

EXHIBIT B - LOGIC MODEL FOR PROGRAMS A&B



A-GUIDE Nonprofit Partner Logic Model Program/Project: XA_B

Organization Greater Delray Beach Chamber of Commerce

Contact Person Stephanie Immelman, President and CEO

Program/Project Name SBDC at the Greater Delray Beach Chamber of Commerce

Funding Period FY 2020-2021

Program/Project Budget \$ 40,000

Request \$ 40,000

CRA Need Area: Economic Development

Brief Description

The SBDC is designated through legislation, as Florida's Principle Provider of Business Assistance [Fla. Stat. 288.001 and the state's first responder for small businesses [ESF-181] faced by disaster. The SBDC is funded through a combination of Federal, State, Local Entities, and Universities.

This funding request is to provide continued support for the SBDC to serve the small business ecosystem in the City of Delray Beach CRA District for the 5th year. The SBDC has a team of 12 consultants in Palm Beach and Broward Counties that are available to all businesses in those counties on a first come first serve basis. This grant has allowed the SBDC to have a consultant embedded in the CRA District with their focus on assisting the CRA in meeting the business needs of Pre-Venture, Emerging and Established Businesses on a priority basis. Businesses in the CRA district can access the assigned consultant at any time, once registered, for consultation. Programs are designed based on the specific needs of the local CRA business community, and the consultant integrates the services of the local economic partners into their counsel to the business owner. In partnership with the local economic partners, the assigned consultant updates the business owners on County, State, and Federal business assistance programs.

Need for Program

The Greater Delray Beach Chamber of Commerce partnership with the Small Business Development Center (SBDC) is an appropriate response to this economic strategy to help fill identified gaps in level of service available for in-area small business assistance and entrepreneurial development. The Small Business Development Center at Florida Atlantic University Division of Research (FAU) is a unique partnership as it provides a consistent local presence as a long-term one-on-one mentoring source to the small business community of Delray Beach. Going into the 5th year of this successful partnership, the SBDC will continue to leverage the relationships it has developed with the local economic partners within the city and region to support the growth of Delray Beach businesses and serve as a guide to entrepreneurial opportunities. The City of Delray Beach first launched this partnership in 2016 based on identified needs in the business ecosystem. In that time the SBDC has worked with 356 local businesses and entrepreneurs and assisted in obtaining over \$ 1,642,815 in small business capital formation.

Target Audience

The SBDC categorizes its market segments as: Pre-Venture (aspiring entrepreneurs) , Emerging (in business less than 3 years), Growth Businesses (3+ years, <5 employees <\$500K in sales) and Established businesses (3+years, >5 employees, >\$500K in sales).

Those businesses located within the CRA District. Special emphasis is placed on Minority-owned, Women-owned, and Veteran entrepreneurs.

Uniqueness/Justification

Having the SBDC office located in the CRA District at the Greater Delray Beach Chamber of Commerce creates an accessible, professional, and trusted business community gathering location that draws a diverse population. The GDBCC has been extremely supportive of non-members accessing the services along with their members. The SBDC has a private office to protect the client's need for confidentiality.

The Small Business Development Center is hosted by the Florida Atlantic University Division of Research, a partnership in which this SBDC team collaborates with the university in connecting their research efforts to the business community and serves as mentors to start-up initiatives going Tech Runway's launch programs.

GOAL: FY 2020/2021 - Provide, at no cost, a broad spectrum of ongoing personalized consulting services to pre-venture, emerging and growing businesses in the DB CRA District, who may not otherwise be able to afford such services.

