

Culturally-relevant Approaches

Embedding Racial & Equity Lenses to Ensure Inclusive Economic Growth
within Commercial Areas Impacted by the COVID-19 Pandemic

Dr. Lomax R. Campbell, MBA, PMP®, LSSBB (Lead)
President & CEO, Third Eye Network, LLC

Allentza Michel (Panelist)
Team Member, Favermann Design/Powerful Pathways

Jeanette G. Nigro (Panelist)
Founder/Principal, Perch Advisors, LLC

Michael Aparicio (Panelist)
Founder & Principal Consultant, Revby, LLC

May 18,
2021



Agenda



Credit: Dreamstime.com

- **Welcome & Overview**
- **Third Eye Network, LLC**
 - Inclusive Entrepreneurial Ecosystem Building & Enhancement
 - Culturally-specific Portals for Digital Marketing & Promotion
- **Favermann Design/Powerful Pathways**
 - Comprehensive Economic Development Policy & Program Implementation
- **Perch Advisors, LLC**
 - Creating an Inclusive Technical Assistance Network
Together We Thrive: Black Business Network
 - Educating Volunteers & Technical Assistance Providers on
Implicit Bias & Impact on Black-owned Businesses
- **Revby, LLC**
 - Small Business Technical Assistance for Diverse Audiences
 - Bridging the Digital Divide for Underserved Entrepreneurs
- **Questions & Answers**

Overview – Webinar Summary

The pervasiveness of socioeconomic outcomes delineated by race and other intersectional characteristics (e.g., ethnicity, gender, age, immigrant and ability status, etc.) are well-established phenomena, which have only been exacerbated during the COVID-19 Pandemic. This webinar will provide participants with an overview of culturally- and contextually relevant strategies for addressing well-known barriers to equitable growth and social inclusion. Drawing on the diverse experiences of the lead and panelists, the strategies will encompass entrepreneurial ecosystem building and enhancement, peer support networks, debiasing technical assistance in service to People of Color and immigrant populations, and the importance of comprehensive economic development policies and program implementation.

Let's A.B.I.D.E. by Anti-Racist Principles

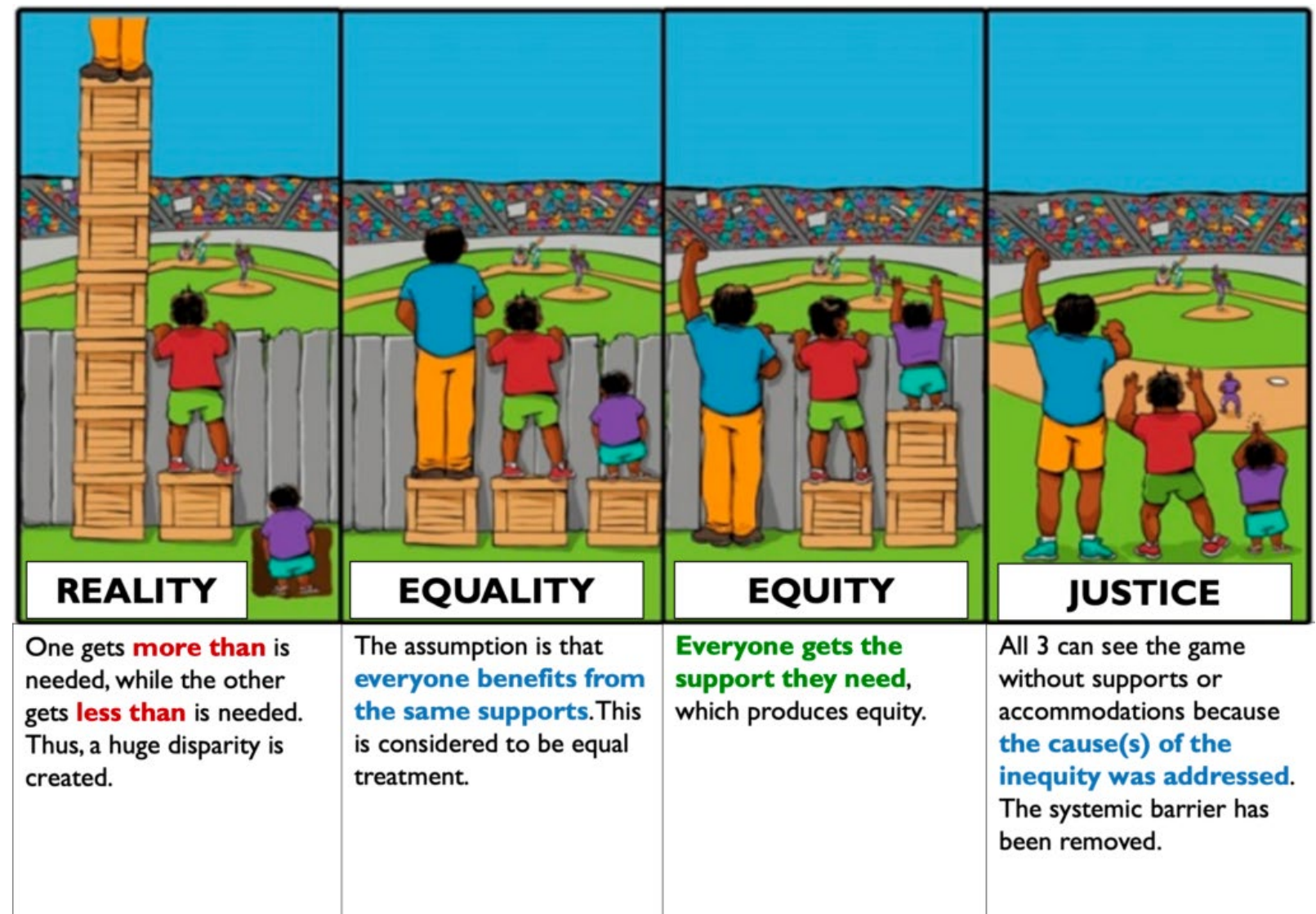
Overview – Level Setting


A Literacy Moment

- **Access** – Proactively designing w/ accessibility in mind so “adaptations” are unnecessary (i.e., policy, cognitive, physical, & technological)
- **Belonging** – Feeling of security, support, respect, & acceptance when a person can “show up” as their authentic self
- **Inclusion** – State where all are able to participate & achieve their potential
- **Diversity** – The presence of differences in organizations, systems & communities
- **Equity** – Meeting people/groups where they are & giving them what they need to be successful; a process & an outcome

*References: Forward Cities (n.d., ABIDE Model)
Lynch, Sutherland, & Walton-Fisette, (2020, photo)*

To truly transform communities, we must not only provide people the support they need, but also remove barriers to success in the process.





The People's Institute for Survival and Beyond informs us that an effective, broad-based movement for social transformation must be rooted in the following:

- **Analyzing Power**
- **Developing Leadership**
- **Reshaping Gatekeeping**

- **Identifying & Analyzing Manifestations of Racism**
- **Learning from History**
- **Maintaining Accountability**
- **Sharing Culture**
- **Undoing Internalized Racial Oppression**
- **Undoing Racism®**

Overview – Anti-Racist Principles

Reference: www.pisab.org





ADMIN
CAPACITY



Inclusive Entrepreneurial Ecosystem Building & Enhancement



*Dr. Lomax R. Campbell
Third Eye Network, LLC
lomax@thirdeye.network*



Case Study #1: Nested “Hub & Spoke” Model Development in Rochester, NY

- Scope: This *Nested “Hub & Spoke” Model* is a 3 – 5 year master plan
- Objectives: Facilitate a scalable regional culture of collaboration; transformation
- Costs: <\$75K (implementation), <\$15K/year (maintenance), \$750K - \$2M (cohort model)

Digital Infrastructure

— \$417,500 LC & JPMC grants

- Centralized Support Resources
- Regional CRM Development
- Increased Access to Capital

Organizational Hub

— \$75k+/navigator/year

- Nonprofit (501c3) Anchor Institution
- Convenes Network Resources
- Hires Network Navigators

Ecosystem Enhancement

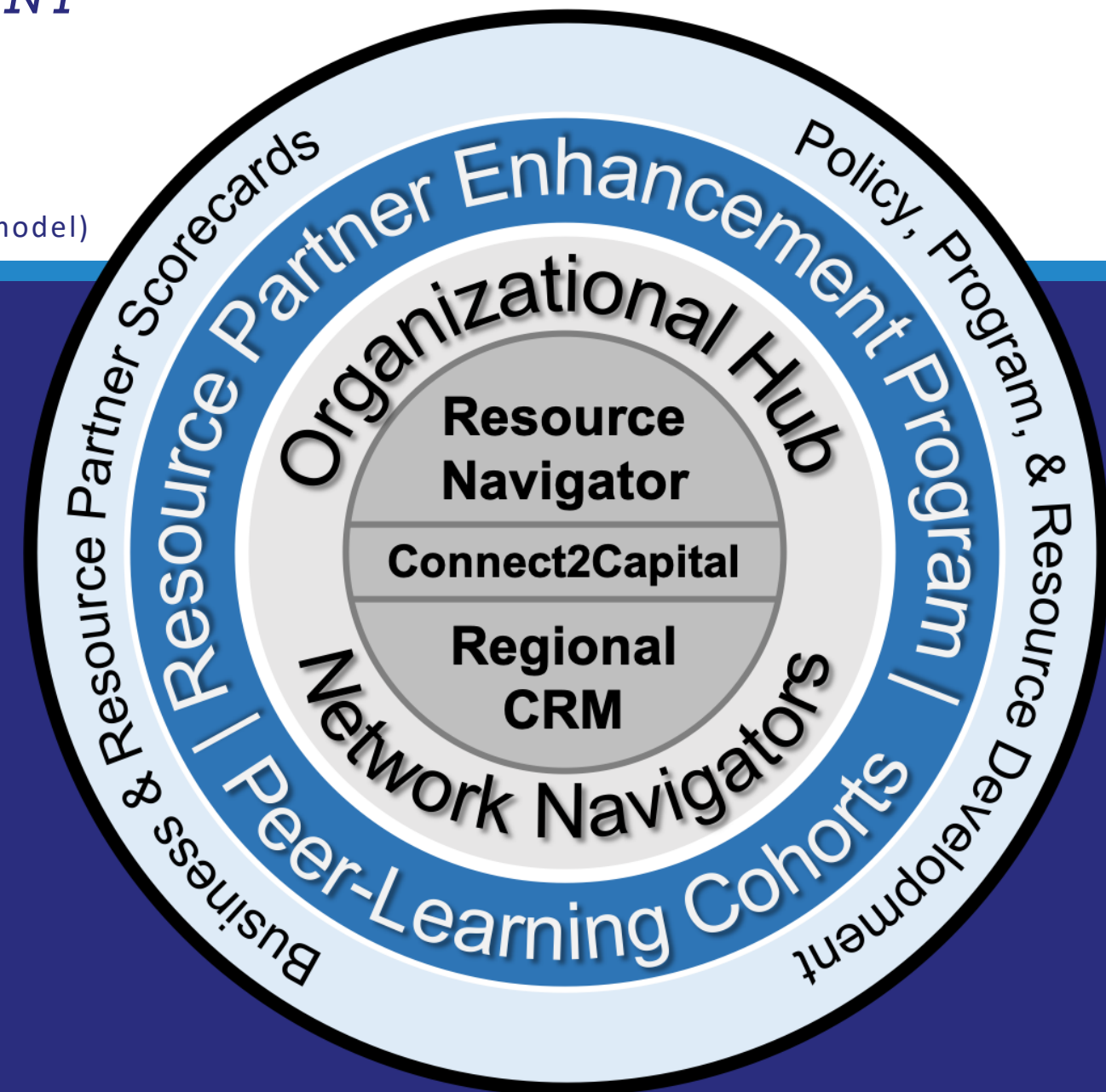
— \$1.5M NYS grant

- 24-month Peer Learning Model
- Awarded \$1.5M in Grants + TA
- Embedded Racial & Equity Lenses

Regional Coordination

— Price varies by scope

- Culturally-relevant Adaptations
- Standardized Evaluations
- Policy Development & Change



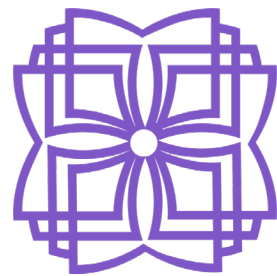
nexusi90

Entrepreneurial Ecosystem Solutions

Digital Infrastructure – Founding Coalition



RIT | Center for Urban Entrepreneurship



Rochester
Public Library
More Than You Think



Greater Rochester



Urban League of
Rochester, N.Y., Inc.



