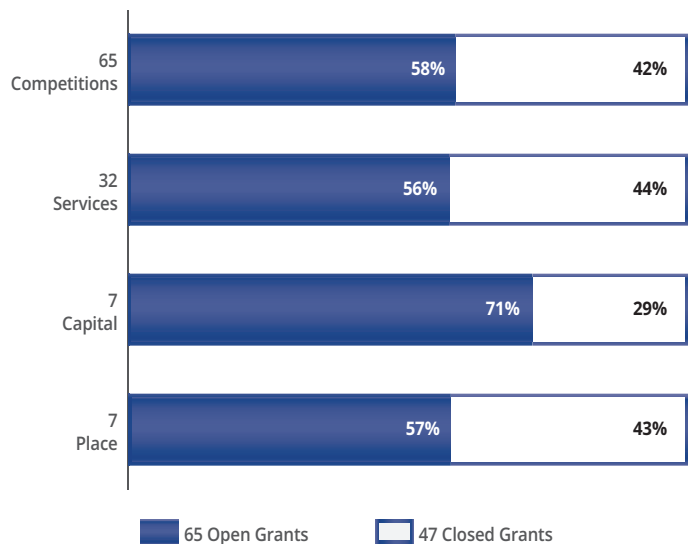
**FIGURE 2. FUNDS AWARDED TO DETROIT NEIGHBORHOOD GRANTS BY AREA \$11,279,766**



**FIGURE 3. DETROIT NEIGHBORHOOD GRANTS AND AMOUNT AWARDED BY AREA**



**FIGURE 4. OPEN AND CLOSED DETROIT NEIGHBORHOOD GRANTS BY AREA**



## ■ KEY NEIGHBORHOOD STRATEGIES

NEI has developed a set of key strategies in an attempt to address the economic gaps in employment and income for Detroit residents and to improve the business environment in Detroit's neighborhoods:

- ♦ Eastern Market Corporation: Has a Community Kitchen to provide assistance for food entrepreneurs and businesses
- ♦ PonyRide: Provides co-working spaces and a tenant mentorship program
- ♦ Grandmont Rosedale: Provides co-working spaces
- ♦ Jefferson East Inc: Developing commercial space in the Jefferson Chalmers District
- ♦ Southwest Detroit Business Association: Provides advocacy services to help match up businesses and entrepreneurs with available commercial space
- ♦ WSU TechTown: Provides co-working space

## Neighborhood Business Initiative

The overall goal is to grow and strengthen businesses by connecting them to the support tools and practices that will help them grow. With an underlying goal to strengthen and increase the number of business enterprises owned and operated by members of historically underserved populations.

# APPENDICES

Research was conducted to identify needs of neighborhood businesses in Detroit, Hamtramck and Highland Park. The following barriers were found:

Barriers:	Priorities to Address Barriers:
<ul style="list-style-type: none"> <li>◆ Disconnect between neighborhood businesses and the broader business support network; due to a lack of awareness and trust in the resources that exist.</li> <li>◆ Lack of financial education and literacy. While capital is available, entrepreneurs are not “capital ready”, due to things such as bad credit, limiting the potential growth of their businesses.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Enhance business advocacy in the neighborhoods</li> <li>◆ Strengthen the readiness of new and growing small businesses to access capital</li> <li>◆ Promote the availability of accessible neighborhood retail and commercial spaces</li> </ul>
Objectives:	Expected Outcomes:
<ul style="list-style-type: none"> <li>◆ Build capacity of non-profit organizations to act as business advocates that can connect neighborhood businesses to those services and resources that are critical to their sustainability and growth.</li> <li>◆ Strengthen non-profit organizations that can provide financial education and other capital readiness services to neighborhood small business and entrepreneurs, improving their ability to access the capital needed for business sustainability and growth.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Strengthen business support services</li> <li>◆ Increase investment in place-based community assets that support entrepreneurs</li> <li>◆ Increase the number of entrepreneurs</li> <li>◆ Increase opportunities for asset and wealth building for entrepreneurs and business owners</li> <li>◆ Increase employment of residents</li> </ul>