Key Activities	Outputs	Outcomes	Impact(s)
<p>1. Consulting Services include:</p> <ul style="list-style-type: none"> • Business Audit • Market Analysis • Sales Growth • Capital Access • Leadership • Business planning and forecasting • Cash Flow Management • Business Continuation • Disaster Preparation and Recovery • Export Planning • Government Contracting • Integration of CRA District programs and services. 	<p>1a. Each business owner has access to one-on-one consulting expertise on those issues impacting their unique growth potential within any of the 10 categories identified.</p> <p>1b. One quarterly virtual seminar on a current business issue.</p> <p>1c. New clients are contacted within 48 hours of request to schedule their first meeting.</p> <p>1d. Current clients have access on-demand via their preferred method of communication.</p>	<p>Delray Beach CRA existing and new businesses have access to a local business consultant that understands the ecosystem the business owner is located in, and as a result, can draw from both the SBDC services as well as other funding programs and services provided to those in the CRA district.</p>	<p>Emerging businesses develop an understanding of those best practices necessary to get to grow their businesses and become a healthy contributor to the local CRA District business center.</p>
<p>2. Pre-Venture (Aspiring) Consulting services include:</p> <ul style="list-style-type: none"> • Concept Analysis • Business mapping • Business formation • Structure • Registration, • Business tax information and guidance 	<p>2a. Potential entrepreneurs receive guidance in assessing their readiness to start up a business.</p> <p>2b. Identify necessary next steps for those that have a UVP supported by market potential.</p>	<p>Individuals decide go/no go based on a clear understanding of the opportunity and barriers. Minimize number of failed businesses and ensures those with potential receive the correct support.</p>	<p>Improves the health of the start-up community and provides the city with a better understanding of the services required to support early stage entrepreneurs.</p>
<p>3. Engage other economic partners within the CRA District of Delray Beach to actively encourage the local business community to take advantage of the services provided by the SBDC.</p>	<p>3a. Quarterly meeting with each economic partner to represent the SBDC at FAU and share information on current business issues and services.</p> <p>3b. Increase in number of active clients to minimum 10% increase over FY 2019/2020.</p>	<p>Consistent messaging of available SBDC services and updates.</p> <p>Referrals to and from Economic Partners.</p>	<p>Increased awareness of the DB CRA, SBDC and GDBCC partnership and its role in the economic growth of the city.</p>



A-GUIDE Nonprofit Partner

Logic Model

Program/Project: A X B

Organization: Greater Delray Beach Chamber of Commerce

Contact Person Stephanie Immelman, President and CEO

Program/Project Name SBDC – Mastering Resiliency

Funding Period FY 2020-2021

Program/Project Budget \$ 100,000 **Request** \$100,000

CRA Need Area Economic Development

Brief Description

Program B delivers a multi-disciplinary approach to consulting and mentoring to best address the individual needs of the Delray Business Community Post Covid. A series of additional consulting services, tools and approaches are being to our core services, in order to address the impact of the Covid-19 shut-down that has many business owners in Delray Beach having to rethink, redesign, and pivot businesses that otherwise have been successful for many years in this city. Business owners will have access to 10 additional programs, mentor teams, and virtual financial management tools all created specifically to address the current economic roadblocks. The program includes periodic sessions with a group of lenders and financial analysts that can provide feedback to the business owners on approaches to strengthen their operations and/or prepare themselves for funding opportunities.

Need for Program

The sudden shut down of the established business community and its potentially prolonged impact has left many business owners in Delray Beach unable to regain their previous capacity to create and grow their revenue, increase their client base and, as a result, continue to contribute positively to the tax base of the City of Delray Beach. Therefore, the additional consulting and program capacity is being added.

Target Audience

These additional resources will focus on established and growing businesses that meet the criteria of at least 3 years in business and are finding themselves having to restart, pivot, plan for a stronger future, prepare for capital access needs, and regain their market presence.

Uniqueness/Justification

All clients of the SBDC register for access to any of our core consulting and program services. This target audience of established businesses impacted by Covid-19 will also be able to select into the added services based on their unique issues. The consulting team will deliver a virtual series of sessions, repeated quarterly, that the business owners can opt into based on their need and availability. While every business owner is immediately assigned a lead consultant to track their progress, a business owner can also request that their lead consultant structure a mentor team session to look at their business holistically and provide feedback on next steps. All programming is provided virtually to increase accessibility. Availability in a non-virtual setting will depend on future conditions.

For certain subjects, the SBDC has contracted with local Delray Beach consultants to join our consulting team (including mentor teams) providing a broad base of support for the program as well as local perspective.

