



# NASHVILLE BUSINESS INCUBATION CENTER

February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

We are delighted to submit our request for financial support for the Nashville Business Incubation Center (NBIC).

NBIC has provided capacity building as well as management and technical assistance services for small businesses – especially those owned by women, ethnic minorities, and veterans – for more than 30 years. The organizations that matriculate through our proven program ultimately become major economic contributors to our local and regional economy by increasing revenues and creating jobs. Well-known Nashville companies such as the Grilled Cheeserie, Zycron, and Christie Cookie Company are counted among our graduates. Over the past five years, our graduate companies had revenues of \$77 million and created 343 jobs to the Nashville area.

Annually, we support 20 businesses through our business development programs and 1,000 businesses through our targeted events. Our programs are best suited for those businesses that have earned at least \$100,000 in revenue. Our events are open to a myriad of business owners, including those who are considering business ownership. The companies enrolled in our programs are well positioned for growth, while those who attend our events are exposed to information and experts that can get them prepared to take the necessary steps required for business sustainability.

We request \$300,000 from Metro Nashville to expand our program to businesses who are members of the Nashville Hispanic Chamber of Commerce, Nashville Black Chamber of Commerce, Nashville LGBT Chamber of Commerce, the Nashville chapter of the National Association of Women Business Owners and registered with Metropolitan Business Assistance Office. Through our strategic partnership with each organization, we will collaborate to identify viable businesses that are ready to scale, serve the Nashville community, and most importantly, ready to procure with Metro Nashville. We will request \$300,000 in FY 19 and FY 20.

We expect to identify an additional 25 businesses and double their revenue in two years through our partnership efforts. In addition, we will identify 50 minority firms without paid employees >\$100,000 and shift them hiring at least one employee. We would be working closely with the Chief Diversity, Equity and Inclusion Officer as well the Metro Business Assistance Office to identify businesses to participate in the Elevate 615 program. Each organization will identify four businesses twice per year to enroll in our signature two-year business development program, Elevate 615. This proven program will pair each business with qualified mentors that help position them for growth during the first year and during the second year prepare them to secure contracts with Metro Nashville and other municipalities. Not only do we anticipate growing 25 businesses, we also stand to help strengthen our economy by adding millions in revenue and creating dozens of jobs upon program completion.

In this time of great economic prosperity, we realize that not all residents and especially not all communities are experiencing the boom. Recent studies show that nearly 30 percent of residents in minority communities live below the poverty line. Further, unemployment rates are well above 8 percent. Further, as you know, Metro Nashville's first disparity study in 12 years showed little to no progress in minority and women owned businesses securing Metro contracts via its procurement process. We are confident support from Metro Nashville would help change this dynamic. With our proven track record of success, we are confident in our ability to grow companies, revenues, and jobs.



We have seen firsthand that when minorities, women, and veterans are given opportunities to succeed in business, they, in turn, provide others with similar backgrounds opportunities to thrive via employment opportunities and livable wages.

The business equity package, including the Small Business Reserve Prime Program and the Equal Business Opportunity ordinance, are incredible steps to ensure the equitable distribution of public resources. These actions will ultimately level the field so that more small businesses have an opportunity to secure stable government contracts to help them grow their enterprises. However, these businesses won't be able to take advantage of these huge opportunities if they are not prepared to do so. That's what we do best: prepare businesses for growth. We believe strong partnerships with proven business development organizations would position more businesses to take advantage of these programs. This funding from Metro Nashville would support us in our endeavors to support businesses, thereby ultimately supporting the further strengthening of our economy – especially for those who live in marginalized communities.

Please see the following pages for additional details about how we would leverage a direct appropriation from Metro Nashville. Thank you for your consideration.

Kindest regards,

*Angela Crane-Jones*

Angela Crane-Jones  
CEO

Nashville Business Incubation Center

Matt Perkins  
Chairman  
Growth Enterprise Nashville, Inc. d/b/a Nashville  
Business Incubation Center



## ELEVATE 615

### Program Overview

The Nashville Business Incubation Center will provide business development and capacity building services in strategic partnership with the following member associations: Nashville Black Chamber of Commerce, Hispanic Chamber of Commerce, Nashville LGBT Chamber of Commerce and the Nashville chapter of the National Association of Women Business Owners. Each organization will identify four businesses twice per year to enroll in the two-year capacity building program. This program will serve as a pipeline to prepare more businesses to register, bid, and perform on Metro public contracts.