- ◆ **ACCESS (Growth Center):** Training and technical assistance for immigrant and non-English speaking populations to develop and grow businesses
- ◆ **Build Institute:** Entrepreneurship education and training
- ◆ **Eastern Market Corporation:** Has a Community Kitchen to provide assistance for food entrepreneurs and businesses
- ◆ **Detroit Development Fund:** Microfinancing and coordinates the Detroit Micro Loan Collaborative
- ◆ **Detroit Economic Growth Corporation:** Coordinates and implements business and capital raising competitions such as Motor City Match and the NEIdeas 10k, 100k, and People’s Choice Awards Challenges
- ◆ **Detroit Midtown Micro-loan Fund:** Microfinancing to entrepreneurs and small businesses
- ◆ **Michigan Women’s Foundation:** Financial assistance resources to economically disadvantaged women entrepreneurs in Detroit

# APPENDICES

- ◆ **ProsperUs:** Entrepreneurial training and technical assistance program to assist underserved populations to develop and grow businesses in neighborhoods
- ◆ **TechTown Detroit (SWOT):** Neighborhood business support programming

While the key partners have been actively involved in providing services, the following organizations have been chosen specifically to be a part of this initiative as what is known as the Business Initiatives Cohorts:

- ◆ **Capital Readiness:**

- Accounting Aid Society and
- Michigan Small Business Development Center: Both providing capital readiness and financial education services

- ◆ **Place Based:**

- Jefferson East, Inc.: Developing commercial space in the Jefferson-Chalmers District
- Southwest Detroit Business Association: Real estate advocate and businesses and entrepreneur matching to commercial space in the West Vernor and Springwells corridors

- ◆ **Business Advocacy:**

- Central Detroit Christian CDC: Business and entrepreneurial support services to the Northend neighborhood
- Osborn Neighborhood Alliance of Matrix Human Services: Business and entrepreneurial support services to the Osborn neighborhood
- Grandmont Rosedale CDC: Business and entrepreneurial support services to the Grandmont Rosedale neighborhood
- FoodLab: Business and entrepreneurial support services to food entrepreneurs

## Competitions - Free Capital Access

- ◆ **Detroit SOUP** - Neighborhood micro-granting dinners for entrepreneurial projects in Detroit
- ◆ **Motor City Match** - Competition for both business owners and commercial real-estate owners to match each other; to stimulate commercial real estate investment in Detroit neighborhoods and to strengthen commercial corridors and provide spaces for businesses to grow.
- ◆ **NEIdeas Challenges** - Citywide challenge in partnership with NEI to energize and expand the culture of entrepreneurship, and drive economic growth in Detroit, Hamtramck and Highland Park. Challenges include NEIdeas 10K, 100K, and People's Choice Awards. The NEIdeas Challenge grants are small grants given to Detroit Business owners; winners receive \$10,000 or \$100,000 awards.
- ◆ Of the NEIdeas Challenge winners 59 received \$10,000 grant awards and 2 received \$100,000 grants awards for a total of \$790,000 awarded from 2014-2015.

- ◆ **NEIdeas Competition Winners:**

- ◆ 42 minority business owners awarded \$510,000

# APPENDICES

- ◆ 38 women business owners awarded \$470,000
  - Of the business reporting having minority or women owners (e.g. they were minority women owned) there were 28 awarded \$370,000
- ◆ Immigrant and woman business owners 1 the same business that reported being an immigrant owner also reported that they were a women owner as well e.g. reported being an immigrant woman owner and was awarded \$10,000