Thank YOU for choosing collaboration!

Our mission is to help small businesses thrive across the Finger Lakes Region. We provide entrepreneurs and small businesses with the vital assistance, resources, and information they need. Nexus i90 makes support more accessible to foster equitable growth and inclusiveness and spur economic prosperity for our region.



Looking for Financing?

Learn what you need to access [business funding resources](#).

The Gateway for Entrepreneurs

We are dedicated to helping connect and grow the entrepreneurial community of the Finger Lakes region.

[Learn more](#)

Shared Impact By the Numbers:

- \$1,992,500 Support Funds Raised
- 54 Active Resource Partners
- 200+ Shared Clients Served
- 220+ New Jobs Created/Retained
- 10 CRM Subscriptions (Licenses Assigned)
- 32 Resource Navigator Searches (last 30 days)
- 192 Resource Navigator Searches (last 90 days)

Nexus i90 – Home Page

• Rochester, NY



Narrow Your Search

Zip Code or City, State

Distance

Area of Assistance

Specific Need

Opportunity Populations

Business Type

Business Stage

Industry

Nexus i90 – Resource Navigator

- *Powered by SourceLink*

Refine Search



AdHub.com

A directory of the advertising industry listing Ad Agencies, Freelancers and other marketing resources to help companies promote their business.



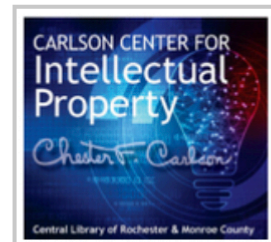
Ain Center for Entrepreneurship at the University of Rochester

The Ain Center for Entrepreneurship at the University of Rochester is an interdisciplinary center that educates the University and Rochester communities on developing and applying an entrepreneurial mindset via training programs and other offerings.



Business Insight Center

Get the competitive edge you need. No matter how big or small your enterprise is, we are here to help. Our market research services don't just save your company time and money, we can also identify potential customers to help increase your bottom line.



Carlson Center for Intellectual Property

The Carlson Center for Intellectual Property assists with prior art searches and filing for patents, trademarks, and copyright.



Certified Workplace Ready

Certified Workplace Ready™ (CWR) is a program focused on improving social-emotional skills and responsible decision-making for those new(er) to the workplace.

Get Started

Personal Action Plan

Connect2Capital

[Home](#) / [Connect2Capital](#)

Connect2Capital

Connect2Capital is a collaborative online lending network that links small business owners to mission-driven business lenders. The Connect2Capital lending partner network offers dozens of different business loan types to fit a variety of small business needs.

ChiBizHub is pleased to offer our small and medium-sized business community a seamless connection to Connect2Capital in three easy steps.

CHIBIZHUB
CONNECT2CAPITAL

STEP 1

If you are a Chicago small

businesses connect to responsible financing options.

STEP 2

ChiBizHub will leverage Connect2Capital technology match you with leading mission-driven lenders in the Chicago area. Matched? Great! The lender you select will review your application, request additional materials and may extend an offer.

STEP 3

Not matched? We're still going to help you by connecting Chicago's best business advisors, our business resource providers and online resources will help you grow, get organized and get that loan.

User-friendly prompts

A similar link is being added to Nexusi90.org

FIND RESOURCES

Find resources to grow and improve your business.

FIND RESOURCES



Hi, I'm Lisa and I'll help you find funding.

How much do you want to borrow?

It's okay to give an estimated loan amount.

\$

CONTINUE

ChiBizHub – Connect2Capital Portal

- Chicago, IL

Enhancement Program – Cohort I



Urban League of
Rochester, N.Y., Inc.



IBERO
AMERICAN ACTION LEAGUE, INC.



JustCause
Connecting Legal Volunteers with the Community



THE COMMISSARY
downtown kitchen incubator



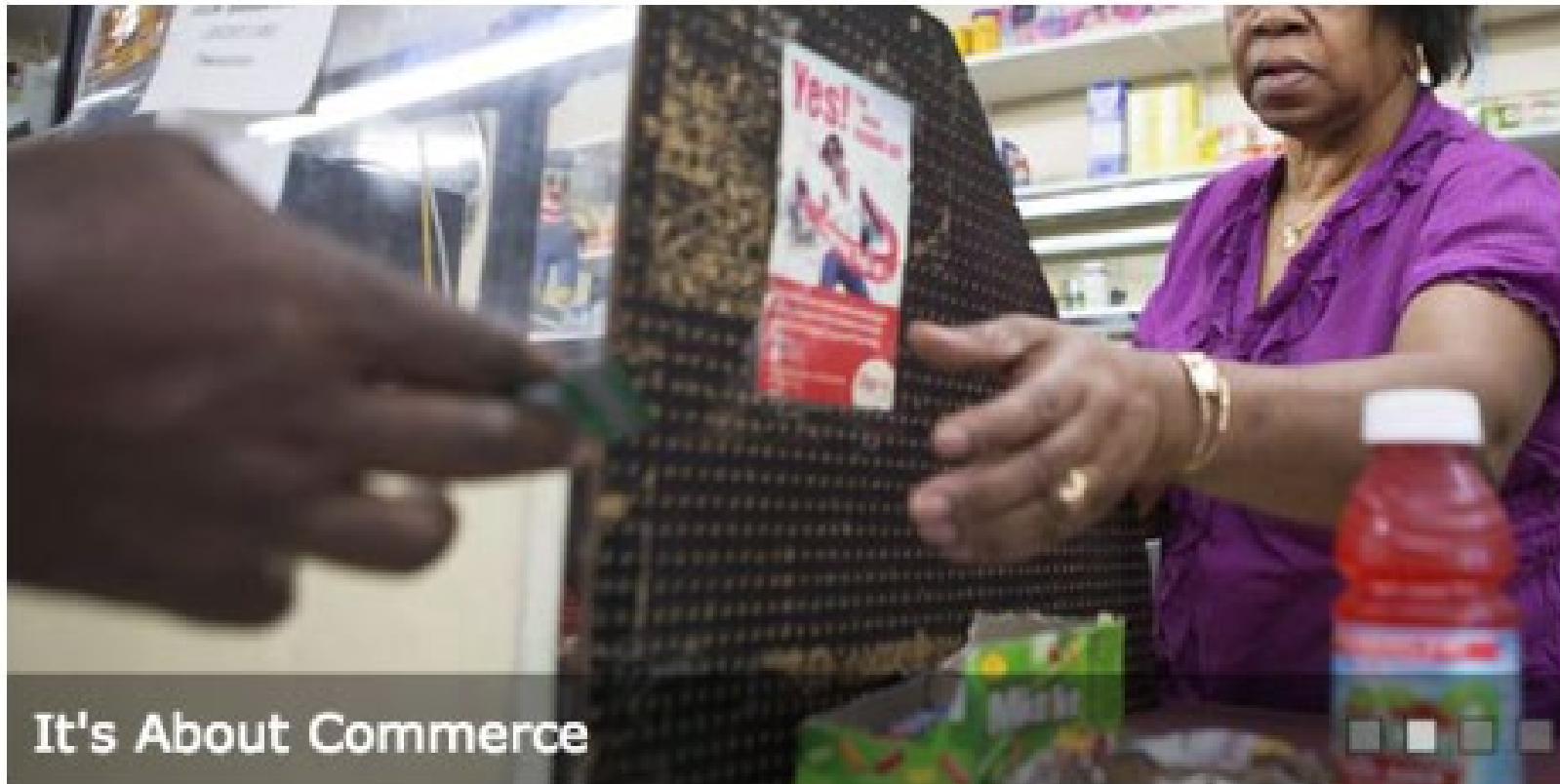
REVENUES
& SALES

Culturally-specific Portals for Digital Marketing & Promotion



Dr. Lomax R. Campbell
Third Eye Network, LLC
lomax@thirdeye.network





It's About Commerce

Is your business or organization:

- ✓ Black-Owned,
- ✓ Black-Operated,
- ✓ Black-Oriented?

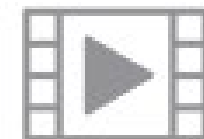
If so...

Get Listed! Its FREE!

