OUTCOME ORIENTED
SEA PROGRAM MODEL
1998 – 2009
Women Entrepreneurs of Baltimore

ETA Recovery and Reemployment Research Conference
September 15, 16 2009
Washington, D.C.
Presented by:
Joanne M. Saltzberg
Women Entrepreneurs of Baltimore
Women Entrepreneurs of Baltimore, Inc.

**Vision**
- New businesses started by our clients are flourishing, creating jobs, revitalizing neighborhoods and significantly contributing to the local economy

**Mission**
- WEB builds strong businesses that lift up families and communities
Women Entrepreneurs of Baltimore, Inc. (WEB)

- Founded in 1989 as an anti-poverty and job creation strategy
- To provide microenterprise development services for limited income women, particularly those of color, in Baltimore City, and
- To address chronic underemployment and poverty related to the loss of living wage jobs
The WEB Program

*Built for Economic Impact*

- Rigorous, multi-level selection program
- Intensive business planning and skills development course
- Fully developed business and implementation plan
- Implementation counseling, technical assistance, and development services
- Resource Directed Outcomes
WEB – Key Stats

- 2300 graduates
  - 2000 business launched

- 2007 Aspen Institute Study FY2004 Grads
  - 75% 3 year business survival
  - $73,750 Average Business Revenue
  - $89,365 Household Income
  - $ 5,429 Average Personal Savings
SEA Program at WEB

- SEA Program written into MD Law under the authority of Department of Licensing, Labor, and Regulation
- First Contract Awarded in 1998 – Last Award in 2008
  - Pure Pay for Performance Contract
  - Outcomes are Linked to Payments –
    - 100% forfeit of 3 of 4 pay points if targets not achieved

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SEA Program at WEB #2

- **Program Model**
  - Currently serving 103 individuals annually in four business development cycles
  - DLLR identifies and notifies eligible candidates
  - Candidates return short application
  - Candidates are invited to a one-hour information session where application is distributed – cold shower

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SEA Program at WEB #3

- Applications received are reviewed for personal and business feasibility
- Candidates are invited to a screening
- Screening includes writing and math tests, personality profile, and individual interviews
- Successful candidates in good standing with the Division of Unemployment enter business planning class

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SEA Program at WEB #4

- Business Development Cycle Sample Stats
  - 5000 letters sent out by DLLR
  - 1000 short applications received
  - 400-650 attend information session
  - 175-350 submit long form application
  - 75-85 invited to screening
  - 25-26 accepted into class
  - 20-24 complete class
  - 18-22 launch business
Class is 8 weeks long; twice a week – 64 hours – WEB curriculum

Independent research and writing – estimate is 120 - 200 hours

Clients meet with trainer/counselor X 3 during class, X1-2 post class

Clients receive crisis counseling, as needed

Successful graduates eligible for implementation services from WEB

- 1292 individuals entered into business development training – from across Maryland
- 1090 or 84.3% completed training
- 832 or 77% of completions were in business at completion of training
- Proof of business start up is revenue creation
- Over 80% of clients rate the program good to outstanding
## SEA Program at WEB #7

- **2007 Aspen Institute Study, WEB v. SEA**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>WEB</th>
<th>SEA</th>
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</thead>
<tbody>
<tr>
<td>Business Survival</td>
<td>75%</td>
<td>80%</td>
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<tr>
<td>Job Creation</td>
<td>1.58</td>
<td>1.78</td>
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<tr>
<td>Avg. Business Rev.</td>
<td>$73,759</td>
<td>$85,957</td>
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<tr>
<td>Avg. Personal Savings</td>
<td>$ 5,429</td>
<td>$ 6,493</td>
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<tr>
<td>Total Annual Business Revenue</td>
<td>$3,181,967</td>
<td>$1,986,098</td>
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</tbody>
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Why SEA at WEB Works

- Delivery by experienced, outcome based business development organization
- Pay for performance contract
- Rigorous selection balancing business and personal feasibility
- Structured business planning
- Creation of a business and implementation plan
- Creation of “instant” business network
- Implementation Services