## Utilizing Key Partners to Drive and Facilitate Neighborhood Work

- ◆ **Forward Cities:** A multi-city cohort that collaborates and shares best practices for developing effective entrepreneurial ecosystems (2016 participants include: ACCESS, ProsperUS, TechTown, Eastern Market, and Bizdom)
- ◆ **Michigan Community Resources:** Has provided data analysis and program planning assistance for neighborhood entrepreneur business development programming. Now providing coordination services for all technical assistance services through this initiative
- ◆ **Policy Link:** Research and development of Innovation Network
- ◆ **DEGC:** NEIdeas Competition Administration and Outreach Services

## Outcomes To-Date

- ◆ 17,773 people have been exposed to entrepreneurial events and programming from these grants
- ◆ 660 companies were assisted by these organizations
  - 36 immigrant owned
  - 254 minority owned
  - 245 women owned
- ◆ 384 companies have been created by these organizations
  - 212 companies were Detroit-based
  - 33 immigrant owned
  - 276 minority owned
  - 234 women owned
- ◆ 1,963 jobs have been retained or created due to the services and/or capital received by these organizations
- ◆ \$8,969,590 in revenue has been generated by these organizations
- ◆ \$47,028,235 has been leveraged
  - \$8,213,651 in program match from these organizations
  - \$38,814,584 of investment capital to clients
  - \$214,785 to immigrant owned
  - \$18,391,878 to minority owned
  - \$18,900,026 to women owned

# APPENDICES

## APPENDIX B: GRANTS FUNDED IN 2015

Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
Accounting Aid Society	Support for accounting and tax assistance services to small business owners in Detroit neighborhoods.	Tools	Immigrant Low Income Minority	Detroit	Yes
American Middle East Economic Affairs Committee	Support for increasing capacity for Southeast Michigan ethnic chambers of commerce and the creation of a global business development center to increase exports from businesses in Southeast Michigan	Tools	Immigrant	Regional	No
Arab Community Center for Economic and Social Services	Support for the Growth Center that provides training and technical assistance for immigrant and non-English speaking populations to develop and grow businesses	Tools	Immigrant	Regional	Yes
Arab Community Center for Economic and Social Services	Support for the planning and implementation of the Forward City project.	Connections	None	Detroit	Yes
Aspen Institute Inc.	Support for research on comparable efforts to connect high-impact innovation assets to the needs of underserved communities	Connections	Immigrant Low Income Minority Women	Regional	No
Automation Alley Fund	Support for the 2015 Technology Industry Outlook program	Connections	None	Regional	No
Bizdom U	Support for the planning and implementation of the Forward City project	Connections	None	Detroit	Yes
Central Detroit Christian Community Development Corporation	Support for a business empowerment and development program that will provide business support, marketing assistance, and management counseling for small businesses in Detroit's North End neighborhood	Tools	Immigrant Low Income Minority	Detroit	Yes
Detroit Area Pre-College Engineering Program	To create a local pipeline of minority high-tech innovators and entrepreneurs through summer and weekend programming for K-12 minority youth.	Connections	Minority	Regional	No
Detroit Development Fund (Shorebank)	Support for the Detroit Micro Loan Collaborative	Investment	Minority	Detroit	Yes
Detroit Economic Growth Association	Support for the NEIdeas competition, to coordinate outreach and participate in jury process for citywide challenge in partnership with NEI to energize and expand the culture of entrepreneurship, and drive economic growth in Detroit, Hamtramck and Highland Park.	Ideas	Immigrant Low Income Minority	Detroit	Yes