[Not Sure if You're a BOB?](#)

Case Study #2: Black-owned Business (BOB) Rochester

- *Costs: \$25k – \$75k (implementation); \$12k – \$15k/year/niche (maintenance)*
- *Timeframe: 3 – 6 months (implementation), 24 – 36 months (achieve sustainability)*



[Resources](#)

Header View

Category View (A-Z)

Arts & Crafts

Book Stores
Dance
Fine Arts
Jewelry
Novelties & Gifts
Performing Arts
Tattoo Parlors

Community

Centers
Childcare
Cultural Brokers
Education
Faith
Fundraising
Nonprofits

Manufacturing

Apparel
Energy
Fabricated Metal
Printing Services

Outdoor Services

Pools & Spas

Shopping

Apparel
Book Stores
Facility Rentals
Florist
Groceries
Jewelry
Publications

Case Study #2:
BOBRochester.com

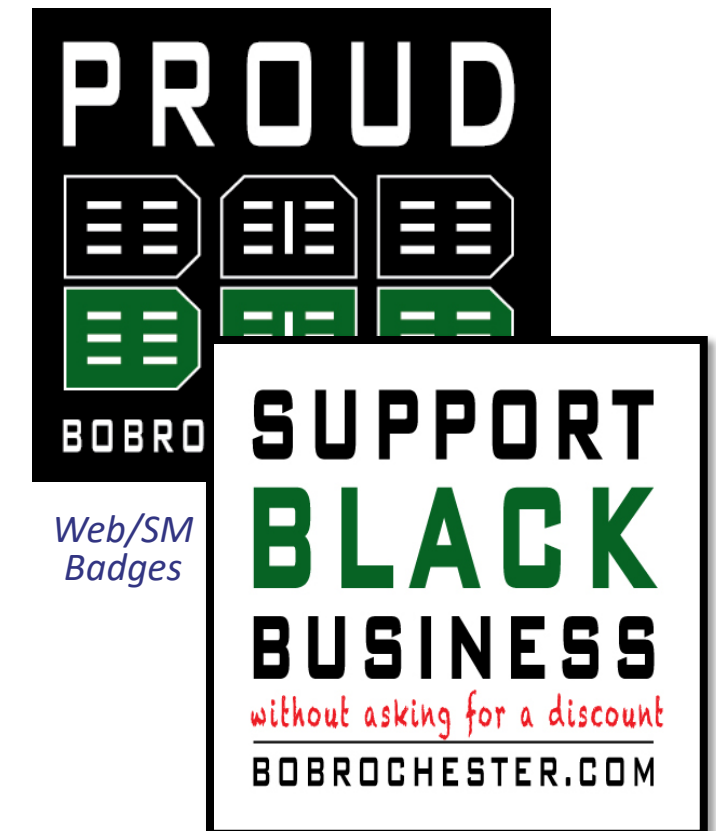
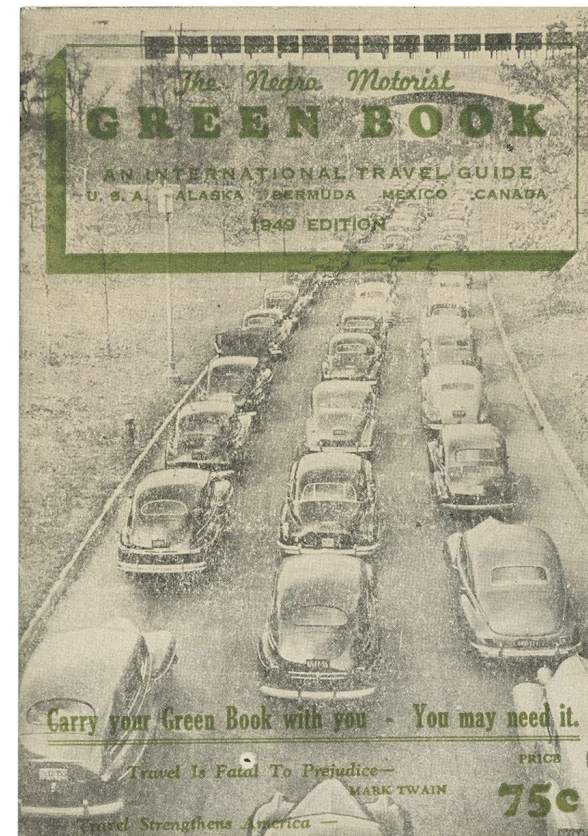
• Powered by: InfoWorks

- Launched in 2014 as an anti-racist response to the killing of Trayvon Martin, inspired by the legacy of Victor Hugo Green who published *The Green Book* (1936 – 1966)
- Community-driven marketing & promotion resource for Greater Rochester (NY) BOBs
- Empowers Black enterprise, public service organizations & affinity associations
- This social enterprise has organically amassed over 700 listings since launch
- Community participation runs parallel w/ crises (i.e., civic unrest, COVID-19, etc.)

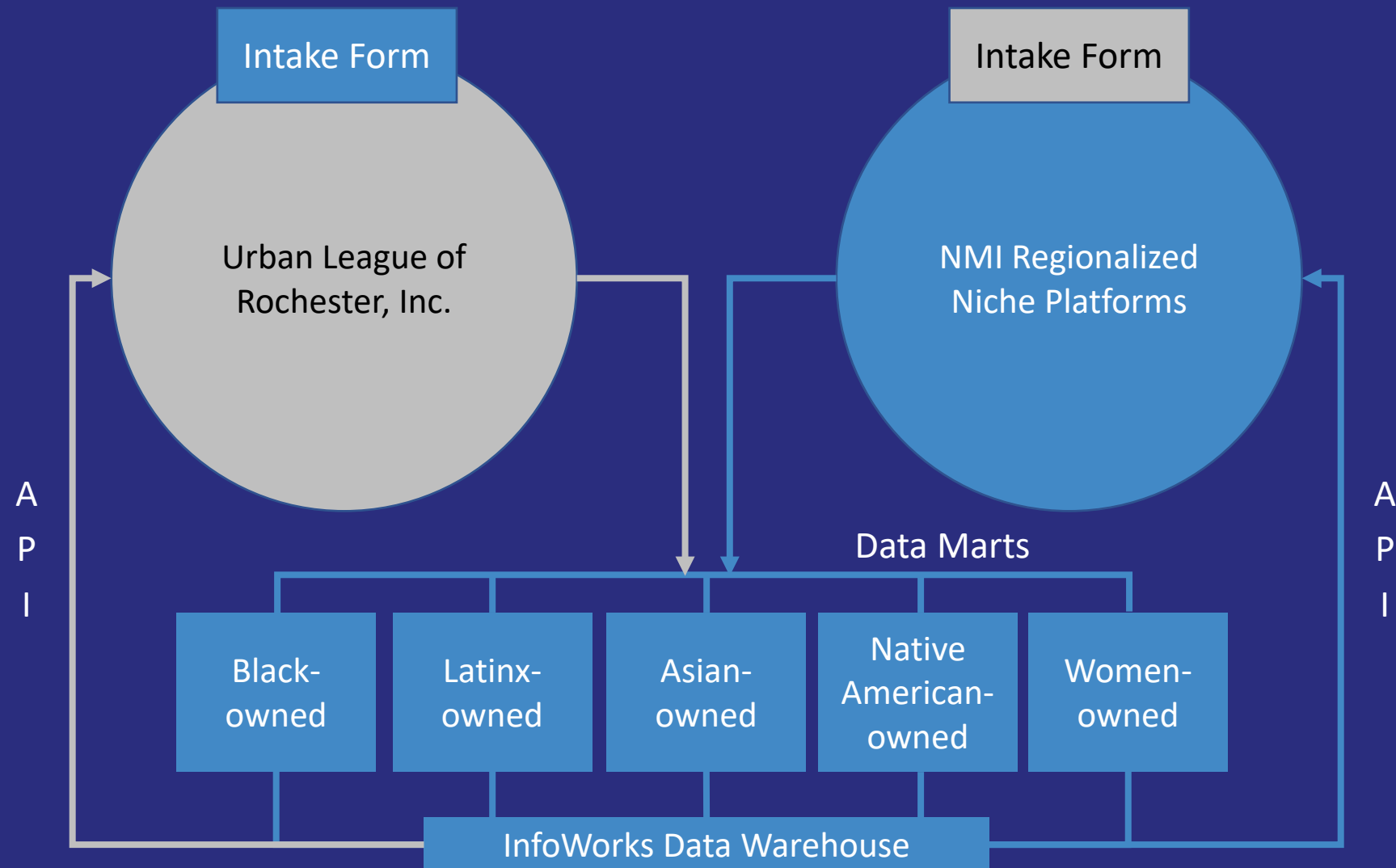
The pandemic & civil unrest has presented new marketing opportunities...

Pandemic Effects

- Platform re-development for national expansion under a new brand LocalBOBs.com (Fall 2021)
 - New niche-specific platforms centering Latinx-, Asian-, & Native American-owned Businesses on the horizon
 - New user-friendly look & feel
 - New features: Check-ins, Profile Administration, Crowdsourcing, Job Boards, Ratings & Reviews, eCommerce, targeted RFPs, APIs, Niche Market Insights, & more
 - Free + Paid Subscription Levels
 - Community Reinvestment Fund
- Renewed interest in BOBs: 26.5k (723.99% ↑) new users w/ 36.5k sessions
 - Avg. monthly pageviews: 1,600 (pre-pandemic) vs. 6,900 (post-pandemic)
 - Pageview spikes in 2020: 4.2k (May), 83.2k (Jun), 17.5k (Jul), 6.9k (Aug), 7.6k (Sept)
 - Community investment: \$50,000+ in local gifts inspired the establishment of NMI Foundation, Inc. a new national non-profit (501c3) to house these & related efforts



Pandemic Effects: API Conceptual Model for Culturally-specific Marketing & Promotion





Find a minority-owned business to support by searching our directory!

Search

Clear

All Categories

#iroclove Apparel

Henrietta, NY 14586

Website
iroclovenow@gmail.com

100% Raw Dog

Rochester, NY

Website
5859444982
Bainbullykennels@yahoo.com

103.9 FM WDKX

683 East Main St
Rochester, NY 14605

Website
5852220104
Wdkx@wdkx.com

123 Grow Daycare

211 Hazelwood Terr
Rochester, NY 14609

Website
5853104847
123growdaycare@gmail.com

4life Supply & Co

P.O. Box 60941
Rochester, NY 14606

Website
4livinginfullexistence@gmail.com

540wmain Community Center

540 West Main St
Rochester, NY 14608

Website
8555406246
asktheglutenfreechef@gmail.com

585 Solutions

Rochester, NY

Website
5857436255
sales@585solutions.com

740 Convenience

740 St Paul Street
Rochester, NY 14605

Website
5856257976

Pandemic Effects – New API Tool

This new capability has expanded our reach, BOB promotion, & the directory



OTHER

Comprehensive economic development policy & program implementation: Fairmount Indigo Network Business Attraction & Good Jobs Initiatives

Allentza Michel

Favermann Design/Powerful Pathways

powerfulpathwaysinc@gmail.com





Team Member, Favermann Design, Inc.

LRRP

Allentza Michel

- Urban Planner, Artist & Equity, Diversity & Inclusion Trainer
- Founder & Creative Director, Powerful Pathways
- Founder, Immigrant Entrepreneurs & Small Business Owner's Forum

Work:

- Community and Transportation Planning
- Sustainable Community Development Policy Research
- Racial Justice, Diversity and Inclusion Workshops
- Cultural District Planning
- Economic & Business Development
- Event Planning
- Equitable Creative Placemaking (Placekeeping)



www.powerfulpathways.org

About Powerful Pathways



Powerful Pathways is a creative social practice & public interest consultancy that works in policy development, urban planning and the arts using creative tools and design thinking principles.

- Executing strategic events exploring topics in Urban Policy
- Placemaking/Placekeeping Initiatives & “Civic Hacks”
- Creative Community Engagement & User Experience Strategy
- Equity, Cultural Competency and Diversity & Inclusion trainings
- Program Design & Development
- Research
- Project Technical Assistance



Equity versus...