The program will serve businesses in two phases. Phase I is the Growth component. Phase II is the Accelerate component. Both phases accomplish three objectives: build capacity, create jobs and revenue, and prepare businesses to secure government contracts. Further, the program will be divided into two cohort tracks – one for professional services and one for construction and related services.

### Accelerate

The Accelerate component of Elevate 615 will provide up to 12 participating firms with a thorough analysis of the business including areas of strength and areas of improvement, a financial and credit assessment, budgets and benchmarks, strategic planning, contract negotiation techniques, contract review, leadership and mentoring, deep 1:1 business coaching, as well as targeted assistance in the four pillars of business: accounting, legal, human resources, and marketing. Mostly importantly we will work client shifting their mindset from mom and pop to a CEO mindset

### Emerging Contractors

The Emerging Contractors component of Elevate 615 will provide all participating firms with targeted training to demystify the public contracting process. The classroom style trainings will include a curriculum built around business planning, business continuity, plans and RFP reviews, bid/proposal responding, bidding/estimating, cost and pricing strategy marketing, contract review, technology, accounting and financial management, pay management process, insurance and bonding, claims and dispute, OSHA/TOSHA, and human resources, among other topics. The trainings will be held for twice a month for six hours.

### Other Program Benefits

Each firm that is enrolled in our program will have access to three additional features that support business growth. Program participants will have 24-hour/7-day access to our collaborative co-working space and meeting room, a revolving micro loan fund, and mentoring from the Experts in Residence once participates are in Phase II. Details on each are listed below.

### Collaborative Coworking Space

Participating firms have access to our functional coworking space. They also have the option to lease private office or dedicated desk space. Our environment allows business owners the opportunity to collaborate with like-minded professionals and to be convenient to our myriad of events and workshops.



## Grow Nashville Revolving Loan Fund

This fund will provide access to capital for clients in the second phase of Elevate 615. NBIC will provide access to capital up to \$25,000. This fund is unique to NBIC as it doesn't take into account credit, decisions are based on character (participation in program). We also have partnerships with four financial institutions that have pledged to support our clients to become 'bankable' within our two-year program.

## Entrepreneur in Residence

The Experts-In-Residence (EIR) program provides direct support to women, minority, and veteran owned firms. These individuals work directly with firms for up to one year to help business owners execute growth plans, build operational capacity, and foster corporate relationships.

## Program Eligibility

The Nashville Business Incubation Center best supports established enterprises, as opposed to startup companies. The criteria for Elevate 615 is as follows:

- Two or more full-time employees.
- An average of \$200,000 \*or more in annual revenues for past two years. ( \*construction related firms)
- Established for two years or more.

## Expected Program Outcomes

We expect firms to double revenue as a result of their participation and dedication to the Elevate 615 program. We anticipate enrolled firms will:

- Increase engagement with Metro Nashville and other municipalities.
- Increase engagement with corporations with robust supplier diversity programs.
- Increase sales revenue to a minimum of \$500,000 with year over year growth of 25 percent.
- Create 3 or more jobs.
- Shift owner mindset to one focused on growth and sustainability.

## Program Deliverables

We will provide the following to Metro Nashville:

- Quarterly reports to detail activities, services provided, as well as progress made by participating firms.
- Elevate 615 Curriculum Outline
- Initial assessments, mid-term assessments, and final assessments for each participating firm, as well as recommendations for continuation.



- Action plan for each participating firm. The action plan will be used to hold each firm accountable to each agreed upon milestone.
- Quarterly written assessments of each firm.
- Final assessment of each firm with a recommendation to advance the Accelerate component.
- Tracking of firms' development including statistical data on the sales growth in each client, including but not limited to: number of employees, number of active contracts, gross revenues, capital formation, jobs created, certification status and contracts awarded.
- Final report which shall include overview of services and activities provided; success stories, or opportunities, including statistical data, when applicable; and program lessons learned.
- Provide all supplies and logistics needed for completing the scope of services outlined. NBIC will provide a location for the Mentor Protege classroom training.
- Host a kickoff meeting with Metro to review all plans to complete the scope of services.
- Have an initial and final meeting with the Metro to highlight progress, successes, opportunities, and lessons learned.
- Host quarterly meetings with Metro representatives to review activities for the quarter and preview plans for the upcoming quarter for each tract.

## Outreach

- NBIC will partner with Metro BAO and other strategic partners to host quarterly training for the community as a whole.



## Past Successes

Each of the firms listed below participated in our traditional incubation program in partnership with Metro Nashville Airport Authority .