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Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
Detroit Economic Growth Association	Support for the Motor City Match competition to help stimulate commercial real estate investment in Detroit neighborhoods and to strengthen commercial corridors and provide spaces for businesses to grow.	Tools	Immigrant Low Income Minority	Detroit	Yes
Detroit Economic Growth Association	Support the growth and expansion of a sustainable citywide system to increase local business-to-business procurement opportunities within Detroit.	Tools	None	Detroit	Yes
Downtown Detroit Partnership	Support for a business plan competition to attract entrepreneurial companies in Detroit	Connections	Immigrant	Detroit	No
Downtown Detroit Partnership	Support for Build Institute, a citywide entrepreneurship education and training program targeting residents of Detroit	Tools	None	Detroit	Yes
Eastern Market Corporation	Support for the planning and implementation of the Forward City project	Connections	None	Detroit	Yes
Eastern Michigan University Foundation	Support the Michigan Small Business Development Center-Southeast Michigan for financial education and capital readiness training for small businesses and startups in underserved Detroit neighborhoods	Tools	Immigrant Low Income Minority	Detroit	Yes
FoodLab	Support for improvement and growth of resources for food entrepreneurs in Detroit neighborhoods.	Tools	Immigrant Low Income Minority	Detroit	Yes
Funders Network for Smart Growth and Livable Communities	Support for annual membership to the Funders Network for Smart Growth and Livable Communities	Connections	None	Regional	No
Global Detroit	Support for the Detroit Global Talent Connection program to maximize the contributions of international talent and investment to the Detroit region's innovation economy	Connections	Immigrant	Regional	No
Grandmont Rosedale Development Corp	Support for a comprehensive business development and commercial revitalization effort on the Grand River corridor in the Grandmont Rosedale community.	Place	None	Detroit	Yes
Henry Ford Health Systems	Support for the Innovation Institute at Henry Ford to increase commercialization of health care innovations through technology management programs and corporate relationships	Tools	None	Detroit	No
Invest Detroit Foundation	Support for the PowerMoves@Detroit program	Tools	Minority	Detroit	No

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Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
Invest Detroit Foundation	Support for the Accelerate Michigan Innovation Competition 2015 to encourage entrepreneur business development and venture capital investment in southeast Michigan	Ideas	None	Regional	No
Invest Detroit Foundation	Support to launch a Detroit-based enterprise creation program focused on the commercialization of university and industry-based digital healthcare technologies	Tools	None	Regional	No
Jefferson East Inc.	Support for a comprehensive mixed-use commercial and multi-family housing initiative in the Jefferson-Chalmers Business District	Place	None	Detroit	Yes
Matrix Human Services	Support for the Osborn Neighborhood Alliance to assist new and existing businesses by connecting them to the resources they need to grow and thrive	Tools	Immigrant Low Income Minority	Detroit	Yes
Michigan Community Resources	Support to coordinate technical assistance for a citywide challenge in partnership with NEI to energize and expand the culture of entrepreneurship, and drive economic growth in Detroit, Hamtramck and Highland Park	Tools	None	Detroit	Yes
Michigan Women's Foundation	Support to continue to provide financial assistance and supportive resources to economically disadvantaged women entrepreneurs in Detroit	Tools	Women	Detroit	Yes
Midtown Detroit Inc.	Support to continue implementation of the innovation district real estate plan	Place	None	Detroit	No
NEIdeas - Anew Life Prosthetics and Orthotics	Support to purchase equipment and provide training to improve services and efficiency	Investment	None	Detroit	Yes
NEIdeas - Anthology Coffee	Support to purchase equipment to increase roasting capacity and expand wholesale market.	Investment	Low Income	Detroit	Yes
NEIdeas - Astro Coffee LLC	Support to add outdoor seating and an awning, and to build a retail display area	Investment	Immigrant Women	Detroit	Yes
NEIdeas - Benkari, LLC	Support for new software and equipment to expand market opportunities	Investment	Immigrant Women	Detroit	Yes
NEIdeas - Black Pride Beauty	Support to purchase manufacturing equipment to increase production capability to meet a growing demand for product	Investment	Immigrant Women	Detroit	Yes
NEIdeas - Blessed and Highly Favored Juice Bar	Support to upgrade equipment, operational inventory, and marketing materials to improve service and increase exposure	Investment	Minority Women	Detroit	Yes



