

CITY OF BURLINGTON
COMMUNITY DEVELOPMENT BLOCK GRANT - 2024 APPLICATION

*Application must be no more than 12 total pages (including cover page) with 12-point font.
Refer to NOFA for required information for each question.*

Project Name: Grow Burlington

Project Location / Address: TBD

Applicant Organization / Agency: Devland Innovation

Mailing Address: 4201 Main St #200-185, Houston, TX 77002

Physical Address: 4201 Main St #200-185, Houston, TX 77002

Contact: Miles Dotson Title: Managing Partner Phone #: [REDACTED]

Web Address: www.devland.us E-mail: [REDACTED]


EIN #: [REDACTED] DUNS #: [REDACTED]

<p>CDBG Funding Request: \$ <u>144,100</u></p> <p>Total Estimated Program/Project Cost: \$ <u>180,000</u></p> <p>Choose one category from Development <u>OR</u> one category from Public Service:</p> <p>Development: (choose one) <input checked="" type="checkbox"/> Economic Development <input type="checkbox"/> Affordable Housing <input type="checkbox"/> Public Facilities/Improvements</p> <p>OR</p> <p>Public Service: (choose one) <input type="checkbox"/> Early Childhood Ed/Childcare <input type="checkbox"/> Youth Services <input type="checkbox"/> Health <input type="checkbox"/> Economic Opportunity <input type="checkbox"/> Housing and Homelessness</p>

- 1. Type of Organization**
- | | |
|---|---|
| <input type="checkbox"/> Local Government | <input type="checkbox"/> Non-Profit Organization (please provide copy of your IRS 501(c)(3) tax exemption letter) |
| <input checked="" type="checkbox"/> For-Profit Organization | <input type="checkbox"/> Institution of Higher Education |
| <input type="checkbox"/> Faith-Based Organization | |

Certification
To the best of my knowledge and belief, data in this proposal are true and correct.
I have been duly authorized to apply for this funding on behalf of this agency.
I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.

I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator.

 _____ Signature of Authorized Official	<u>Miles G. Dotson</u> _____ Name of Authorized Official
<u>Managing Partner</u> _____ Title	<u>01/15/2024</u> _____ Date

I. Demonstrated Need

- 1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG's national objectives?**

Grow by Devland addresses the need for equitable business development, focusing on underrepresented entrepreneurs including women, BIPOC, and low income communities. This aligns with CDBG's objectives of fostering economic development and providing opportunities for disadvantaged communities. Grow is designed to harness and amplify the untapped potential within these communities, contributing to a more diverse and resilient local economy.

II. Program/Project Design

- 1. Give us a short summary (2 sentences) that describe the program/project.**

Devland's program is a comprehensive, 12-week business development initiative aimed at empowering solopreneurs and microbusiness operators with essential skills and resources for sustainable growth.

- 2. Explain why the program activities are the right strategies to use to achieve the intended outcomes. Why is the program designed the way it is? (cite evidence, best practices, or community input)**

The program leverages best practices in entrepreneurial education, incorporating project-based learning, mentorship, and community engagement. Evidence shows that such immersive and supportive environments significantly enhance business success rates.

- 3. How will this program/project contribute to the City's anti-poverty strategy? If this activity is to respond to COVID-19, please also describe how this activity prepares or responds to the impacts of the COVID-19 pandemic.**

The program contributes to anti-poverty strategies by fostering micro and small business growth, thereby creating jobs and economic opportunities. It's also adaptable to post-COVID-19 challenges, emphasizing digital literacy and business operations that can be sustained longterm.

- 4. How do you use community and/or participant input in planning the program design and activities?**

We prioritize community feedback in our program design, ensuring it meets the specific needs of Burlington's entrepreneurs. Regular forums and surveys are conducted to gather participant input and adapt the program accordingly.

III. Proposed Outcomes

- 1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating?**

In all previous implementations participants gained improved business acumen, digital literacy, and access to networks and funding. The goal is for each entrepreneur to achieve tangible business growth and resilience through tailored and individually focused support.

- 2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)**

Our objective is to train 20 entrepreneurs, with each expected to develop a sustainable business model, enhance digital presence, and increase their financial literacy. We anticipate the creation of at least 10 new jobs as a direct outcome.