### POLK & ASSOCIATES, LLC

- Employees upon entry: 0
- Employees upon graduation: 4
- Revenue upon entry: \$600,000
- Revenue upon graduation: \$3 Million

Polk & Associates LLC (P&A) is a full-service construction firm specializing in Metal Stud Framing, Insulation and Drywall Systems. Founded by Reggie Polk, their team is well versed to meet the needs of residential and commercial clients through out Middle Tennessee. Reggie graduated from our program within two years and transition just residential to compete and winning commercial projects.

### JOHN CURRY ELECTRIC

- Employees upon entry: 7
- Employees upon graduation: 30
- Revenue upon graduation: \$1.9 Million

John Curry Electric provides electrical services including new installs, upgrades, lighting, lighting controls, data and security systems. Founded in 2011 by John Curry, they service commercial, residential and the public sector across Middle Tennessee. Some of their clients include: MNAA, Metro Schools, Don Hardin Group, Skanska and Nashville Sounds Stadium. John contributes growth directly to the NBIC/MNAA partnership.

### ARCHANGEL PROTECTIVE SERVICES

- Employees upon entry: 2
- Current employees: 150
- Current revenue: \$5.5 Million

Archangel Protective Services serves those who need the best security services, security training and technology. Archangel is a leading provider of security officers, bodyguards, personal protection agents, handgun and firearms training, tactical experience training, security technology, disaster preparedness planning and more in Nashville, Arch does business currently in 7 cities, across 5 states with over 20 customers.

**These are mere samples of the success NBIC has had with minority and women forms.**



Letters of Support are Enclosed.



February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

I am writing to you on behalf of the Nashville Minority Business Advisory Council to express our collective support for the Nashville Business Incubation Center's request for inclusion in the upcoming budget to support its Elevate 615 program.

The Elevate 615 program has tremendous potential to provide Metro Nashville with a pipeline of small businesses that will benefit from your business equity package – the Equal Business Opportunity ordinance and the Small Business Reserve Prime Program. The council had an opportunity to hear from the Nashville Business Incubation Center (NBIC) during one of our meetings, and we were all impressed by its 30-year legacy of success in growing small businesses from 'tiny acorns to mighty oaks.'

With Metro Nashville's strong commitment to leveling the playing field for businesses owned by women and minorities, we believe the only way to make good on that promise is to fund programs that have a proven track record of increasing capacity, providing access to capital, and demystifying the public contracting process for those specific types of businesses. NBIC has proven itself for decades. It has served as the launch pad for many of the businesses lauded in our community. This funding request will provide NBIC with an even greater opportunity to serve women, minority, and veteran owned companies – especially those whose owners live in marginalized communities.

As the Chair of the Nashville Minority Business Advisory Council, I pledge to collaborate with the Nashville Business Incubation Center to expose minority, women, and veteran owned companies to the Elevate 615 program. Additionally, I will encourage our council members to do the same.

We look forward to continuing our work with you to level the playing field for minority businesses. Thank you for your consideration.

Sincerely,

Ashley Northington  
Chair, Nashville Minority Business Advisory Council  
Founder and Agency Director, DENOR Brands + Public Relations





February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

On behalf of the Nashville Business Alliance, I am writing to support the Nashville Business Incubation Center's request for financial support and inclusion in the upcoming budget to support its Elevate 615 program. We strongly support this application and its focus on positioning more women, minority, and veteran owned businesses to create jobs and build wealth. Additionally, we believe the Emerging Contractors component of the Elevate 615 program will provide Metro Nashville with a robust pipeline of small businesses that will benefit from the recently announced Equal Business Opportunity ordinance and the Small Business Reserve Prime Program.

The Nashville Business Incubation Center has a 30-year track record of success in supporting small businesses in their efforts to become sustainable enterprises that contribute to our economy. This funding request will provide NBIC with an even greater opportunity to serve small businesses – most especially those whose owners live in marginalized communities.

The Nashville Business Alliance will collaborate with the Nashville Business Incubation Center to identify qualified women and minority owned businesses to expose to its Elevate 615 program. We wholeheartedly believe that this program, combined with your recent policy and legislative changes, will ultimately help Metro Nashville ensure contract awards are equitably granted to qualified small businesses.

We look forward to working with you to level the playing field for women and minority businesses. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads 'Michael Carter'.

Michael Carter  
Managing Partner, Pinnacle Construction Partners, LLC



**NAHCC**  
WWW.NASHVILLEHISPANICCHAMBER.COM

February 7, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

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**President & CEO**

**LEGAL COUNSEL**

---

*Immigration Law Office  
of Elliott Ozment*

The Honorable Mayor David Briley:

I am writing to you on behalf of the Nashville Area Hispanic Chamber of Commerce to express our collective support for the Nashville Business Incubation Center's request for inclusion in the upcoming budget to support its **Elevate 615** program.