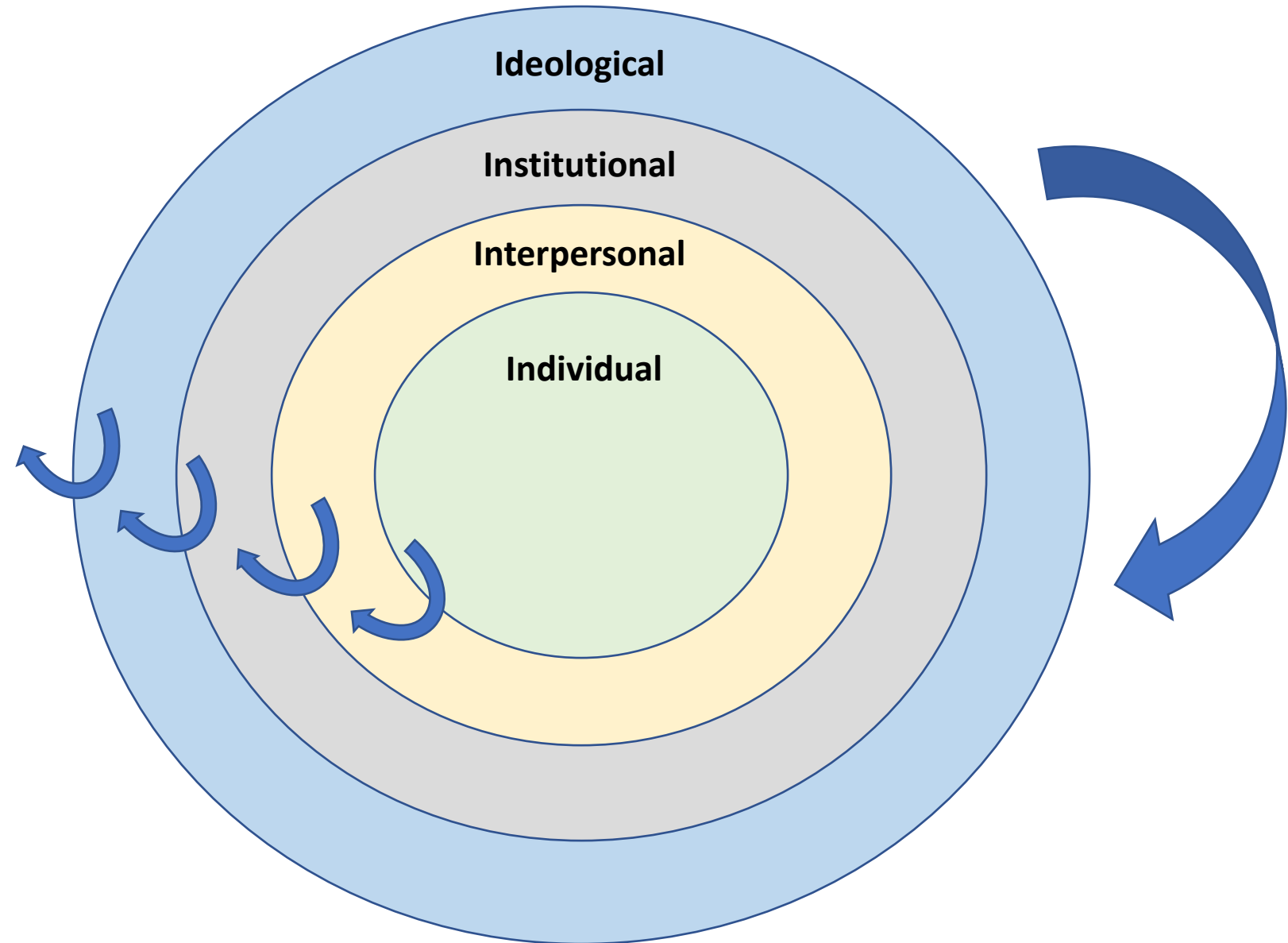
From Dr. Arnisa Amante, CEO of Disruptive Equity Education Project (DEEP)

Working with an Equity Lens: The 4 I's

Equity work is cyclical
and therefore is not a
one-time deal.

It takes ongoing
practice.

It is fluid and evolves
across systems and
networks, as we
evolve.

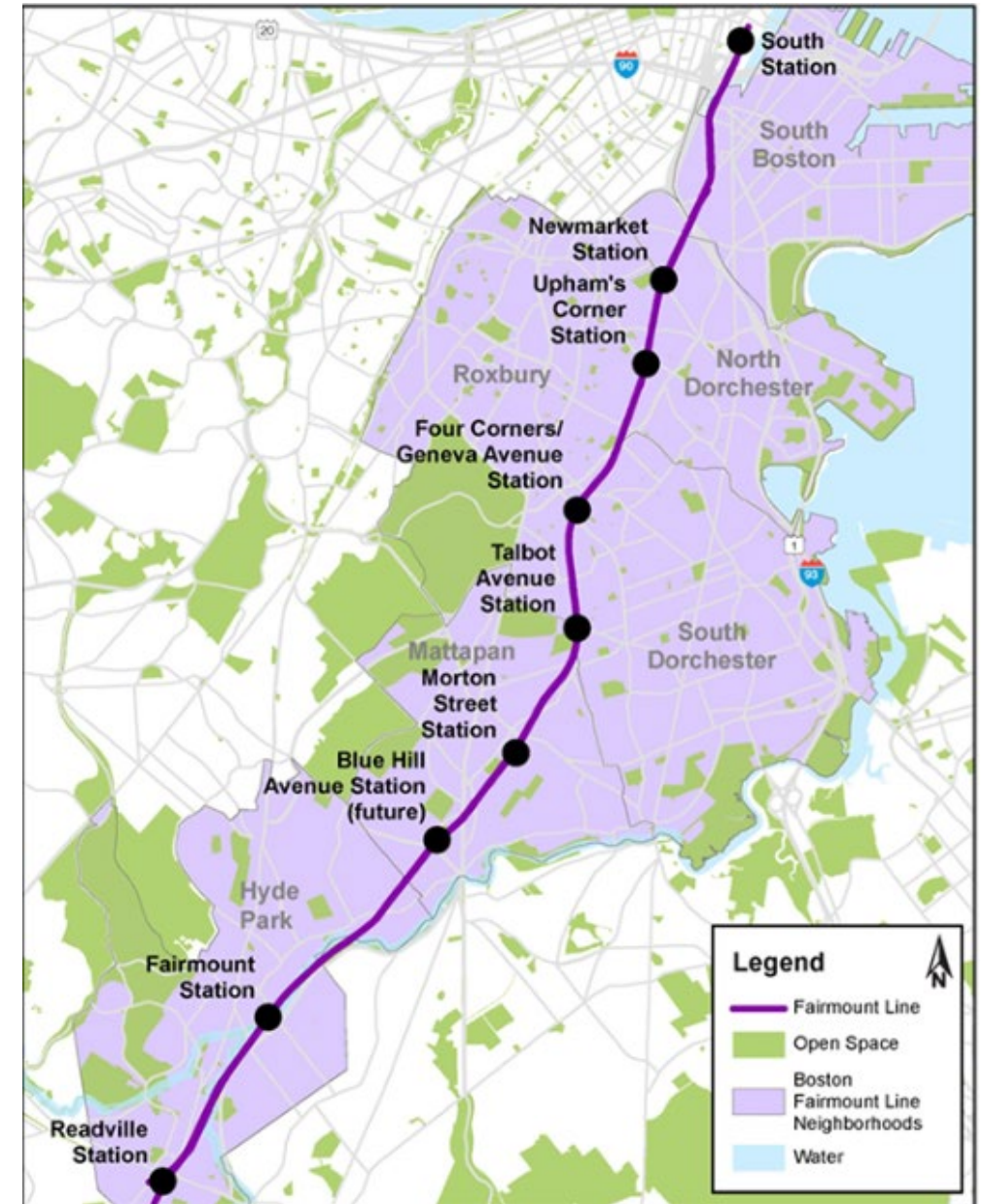


The Fairmount Corridor

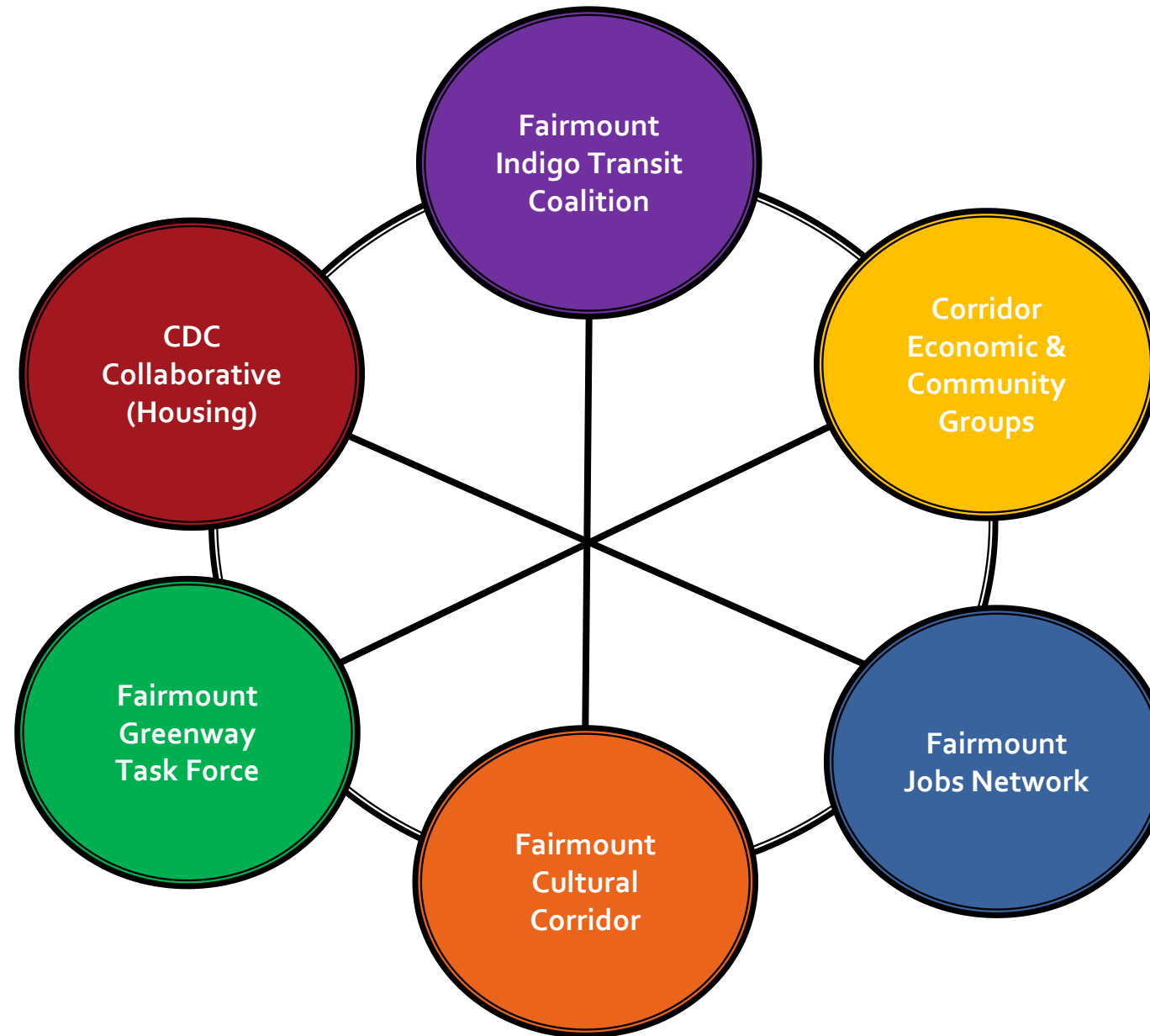
Organized between Dec 2014 – Dec 2019, the Fairmount Indigo Network (FIN) was an umbrella entity comprised of 35 organizations, coalitions and leaders, and a multitude of external partner organizations working on comprehensive policy campaigns, community development and research along the 9.2-mile Fairmount Line corridor neighborhoods of Roxbury, Dorchester, Mattapan and Hyde Park.