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Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
NEIdeas - Brooklyn Brownies with Love	Support to add equipment, inventory, marketing and packaging to scale business and expand reach into wholesale markets	Investment	Minority Women	Detroit	Yes
NEIdeas - Building Hugger	Support to improve workshop, purchase equipment, and secure industry expertise to expand capacity and efficiency	Investment	Women	Detroit	Yes
NEIdeas - Cyberoptix	Support to purchase equipment, inventory and hire contractors to expand production capability	Investment	Women	Detroit	Yes
NEIdeas - DAC Marketing	Support to acquire a service vehicle and uniforms to assist business expansion	Investment	Minority	Detroit	Yes
NEIdeas - Detroit Denim	Support to purchase equipment, train staff, and hire marketing expertise to expand repair service	Investment	None	Detroit	Yes
NEIdeas - Detroit Farm and Garden	Support to acquire a delivery vehicle and materials to expand storage and delivery capacity	Investment	None	Detroit	Yes
NEIdeas - Detroit Vegan Soul	Support to purchase a vehicle to expand a catering service and visibility	Investment	Minority Women	Detroit	Yes
NEIdeas - Fill Good Dental Center	Support for physical additions and updated equipment to expand capacity	Investment	Minority	Detroit	Yes
NEIdeas - Goodwells Natural Foods	Support for physical improvements, inventory, and marketing to expand offerings	Investment	Minority	Detroit	Yes
NEIdeas - Guerrilla Food	Support to build and operate a pop-up space on the east side of Detroit	Investment	Minority Women	Detroit	Yes
NEIdeas - J & G Pallets and Trucking Inc.	Support to refurbish electrical and plumbing in their new location and purchase machinery to increase production	Investment	Minority Women	Detroit	Yes
NEIdeas - JP's Hand Car Wash and Detailing Center	Support for equipment and physical improvements to increase business efficiency, visibility, and safety	Investment	Minority	Detroit	Yes
NEIdeas - Livingston Family Dentistry	Support for physical improvements to increase business visibility	Investment	Minority	Detroit	Yes
NEIdeas - Motor City Popcorn	Support to acquire equipment to increase production and expand distribution	Investment	Minority	Detroit	Yes
NEIdeas - Ocelot Print Shop	Support to add equipment and technology to expand offerings and services	Investment	Women	Detroit	Yes
NEIdeas - Pot & Box	Support for vehicle upgrades and staff to develop a mobile retail unit	Investment	Women	Detroit	Yes

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Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
NEIdeas - Prop Art Studio	Support for new equipment to create efficiencies and expand business offerings	Investment	Women	Detroit	Yes
NEIdeas - Sha-Sha's Kiddy Korner	Support to build a computer lab and to expand client offerings	Investment	Minority Women	Detroit	Yes
NEIdeas - Sherwood Prototype Inc.	Support to expand operation capacity, upgrade electrical capacity, and purchase equipment to increase production	Investment	None	Detroit	Yes
NEIdeas - Singing Tree Garden	Support to add materials and equipment to improve and increase commercial services	Investment	Women	Detroit	Yes
NEIdeas - Tameria Nuevo Leon	Support to add equipment and marketing to expand reach into other markets	Investment	Minority Women	Detroit	Yes
NEIdeas - Textures by Nefertiti	Support for inventory and marketing to bring a new product line to market	Investment	Minority Women	Detroit	Yes
NEIdeas - The Hub of Detroit	Support for physical improvements to increase capacity and visibility, and improve the customer experience	Investment	Low Income	Detroit	Yes
NEIdeas - The Kid Network Daycare	Support for physical improvements and a curriculum guide to retain and expand client base	Investment	Minority Women	Detroit	Yes
NEIdeas - The Social Club Grooming Company	Support to build out and stock a retail product area, and add equipment and staff to increase capacity	Investment	Minority	Detroit	Yes
NEIdeas - White One Auto	Support to add equipment to expand services	Investment	Minority	Detroit	Yes
Oakland University	Support for the Macomb-OU Incubator cyber security program to assist Detroit and Southeast Michigan tech startups in testing security of new and emerging products	Tools	None	Regional	No
PolicyLink	Support for advancing equitable innovation and entrepreneurship	Connections	Immigrant Minority Women	Regional	Yes
Southeast Michigan Community Alliance (SEMCA)	Support the growth of the Workforce Intelligence Network, a data and policy driving regional collaborative of community colleges and workforce boards working to strengthen a cohesive system for employer-engaged talent and workforce development	People	None	Regional	No
Southwest Detroit Business Association	Support for a real estate advocate and recruitment position to match small businesses and entrepreneurs to commercial space in the West Vernor and Springwells corridors	Place	None	Detroit	Yes