GOAL: Integrated education and consulting services that assist businesses in responding to the shifting economic landscape caused by Covid-19. The SBDC segments businesses into 4 types: Pre-Venture (start-up), Emerging, Growth and Established. Pre-Ventures and Emerging businesses provide a necessary funnel to the growth of a city, each eventually, with the proper guidance and strategy, have the potential of becoming Growing and Established entities. It is the Growth and Established businesses that offer the greatest potential for high growth in employment, revenue creation and economic prosperity in relation to the amount of resources expended. And as we have experienced, it is also these Growth and Established business that have the broadest negative impact on those elements when disaster hits. Program B adds a customized set of services specifically designed to help the Growth and Established entities recover their footing.

Key Activities	Outputs	Outcomes	Impact(s)
<p>Growth and Established</p> <p>1. Quarterly Virtual Seminars, maximum 12 business owners per session, with subject matter experts on the following topics:</p> <ul style="list-style-type: none"> • Reopen Business Planning • Leadership/Team Development • Virtual Marketing Plan • Business Emergency Plan • Growth Acceleration Plan • Market Expansion – Pivoting, New Market Identification • Capital Access Planning and Preparation • Business Valuation • Identification of new funding resources • Small Business Innovation Research Funding SBIR 	<p>1a. Participant’s Lead consultant assists in the selection of sessions best suited for their business condition.</p> <p>1b. Materials provided upon registration to prepare for the topic discussion.</p> <p>1c. Virtual group session (time dependent on topic)</p> <p>1d. Follow-on application</p>	<p>Business owners can receive guidance on which topics will have the best and most immediate impact on their business condition.</p> <p>Business owner comes to the session with key questions.</p> <p>Business owner will expand their knowledge through the teachings of the expert consultant.</p> <p>Business owner has the option to apply the knowledge on their own or through the guidance of the consultant.</p>	<p>Business owners:</p> <p>Have the flexibility to choose those topics in order of urgency.</p> <p>Develop a deeper understanding of how these areas can impact/support their business’s growth and plan incorporating them into their strategy.</p> <p>Access to the consultant for the application step provides customized approach and ongoing feedback. Several of the sessions lead to a documented plan of action for the specific topic.</p>

<p>Growth and Established</p> <p>2. Lead consultants will form and match mentor teams by request of the participating business owners for guidance on significant issues.</p>	<p>2a. Two office hours per month/ per business owner request.</p>	<p>Business owner receives feedback and input from a diverse group of business experts. Business owner drives the conversation. Mentors provides mini- audit, and input for creation of the business portfolio.</p>	<p>Business owner has ongoing feedback on their approach to recalibrating their business.</p>
<p>Growth and Established</p> <p>3. Virtual Business Plan subscription for a select number of months provided by the SBDC.</p>	<p>3a. Each owner has access to a virtual tool that creates a business portfolio including organizational structure, product mix, marketing plans and financial projections/documents.</p>	<p>Businesses have a complete set of documents that are designed to be easily updated.</p>	<p>Business owner is always prepared for capital access discussions, emergency funding, hiring decisions, new market expansion.</p>
<p>Growth and Established</p> <p>4. Review Panel – Local Lenders Financial/Business analysts discussion at end of each quarter. Panel structured based on the businesses participating.</p>	<p>4a. Business owner can present their portfolio for review and feedback on structure, markets, funding eligibility, product recommendations, next steps.</p>	<p>Revisions of business plans. Understanding steps needed to improve growth potential including funding access.</p>	<p>Business owners and local business analysts connect to understand the businesses’ potential for future growth driving future services.</p>
<p>Program Marketing/Social Media Plan</p> <p>5. Plan to introduce the program design and benefits to members of the Growth and Established Business Community.</p>	<p>5a. Marketing through the existing economic partner channels to highlight the resources available to the community. 5b. Social Media connection to the Growth and Established community to offer details on the Resiliency program and encourage registration. 5c. Social Media communication with registered participants.</p>	<p>Growth and Established business owners understand that this is a series of sessions that are geared toward their expertise level, unique challenges, and align with their sense of urgency.</p>	<p>Business community feels they have immediate access to receive support and guidance to get through this economic period.</p>