The goal of the Network was to operate in tandem with the extension of the Fairmount Indigo commuter rail, the only rail line that starts and ends within Boston's geographic limits, because it was the only rail line that exists through community activism.

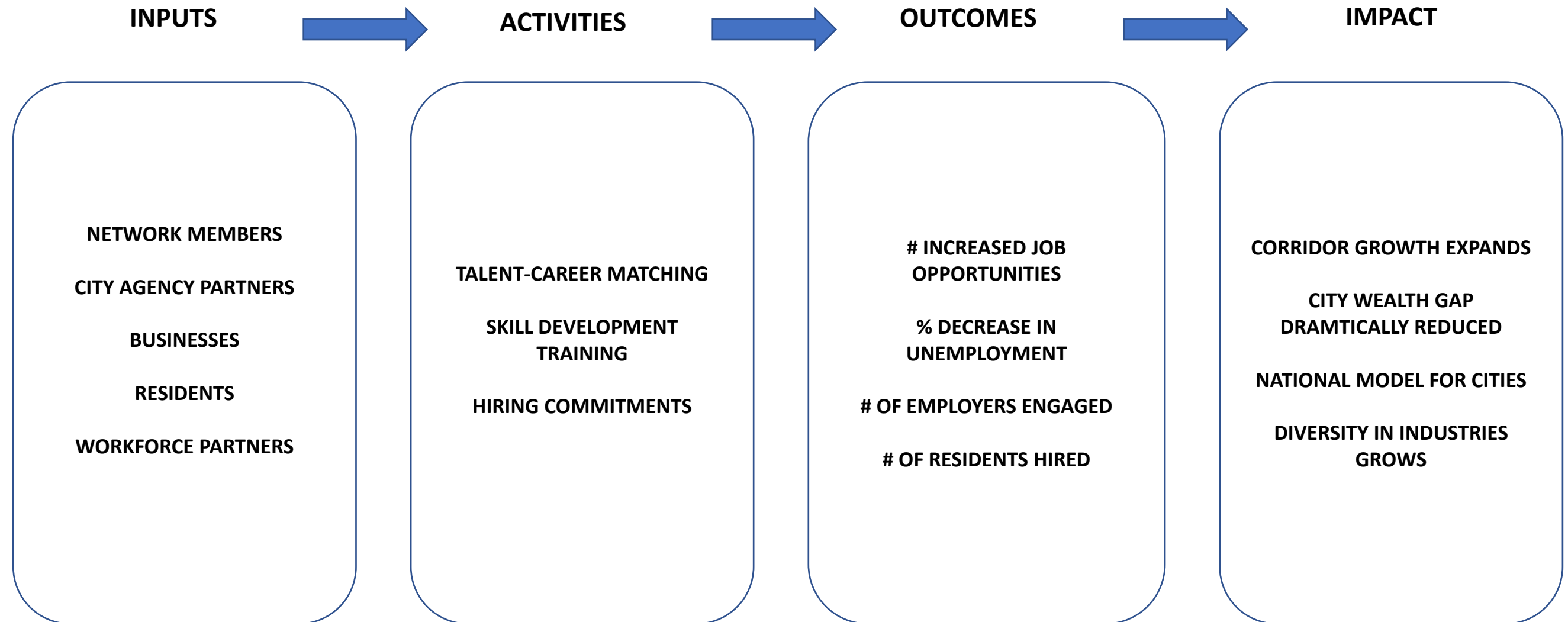
The Network contributed to the Imagine Boston 2030 plan.



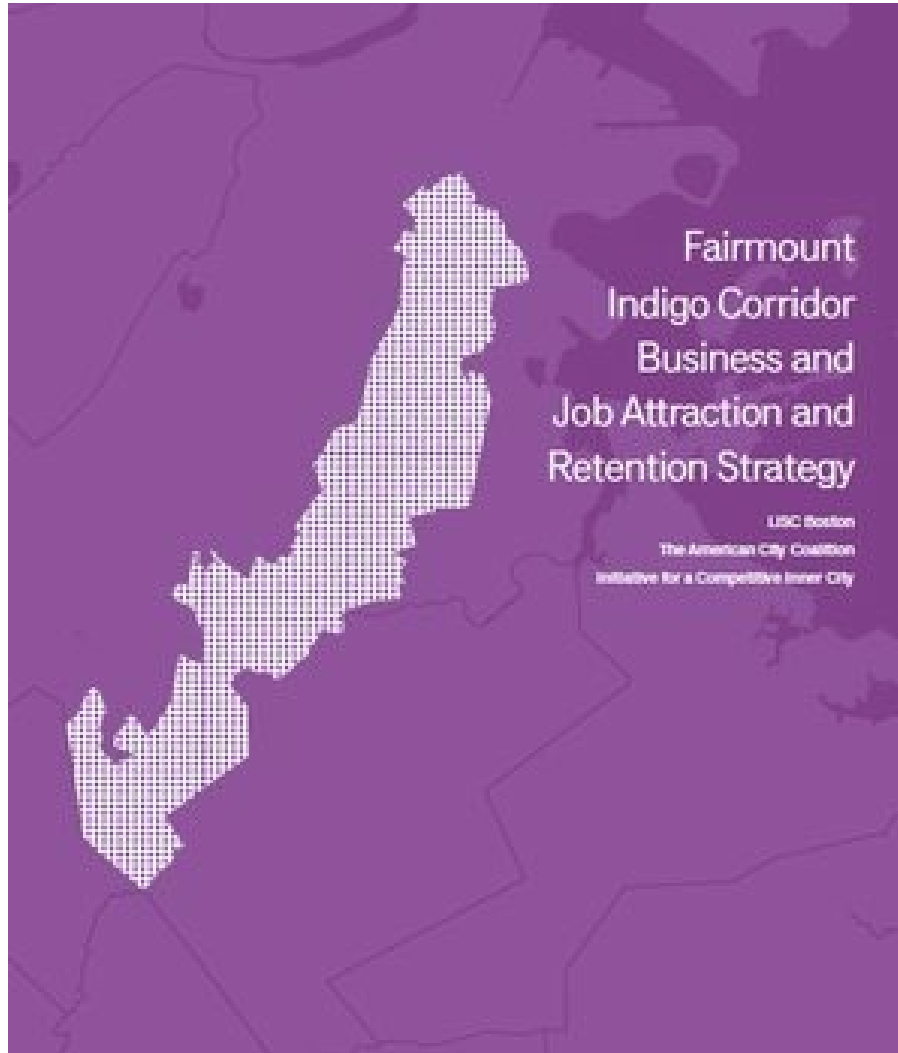
The Fairmount Indigo Network



The Jobs Pipeline Project Theory of Change



Business Attraction & Retention Research



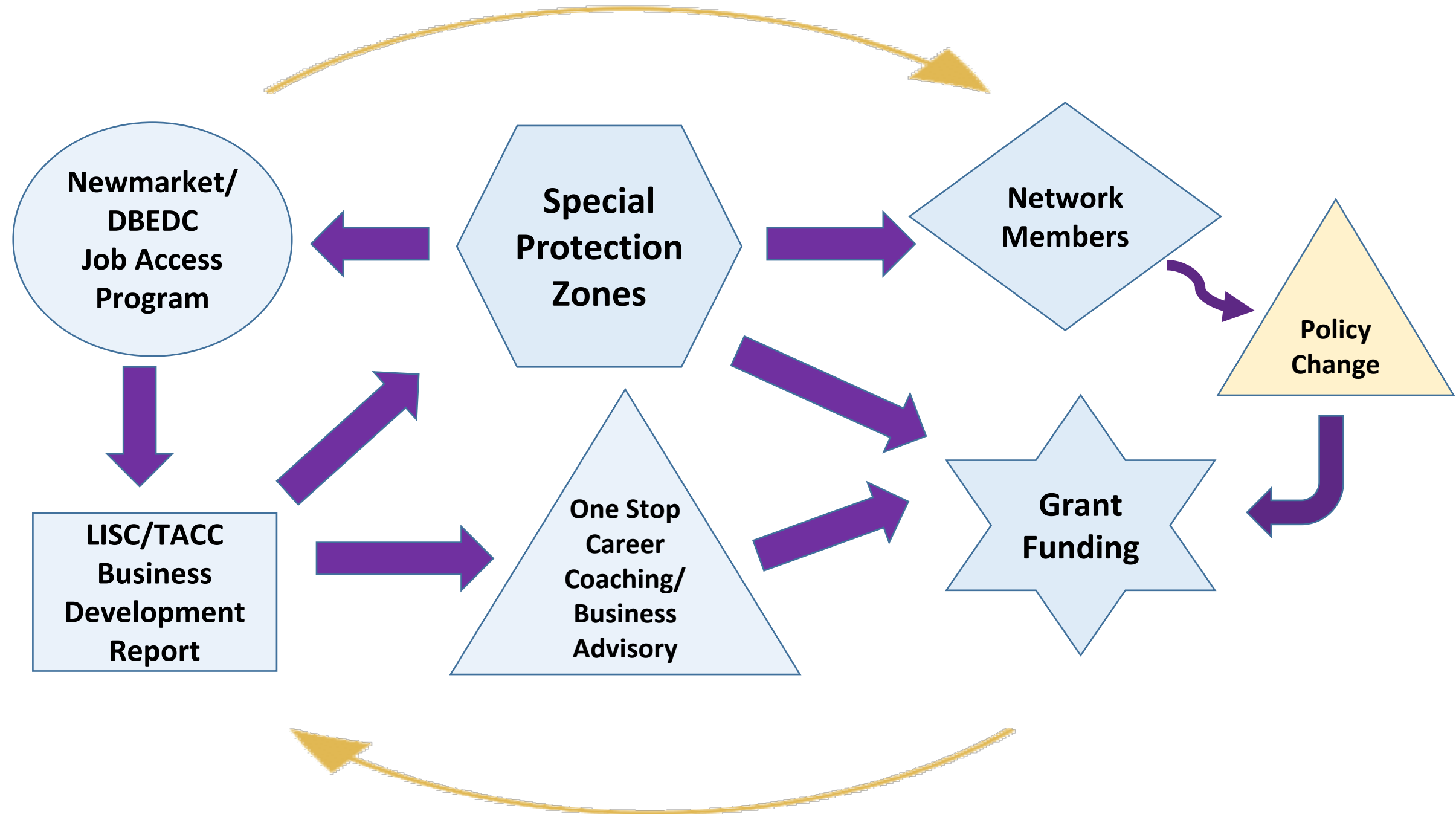
Business and job attraction & retention are one component of inclusive economic development...