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Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
Southwest Solutions	Support for ProsperUS, an entrepreneurial training and technical assistance program to assist underserved populations to develop and grow businesses in neighborhoods	Tools	Low Income Minority Women	Detroit	Yes
Southwest Solutions	Support for the Earn and Learn program, targeting unemployed 18-24 year old men in the cities of Detroit, Hamtramck and Highland Park	People	Minority	Detroit	No
Southwest Solutions	Support for the planning and implementation of the Forward City project	Connections	None	Detroit	Yes
The Greater New Orleans Foundation	Support to fund year two of the City of Detroit's participation in a multi-city cohort led by Forward Cities that will collaborate and share best practices for developing effective and inclusive entrepreneurial ecosystems	Connections	None	Detroit	Yes
U.S. Ignite	Support for youth entrepreneurship program development and cluster assessment for Detroit Innovation District Initiatives	Connections	None	Detroit	No
Walsh College	Support for an entrepreneurial training and education program for Walsh College Students	Tools	None	Regional	No
Wayne State University	Support for phase three of The Front Door, a business engagement center that improves university connections to industry for greater market-driven technology commercialization results	Ideas	None	Detroit	No
WSU TechTown	Support for the planning and implementation of the Forward City project	Connections	None	Detroit	Yes
WSU TechTown	Support to continue funding for a Detroit-based high-tech business incubator and accelerator, and a neighborhood business support program	Tools	None	Detroit	Yes

## APPENDIX C: GRANT PERFORMANCE NETWORK

A confluence of factors led the NEI staff to consider the creation of an online database. Not only is technology getting more robust and price efficient, but the volume of evaluation data being captured and the complexity of the questions being asked of the initiative is increasing exponentially with each grantee added into the process. In 2012, Spring Management Systems began the development of a system, the NEI's Grant Progress Network (GPN). Since then, it has developed into a robust database with a user friendly interface for NEI grantees and staff.

### GPN interface provides

- ◆ Streamlined reporting and communication with the grantees
- ◆ Easy two way communication between the grantees and the NEI
- ◆ Easy access to key grantee organization information such as financials and budgets
- ◆ Access to media and communication data such as logos, board lists, and staff biographies
- ◆ Data capture that ranges in scope from the individual grantee to the complete initiative
- ◆ Organizational and grant data for all NEI grants (closed and open)
- ◆ Outcomes and measures data for NEI grants
- ◆ Streamlined management of the activity and adherence of each grantee
- ◆ Reports and downloads for increased efficiency
- ◆ More simplified transition of grantees between NEI staff

Key features of the GPN system include global messaging of grantees, document/image uploads, auto-notification for report submissions, grantee to-do lists, customized milestone and metric menus, data exporting and preliminary reports, online assistance and event tracking. The GPN database has been populated with all of the earlier available grantee reporting so that all of the data included in key reports such as the flash report are current. The system currently houses data for 134 grantee organizations and 259 grants. All NEI grantees have been introduced to the system and are learning how to provide their data/ reporting.

Phase II of the GPN project created a more robust engine with expanded reporting capabilities and trend analysis to inform NEI fundraising and reporting. Many of the new reports focus on compliance (close out, metric menus, NEI spend, equity impact) whereas others demonstrate developments in the grants/data (grant maturity level, funds awarded trending with program match dollars, new capital investment trends etc.).