The Nashville Business Incubation Center (NBIC) has a 30-year track record of success in supporting small businesses in their efforts to become sustainable enterprises that contribute to our economy. The NBIC has proven itself to be a leader among the myriad of business capacity organizations in our community, and what it offers is unique. It is the only business resource center focused exclusively on women, minorities, and veterans that has put on a strong emphasis on building business capacity, public contracting, job creation, credit building, and provides its clients with access to working capital. This funding request will provide NBIC with an even greater opportunity to serve small businesses – most especially those whose owners live in marginalized communities.

Through our partnership with the Nashville Business Incubation Center, we will identify up to 10 business owners annually to participate in the Elevate 615 program. We believe this program has the potential to support our members and aid in the growth of their respective enterprises. We know that small businesses are the backbone of our community, and we are excited about the opportunity to position them to thrive.

We look forward to working with you to level the playing field for women and minority businesses. Thank you for your consideration.

Sincerely,

Yuri Cunza  
President and CEO  
Nashville Area Hispanic Chamber of Commerce



February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

I am writing to you on behalf of the Nashville Black Chamber of Commerce to express our collective support for the Nashville Business Incubation Center's request for inclusion in the upcoming budget to support its Elevate 615 program.

The Nashville Business Incubation Center (NBIC) has a 30-year track record of success in supporting small businesses in their efforts to become sustainable enterprises that contribute to our economy. The NBIC has proven itself to be a leader among the myriad of business capacity organizations in our community, and what it offers is unique. It is the only business resource center focused exclusively on women, minorities, and veterans that has put on a strong emphasis on building business capacity, public contracting, job creation, credit building, and provides its clients with access to working capital. This funding request will provide NBIC with an even greater opportunity to serve small businesses – most especially those whose owners live in marginalized communities.

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We look forward to working with you to level the playing field for women and minority businesses. Thank you for your consideration.

Sincerely,

*Carolyn Waller*

Carolyn Waller, President & CEO  
Nashville Black Chamber of Commerce  
P O Box 331671  
Nashville, Tennessee 37203



February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

I am writing to you on behalf of the Nashville Chapter of the National Association of Women Business Owners to express our collective support for the Nashville Business Incubation Center's request for inclusion in the upcoming budget to support its Elevate 615 program.

The Nashville Business Incubation Center (NBIC) has a 30-year track record of success in supporting small businesses in their efforts to become sustainable enterprises that contribute to our economy. The NBIC has proven itself to be a leader among the myriad of business capacity organizations in our community, and what it offers is unique. It is the only business resource center focused exclusively on women, minorities, and veterans that has put on a strong emphasis on building business capacity, public contracting, job creation, credit building, and provides its clients with access to working capital. This funding request will provide NBIC with an even greater opportunity to serve small businesses – most especially those whose owners live in marginalized communities.

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We look forward to working with you to level the playing field for women and minority businesses. Thank you for your consideration.

Sincerely,

Diane Michel, Advocate  
NAWBO Nashville

February 8, 2019

Office of the Mayor  
The Honorable Mayor David Briley  
1 Public Square, Suite 100  
Nashville, TN 37201

The Honorable Mayor David Briley:

On behalf of the Nashville Minority Business Center, I am writing to support the Nashville Business Incubation Center's request for inclusion in the upcoming budget to support its Elevate 615 program.

We strongly support this application and its focus on positioning more minority owned businesses to create jobs and build wealth. Additionally, we believe the Emerging Contractors component of the Elevate 615 program will provide Metro Nashville with a robust pipeline of small businesses that will benefit from the recently announced Equal Business Opportunity ordinance and the Small Business Reserve Prime Program.

The Nashville Business Incubation Center has a 30-year track record of success in supporting small businesses in their efforts to become sustainable enterprises that contribute greatly to our economy. This funding request will provide NBIC with an even greater opportunity to serve small, minority businesses.

The Nashville Minority Business Center will collaborate with the Nashville Business Incubation Center to identify qualified women and minority owned businesses to expose to its Elevate 615 program. We wholeheartedly believe that this program, combined with your recent policy and legislative changes, will ultimately help Metro Nashville ensure the equitable distribution of public contracting awards.

We look forward to working with you to level the playing field for minority businesses. Thank you for your consideration.

Sincerely,

*Marilyn Robinson*

Marilyn Robinson  
Nashville Minority Business Center