The acceleration of economic opportunity requires a collaborative strategy focused on meeting multiple needs simultaneously, including:

- 1) supporting & strengthening local entrepreneurship
- 2) Enhancing the vitality of retail corridors
- 3) Tailoring workforce development programming to meet current resident & employer needs
- 4) Working directly with residents to build financial assets & expand financial empowerment
- 5) Ensuring access & opportunity for both temporary & permanent jobs
- 6) Strengthening connections to existing job centers (e.g. downtown business district & the Longwood Medical Area)
- 7) Attracting & retaining businesses & jobs.

...the focus of this strategy was on increasing the number of local jobs for residents of the Fairmount Indigo Corridor...

Values of A Network: Economic Workforce Development Strategy

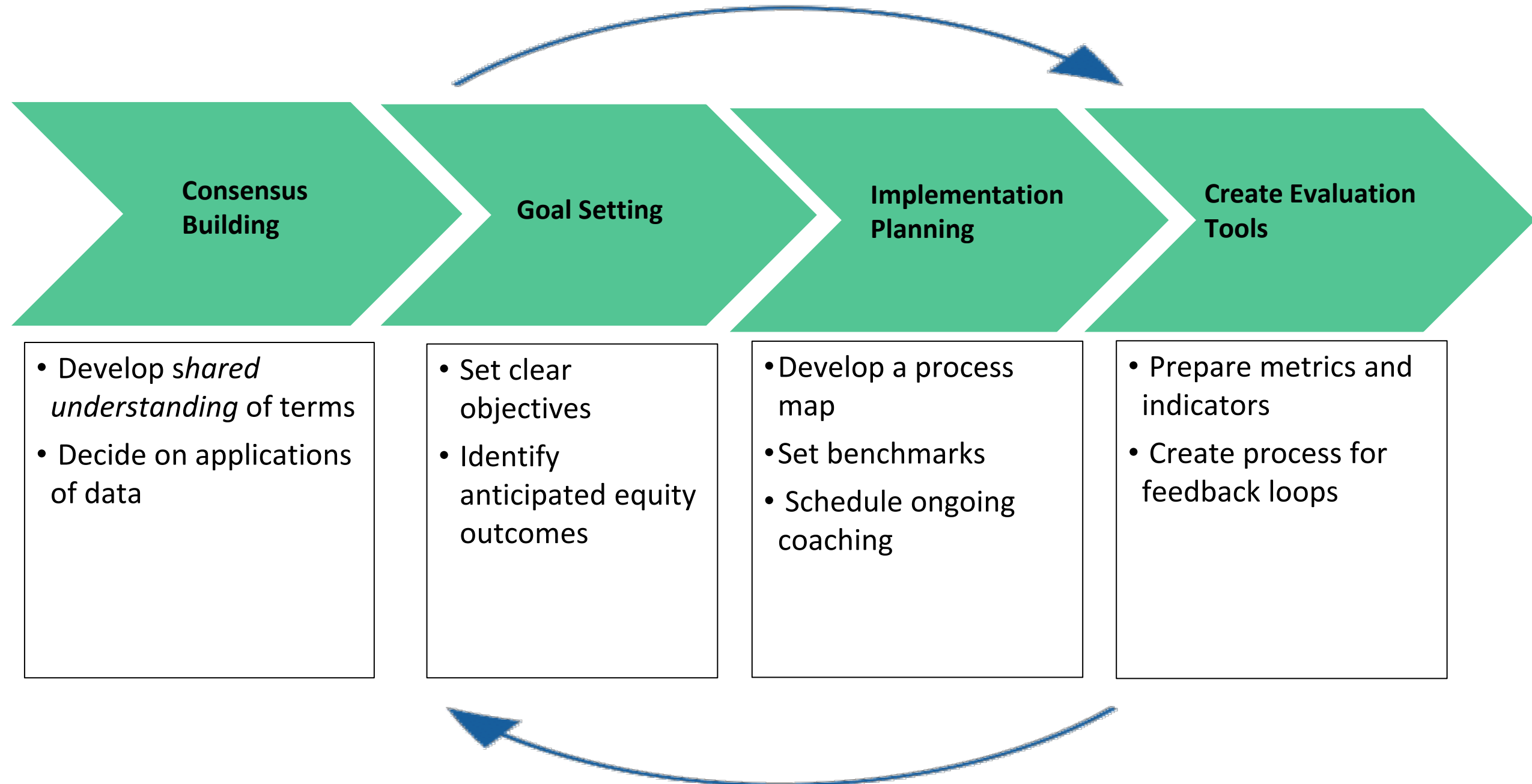


Basic Principles for Incorporating Equity

- **Scoping & Project Visioning**
 - **Research beyond general demographics**
 - History – knowing the story
 - Develop your cultural competency
 - Traditional & Non-traditional assets
 - Preparing a well allocated budget (be prepared to have the staffing support necessary)
- **Engage, not involve, the public**
 - Target stakeholders for ongoing input
 - Center those on the margins
- **Re-frame the way you think about time**
 - Not a one-and-one process
 - Create space for feedback loops

Remember: Implementing Equity is Not Completing A Checklist

Approach for Equity Learning & Implementation





OTHER

Creating an Inclusive Technical Assistance Network Together We Thrive: Black Business Network

Jeanette G. Nigro
Perch Advisors, LLC
jeanette@perch-advisors.com



Founding Coalition Partners

- United Way of New York City – Lead Partner
- Perch Advisors – Small business and technical assistance advisor
- Hester Street – Community Development NFP – Data and Design Partner
- Youth Development Coalition – Design and Web Development Partner
- MoCaFi – FinTech Partner
- NYC Department of Small Business Services and Black Entrepreneur NYC (BE NYC) – Government and capital access partner
- Greater Jamaica Development Corp – CDFI
- LISC – CDFI
- TruFund – CDFI

Building A Coalition – Together We Thrive

In April of 2020, United Way of New York City brought together a team of non-profit, government, and private partners to begin the conversation of equity and inclusion in the delivery of small business technical assistance and access to capital, including loans and grants for Black-Owned Businesses (BOB)

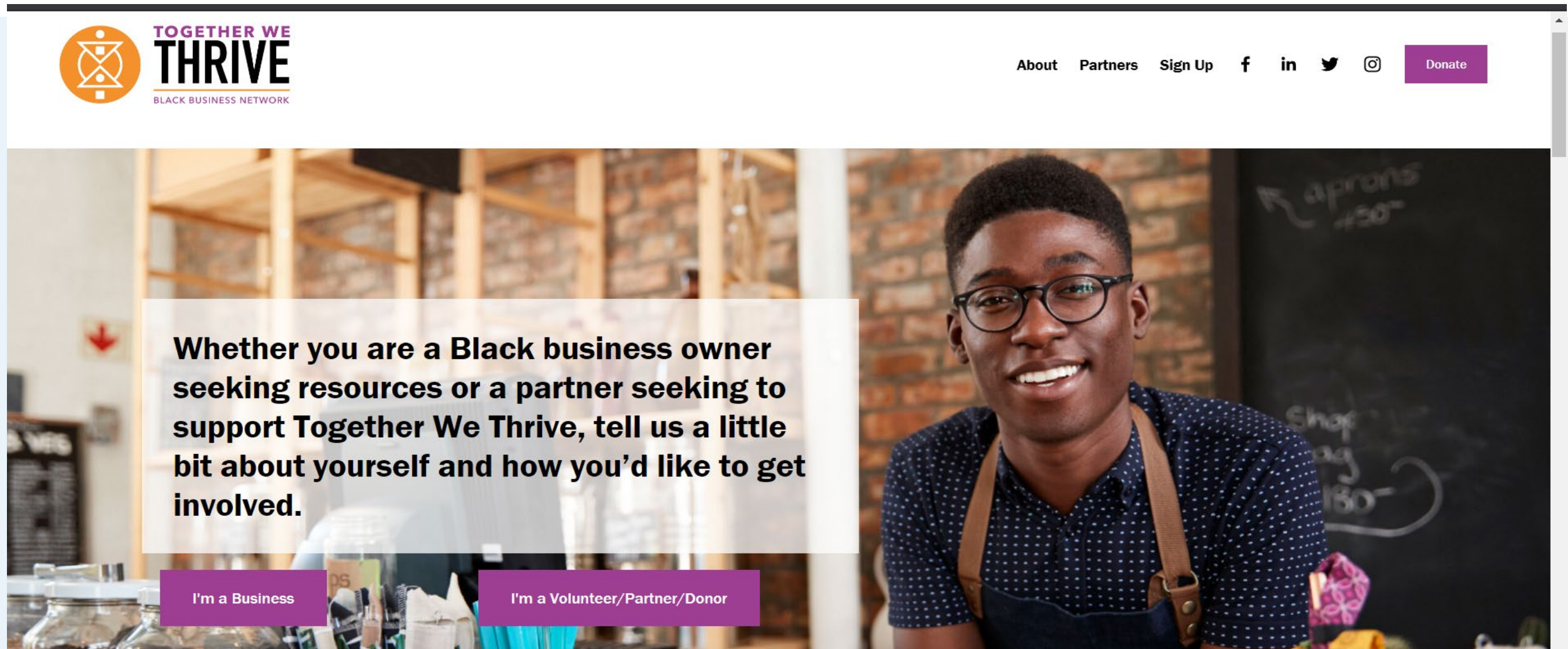
AN INITIATIVE OF:



IN PARTNERSHIP WITH:



Creating Inclusive Access for Black Owned Businesses to a Range of Culturally Competent Technical Assistance Supports – Through a Broad-Based Network of Partners



Inclusive Community Engagement and Equitable Access to a Full Suite of Services

What is Unique About This Work?

- Range of partners supporting every aspect of inclusive, equitable outreach, marketing, technical assistance, and capital access
- Commitment of partners to both immediate impacts AND long-term systems change
- Technical assistance that is culturally competent and understands the needs of Black-Owned businesses
- Neighborhood level engagement – intentional reach to communities with high-concentration of Black-owned businesses
- Creating access to a range of business supports

WHAT IS TOGETHER WE THRIVE?

Covid-19 dealt a heavy blow to Black-owned businesses: it is estimated that less than half will survive the crisis. In the wake of the Black Lives Matter movement, multiple banks and foundations have announced loans or grant funding explicitly focused on supporting and resourcing Black-owned businesses. This targeted support for Black-owned businesses is much overdue.

However, access to capital is not enough. To set up Black businesses for survival and long term success, we also must provide technical assistance tailored to the needs of Black business owners and would-be entrepreneurs, connections to small business networks and re-imagined neighborhood infrastructure that emphasizes cooperation and collaboration.

The Together We Thrive: Black Business Network is a coalition that will provide Access to Capital, Networks and Technical Assistance to support Survival, Success & Sustainability of Black-owned businesses. Unlike other loan or grant programs, this initiative will provide wraparound services designed by and for Black-owned businesses while also strengthening the entire Black business ecosystem to promote self determination, generational wealth, and equitable neighborhoods.

The Coalition's broad network is teaming up with culturally relevant technical assistance partners who can supply instructors, mentors, and peer advisors that understand and reflect the challenges, opportunities and pride of being Black-owned. Read more about the Initiative and its partners below.

I'm a business

[Learn More](#)

I'm a volunteer/partner/donor

[Learn more](#)

Clearly Stated Mission: To align, activate, and increase the capacity of existing systems to meet the needs of 7,000 Black-Owned businesses in New York City by 2027

Program Goals



Financial Resources

Address and reshape current and historic racist lending practices, ensuring accessible and equitable access to capital.



Technical Assistance

Support the ongoing work and longevity of business owners through culturally competent one-to-one mentorship, networking and project support.



Community Support

Expand, support, and reinforce a network of business owners through relevant programming and business development opportunities at the neighborhood and citywide scale.

Program Offerings

COVID Support:

- Guiding businesses impacted by COVID-19 who would like to reimagine their model for pandemic conditions

Digital and/or Technology Support:

- Supporting businesses in areas of hardware and software including cloud computing and backend web support

Diagnosing Business Needs – During COVID and Beyond – and Connecting to No-Cost Services Through Local Existing Technical Assistance Providers



Together We Thrive: Black Business Network

Black Business Intake and Assessment Form

The Together We Thrive: Black Business Network will provide Access to Capital, Networks and Technical Assistance to support Survival, Success & Sustainability. It is the only initiative of its kind that exclusively supports Black owned businesses in New York City.

* Required

Business Intake + Assessment : Additional Information

35. What are some of the challenges you are facing currently? (Check all that apply) *

- ☐ Loss of business/revenue
- ☐ Creating new digital/online marketplaces (online ordering, ecommerce website, building a social media presence)
- ☐ Hiring employees

38. **Marketing/Sales** - Support for businesses in need of marketing their business, taking their business online, selling their products/services, selling to new customer segments/markets, re-imagining their business model for COVID-19 conditions

- ☐ Social Media
- ☐ Sales Strategy
- ☐ Re-imagining Business Model
- ☐ New product development/launch

39. **Creative/Design** - Support for businesses in design elements for their business (visual elements of a website/e-commerce site, creating blogs or email content, photos and layout for online marketing or storefronts)

- ☐ Website Design
- ☐ Writing/Editing
- ☐ Photography (for web or social media)

40. **IT/Tech/Infrastructure** - Support for businesses in the areas of hardware and software including cloud computing, backend web support/set up

- ☐ Website setup

Initial Investment Partners

- IBM – Financial Support, Volunteer Support, FREE and exclusive access to IBM digital training library
- Bank of America – Financial Support, PR/Media, Volunteer Support
- Varde Partners – Financial Support, Volunteer Support
- Other Confidential Partners – Financial Support , Volunteer Support

Cost | Infrastructure | Risks

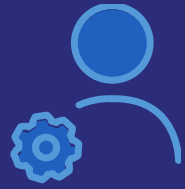
- In the program launch phase, founding partners made a commitment to build and launch the framework, structure, services, and networks without compensation
- Infrastructure for business and volunteer intake, website, and business/client management was provided in-kind through United Way of New York City's
- Over 12 months, the program has raised \$500k+ to support expanding programming, technical assistance, partnership management, volunteer development, and program marketing/outreach – although project was launched with only in-kind support
- Project had little upfront risk:
 - Existing technical assistance support and services were already available, founding partners leveraged networks to get the word out in communities, United Way already had systems and structures in place to house and manage the program
 - Community and political will was high and supported the momentum of gathering broad-based support

START WHERE
YOU ARE.
USE WHAT
YOU HAVE.
DO WHAT
YOU CAN.

- *Arthur Ashe*

Leveraging Existing Partners, Resources, Assets

- Technical Assistance collaborations can start with NO upfront investments, making it suitable for all sized organizations and municipalities
- Look for partners with existing programs that can be enhanced by comprehensive and targeted outreach support
- Multiple partners and resources build foundational success and can support more small businesses
- Start SMALL/think BIG by providing high levels of commitment to service and equity



**ADMIN
CAPACITY**

Educating Volunteers & Technical Assistance Providers on Implicit Bias & Impact on Black-owned Businesses

Jeanette G. Nigro
Perch Advisors, LLC
jeanette@perch-advisors.com



Helping Mentors and Volunteers Understand The Pandemic's Effect on Black Business

NYC Black Business Landscape During the Pandemic

For months during 2020, NYC was the epicenter of the pandemic where thousands of businesses have permanently closed.

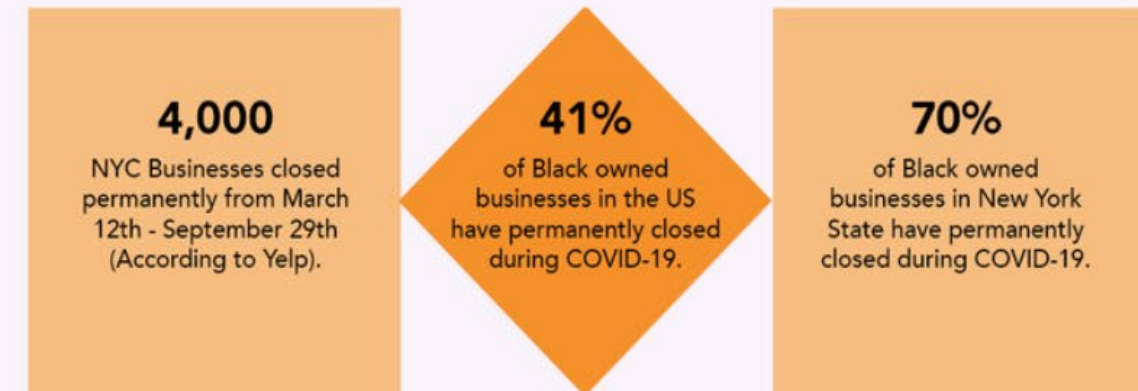
Black businesses have been hit exceptionally hard in New York State, where Black business owners are 29% more likely to close shop compared to their Black counterparts across the United States.

Data Sources: [Bloomberg 9-29-2020](#), [The Federal Reserve Bank of New York 8-4-2020](#), [NYC SBS BENYC Report 2020](#)

Continue

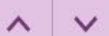
press Enter ↵
(use arrows in lower right corner to go back)

Black Owned Business Closures during COVID-19



58% completed

Powered by Typeform



Developing Impactful Training for Volunteers, Mentors – and Technical Assistance Partners

Volunteer Roles

COACH ROLE

- Support a business owner by providing support through mentorship
- Mentor businesses for a minimum of 3 months
- Schedule at least 1 session per month
- Work with the business owner to develop a framework of engagement using the TWT Interactive Worksheet

PROJECT SUPPORT ROLE

- Support a business owner by helping them complete a specific project
- Support a business in seeing a specific project through to completion (this can range depending on project)
- Schedule at least 1 session per month
- Work with the business owner to develop a framework of engagement using the TWT Interactive Worksheet

Active Listening Tips

TO BUILD TRUST AND RAPPORT

"Tell me what I can do to help"

"I was impressed to read on your website that..."

DEMONSTRATING CONCERN

"I am eager to help -- I know you are going through some tough challenges"

"I know how hard a corporate restructuring can be. How is staff morale at this point?"

PARAPHRASING

"So, you're saying that the uncertainty about what will happen in the next few years post-COVID is creating stress for you."

Educating Volunteers and Mentors – What is Implicit Bias ?

Implicit Bias

WHAT IS IMPLICIT BIAS?

It's the automatic and unconscious associations we make about others that can be driven by stereotypes, prejudices or previous experiences.

These affect our actions and have real-world implications.

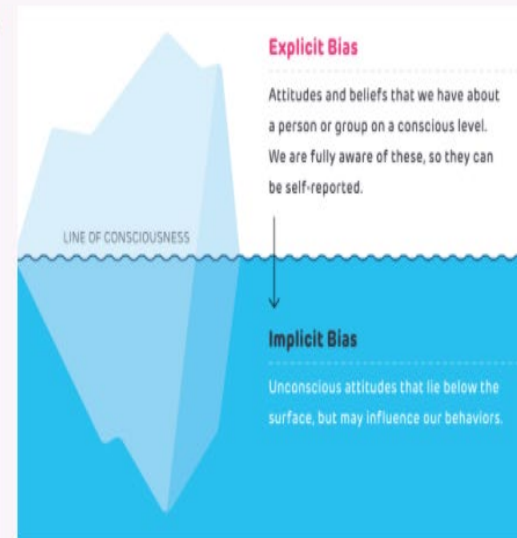


Image source: [PolicyLab](#)

Types of Implicit Biases

There are several different types of biases

- Affinity bias
- Age bias
- Attribution bias
- Beauty bias
- Confirmation bias
- Conformity bias
- The contrast effect
- Racial bias
- Gender bias
- Class bias
- The halo / horns effect
- Name bias
- Weight / Height bias

You can learn more about these biases [here](#).

How Volunteer Training on Historical Discrimination and Implicit Bias Shifts Volunteer Perception

What We Heard From Volunteers

- Remark of how **racial discrimination in our laws and regulations has created a barrier to business ownership and capital**
- Interest in **supporting their mentees to build generational wealth** as well as strong spaces of community.
- Clear **understanding and frustration about the pre-existing issues faced by Black business owners** which were exacerbated by the pandemic
- Desire to **share a variety of knowledge and expertise** (legal, financial, and experience, technical)
- Commitment towards **addressing systemic racism through support and networking**

Impacts and Outcomes

- Within 4 months since volunteer training launched, the program has trained more than 50 volunteers in implicit bias and culturally competent service delivery
- 20+ Black-Owned businesses have been matched with a coach or volunteer
- Ongoing tracking of outcomes at the completion of the 3 month volunteer/mentoring relationship
- Culturally competent volunteer/mentor support includes:
 - General mentoring – business operations, business expansion, business transition
 - Technical mentoring – Project or topic specific: legal support, marketing support, industry specific mentoring

Cynthia Gordy Giwa interviewing Khane Kutzwell, a master barber and the owner of Camera Ready Kutz.

Image Source: MIC





OTHER



Michael Aparicio

*Founder and Principal Consultant
Revby, LLC
michael@revby.co*

REVBY

Small Business Technical Assistance for Diverse Audiences: Immigrants, Low-Moderate Income, People of Color

Bridging the Digital Divide for Underserved Entrepreneurs: Assistance with Website Development, eCommerce, Technology Infrastructure, & Social Media Strategy

*Case Study 1: City of Boston Office of Economic Development
Small Business Technical Assistance*

*Case Study 2: Arlington Economic Development (Virginia)
Small Business Technical Assistance*



Case Study 1: Small Business Technical Assistance Workshops & One-on-One Consulting

- Support to start, stabilize, or grow small businesses around Boston.

Origin / Location

- Boston, MA
- City of Boston Office of Economic Development

Budget

- Part of a TA program with approx. budget of \$700,000 over 3 years
- \$1000+ per workshop, higher for workshop series and one-on-one TA (depends on number of work hours)

Timeframe

- Workshops: 1 month lead time
 - Virtual: 1 hour
 - In-person: 2-3 hours
- Individual TA: Approx. 25 hours per business over approx. 8-10 weeks

COVID-19 Impact

- Resilience-building
- Digital adoption
- “Business Model Pivot”

October 8, 2020 · 🌐

You don't want to miss this one! A FREE virtual Economic Development Center workshop series: Thriving in Small Business for Immigrant Entrepreneurs! The first workshop is today at 3:00 PM! Register at: bit.ly/thrivinginbiz

Thriving in Business for Immigrants FREE WORKSHOP SERIES

3:00 PM - 5:00 PM

- October 8th** Opening a Business
- October 15th** Business Planning
- October 22nd** Legal aspects of running a business
- October 29th** Financing a business
- November 5th** Digitally marketing for a business



To register or for additional information:



Serie de resiliencia para pequeñas empresas

Workshop on Business Resilience for Spanish-Speaking Business Owners

Case Study 1 Details

- **Types of businesses served**
 - Industries: diverse, from food to retail businesses
 - Communities: low-moderate income neighborhoods in Boston
 - Size: startups, microenterprises, small businesses
 - Multi-lingual service support
- **Outcomes**
 - Businesses gain in different aspects: planning, implementation, and better operational practices
- **COVID-19**
 - Transition from in-person to virtual sessions
 - Emphasis on Digital / eCommerce / Technology topics
 - Uncovering and addressing pre-existing issues that left businesses more vulnerable to pandemic business interruption

Workshop presentation in English and Spanish provided a checklist of resilience building concepts and activities, including a review of their **financial health, supply chain, digital/technology infrastructure, and leadership mindset.**

Mentalidad de liderazgo: Operador vs Propietario

Según John Davis, presidente de Cambridge Family Enterprise Group y autoridad líder en negocios familiares y patrimonio familiar ...

- Las empresas familiares tienden a tener lo que se denomina una "**Mentalidad de Operador**".

- Control en los detalles
- Tradiciones preciadas
- Visión a largo plazo
- Conocimientos especializados

- Esta mentalidad genera modelos comerciales evolutivos

- Cuando ocurre un cambio, lo que funcionó antes puede obsoletarse

Leadership Mindset: Operator's vs Owner's

According to John Davis, Chairman of Cambridge Family Enterprise Group and leading authority on family business and family wealth...

- Family businesses tend to have what is called an "**Operator's Mindset**"

- Control in the details
- Prized traditions
- Long term views
- Specialized knowledge handed down from generation to generation

- This mindset usually pays off, especially when industries and business models evolve slowly

- When dramatic change occurs, such as a disaster or economic event, what worked before can get in the way of adapting to change


Case Study 1: Small Business Technical Assistance Workshops & One-on-One Consulting

Key Performance Indicators

- Workshop attendance:
 - 15+ is a success
 - 10 or less is ok
 - If only a few show up, that doesn't mean we only reach a few. Others will view the recording.
- Follow-up Meetings
- Move up to individual TA
- New relationships with business owners

Partners and Resources

- Local consultants / TA providers
- Neighborhood Managers for business owner outreach



REVBY
FAMILY BUSINESS RESILIENCE SERIES

**Business Resilience
Best Practices &
Success**

SERIE DE RESILIENCIA PARA PEQUEÑAS EMPRESAS

Mich
Revby

Prácticas Modelo
de Resiliencia Empresarial
y Planificación de la
Sucesión

Estefania Lopez, Revby LLC

Case Study 1: Example of a One-on-One Technical Assistance Project -- Digital Strategy / Customer Acquisition Plan for a POC-owned small business

Before

https://lockshop1027.wixsite.com/mysite

LOCAL LOCK & KEY, LLC

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Boston, Ma 02124
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617-922-9778 Direct

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617-922-9778

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At Local Lock & Key we strive to exceed your expectations for all locksmith services including repairs, replacements, and new installations. We service residential and commercial properties in the Boston area! Come in for key duplication, key accessories, door hardware, or schedule service for a later date. We also cut most automotive keys with transponder chip if you need a spare or to start your vehicle. We also provide safes and change safe combinations.

Emergency service available during and after business hours 24-7 and all holidays.

HOURS OF OPERATION

Sun - 10am - 4pm
Mon - Fri 8am - 5pm
Sat - 10am - 4pm

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Serving Locally in Boston
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HOURS OF OPERATION

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Mon - Fri: 8am - 5pm
Sat: 10am - 4pm

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Locked out? Need Emergency Service?

Available during and after business hours 24/7
(including holidays)
617-922-9778

Call Us

Let's Chat!

Case Study 2: AED BizLaunch's "ReLaunch" Program

- A collaborative effort to drive business resilience and opportunity in 2021. Companies will receive tailored tools and professional assistance to revitalize, strengthen and transform their businesses.

Origin / Location

- Arlington, VA
- Arlington Economic Development, BizLaunch

Budget

- Approx. \$100,000

Timeframe

- 1-month cohorts of approx. 15 businesses per month
- Spend a 3-4 hours per business

COVID-19 Impact

- Project started during COVID-19, to address the challenges and the digital divide that was present pre-COVID.

ReLaunch



Arlington Economic Development is delighted to present **ReLaunch**, a wealth of free business tools based on survey feedback of the unique obstacles facing Arlington's small business community and designed to specifically address those needs. ReLaunch is a collaborative effort to drive business resilience and opportunity in 2021. Companies will receive tailored tools and professional assistance to revitalize, strengthen and transform their businesses. [\[ReLaunch en Español\]](#)



Case Study 2 Project Examples:

A Jewelry Business: Assistance with Online Presence

Etsy

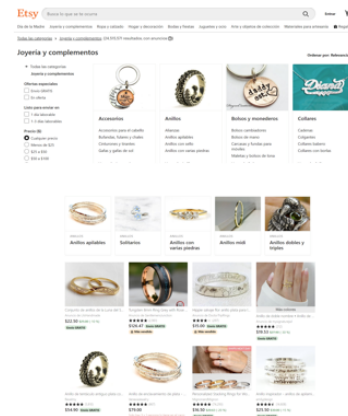
<https://www.etsy.com/es/sell>

Enlace para tutorial:

<https://www.youtube.com/watch?v=L-4JdSUCL5A>

¿Qué puedo vender en Etsy?

- Etsy proporciona un mercado para que artesanos, artistas y coleccionistas vendan sus propias creaciones hechas a mano, productos vintage (con al menos 20 años de antigüedad) y materiales para artesanía hechos a mano o no.



Google My Business

Enlace para crear su cuenta:

<https://www.google.com/intl/es-es/business/>

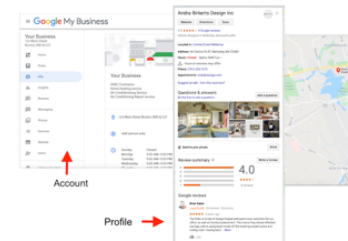
Enlace para tutorial:

<https://www.youtube.com/watch?v=d6tI-oBqMnM>

Porque tener una pagina en GMB?

Permite mostrar el posicionamiento de su empresa y mejorar su presencia online

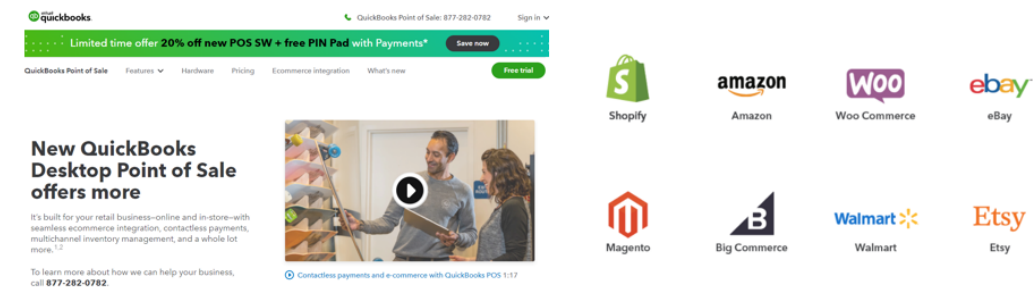
- Puedes consultar información muy valiosa sobre cómo han buscado tu empresa los clientes y de dónde proceden. También puedes encontrar información sobre cuántos usuarios te han llamado directamente a través del número de teléfono incluido en los resultados de búsqueda locales que aparecen en la Búsqueda y Maps.



Oriental Rug Business: Assistance with Digital Systems

Quickbooks POS + QB Desktop + eCommerce

- <https://quickbooks.intuit.com/desktop/point-of-sale/>
- <https://quickbooks.intuit.com/desktop/point-of-sale/pos-ecommerce/>



Small Business Focus: ReLaunch

ReLaunch is a new initiative sponsored by BizLaunch to help newly launched and existing businesses adjust to the “new normal.” What is the cost to participate? It is a free tool underwritten by AED.

Hear what businesses are saying about ReLaunch, “Manoukian Oriental Rugs was grateful to have been selected for Arlington Economic Development’s ReLaunch program,” said the Manoukian Family. “The consultation improved our understanding of a strategic asset which helped us position our business for better customer service and smarter growth. Thank you team AED!”

Case Study 2: AED BizLaunch's "ReLaunch" Program

Key Performance Indicators

- Testimonials
- Number of businesses that complete the TA program
- Evidence of improved digital infrastructure and online presence
- Long term relationship with community small businesses

Partners and Resources

- Local Chamber of Commerce
- Local media
- Technical Assistance providers:
 - Marketing & Branding
 - Digital Presence
 - Business Strategy
 - Financial & Legal Infrastructure
 - Web Development



Arlington Economic Development se complace en presentar **ReLaunch**, una fuente de herramientas comerciales gratuitas basadas en comentarios de encuestas sobre los obstáculos exclusivos que enfrenta la comunidad de pequeñas empresas de Arlington y diseñado para abordar específicamente las necesidades mencionadas. ReLaunch representa un esfuerzo conjunto para impulsar la resiliencia y oportunidades empresariales en 2021. Las empresas recibirán herramientas personalizadas y asistencia profesional para revitalizar, fortalecer y transformar sus negocios.

Restablecer

¿Está buscando la manera de fortalecer su empresa con asistencia en gestión financiera y financiamiento de capital, creación de marca y marketing, presencia digital, conocimiento empresarial, estructuras legales y planificación estratégica? Haga clic aquí para enviar una solicitud y para obtener más información.

Más Información

Restaurar

¿Está buscando herramientas adicionales para optimizar y aumentar sus negocios durante la pandemia? Haga clic aquí para encontrar los últimos recursos gratuitos que le ayudarán a mantener y hacer crecer su negocio. Este enlace se actualizará con frecuencia.

Más Información

Renovar

Su impronta online es vital ahora y en el futuro. ¿Necesita actualizar su sitio web? ¿Sus clientes pueden encontrarlo? ¿Utiliza la tecnología adecuada para aumentar sus oportunidades? Haga clic aquí para enviar una solicitud y para obtener más información.

Más Información

Thank You!

Dr. Lomax R. Campbell
Third Eye Network, LLC
lomax@thirdeye.network

Allentza Michel
Favermann Design/ Powerful Pathways
powerfulpathwaysinc@gmail.com

Jeanette G. Nigro
Perch Advisors, LLC
jeanette@perch-advisors.com

Michael Aparicio
Revby, LLC
michael@revby.co