IV. Impact / Evaluation

- 1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data, the method/tool for collecting the data, from whom you collect data, and when it is collected.**

We use a mix of qualitative and quantitative data, including pre- and post-program surveys, financial performance metrics, and regular feedback sessions. Data is collected from participants at various stages – beginning, mid-program, and post-program.

- 2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2023 (or June 2022). For non-CDBG participants – report on your achievements from the previous year.**

In the last year, we accepted 36 entrepreneurs in Tacoma, Washington and Tulsa, Oklahoma, with over 50% reporting improved public awareness, and near 80% reporting increased revenue and expanded business operations. These programs were not previously funded by CDBG but similar State and Local funding initiatives.

V. Experience / Organizational Capacity

1. What is your agency's mission, and how do the proposed activities fit with your mission?

Devland's mission is to empower underrepresented entrepreneurs through innovative and supportive programs. This aligns seamlessly with our proposed activities in Burlington.

2. Explain how your agency has the capacity to carry out the proposed activity (i.e. staff qualifications, years of experience related to this type of activity, etc.)

Our team is made up of experienced and successful entrepreneurs who have created a multitude of companies from micro to scaled venture backed corporations. We have designed and operated programs like Grow for the last 8 years with a keen focus around high potential women and diverse business builders who are eager to serve the unmet needs of local community. Our core team receives supplemental help from a roster of talented business professionals and entrepreneurs who offer their time as mentors and coaches to supply answers to business questions surfaced by participants. Devland is well-equipped to execute this project.

3. What steps has your organization/board taken in the past year to address racial equity, inclusion, and belonging internally? What new commitments have been made to address racial equity, inclusion, and belonging internally in the year ahead?

Our organization has set many standards for funding and developing entrepreneurs across industries and our founders have received many notable awards reflecting this important stance. As a diverse founded organization, it is important that our work acknowledges critically damaging institutional issues that have limited access to banking, funding capital and fair opportunities due to geographic location, race, sex, gender, and socio-economic status. Our work excels in not only promoting inclusion in hiring and programming but an active posture toward social emotional learning and trauma to establish a greater sense of belonging for entrepreneurs despite systemic barriers.

4. Have you received Federal or State grant funds in the past three years? Yes No

**5. Were the activities funded by these sources successfully completed? Yes No
 N/A**

If No, please explain:

VI. Proposed Low & Moderate Income Beneficiaries

1. Will the program solely serve a specific group of people? If so, check ONE below:

- Abused Children Elderly (62 years +) People with AIDS
 Battered Spouses Homeless Persons Illiterate Adults
 People with Severe Disabilities

If this activity/project is designed to serve the population experiencing homelessness through housing or supportive services, is your organization or entity partnered with the Chittenden County Continuum of Care and participating in the Coordinated Entry system for the project:

- Yes No Not applicable to activity/project

2. a. For your proposed project, please estimate how the Burlington residents will break out into the following income categories during the total grant period. Use the Income Table at <https://www.burlingtonvt.gov/CEDO/2023-HUD-Income-Limits>

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income (30% median)	# Very Low-Income (50% median)	# Low-Income (80% median)	# Above Income Limits (above 80% median)
Grow by Devland	20	0	4	8	8

b. All CDBG grantees serving limited clientele will be required to use CEDO’s *CDBG Beneficiary Self-Certification* form to collect beneficiary data including race, ethnicity, annual income, and family size. Is your organization willing and prepared to add this documentation to the intake process for your CDBG funded program by July 1, 2024?

- Yes NO Not Serving Limited Clientele

VII. Commitment to Equity, Inclusion and Belonging

1. Who is the project/program designed to benefit? Describe the project/program’s target population, citing (if relevant) specific age, gender, income, community/location, race or ethnicity, or other characteristic of the people this program is intended to serve. How do you select and reach your target population?

We aim to serve a diverse group, focusing on adult ages, gender, income, and racial/ethnic backgrounds that are typically underrepresented in business leadership. Our team leverages a detailed application process to discern the characteristics and traits of each applicant.

- Final Selection will include Entrepreneurs who reside within the city limits only.
- Entrepreneur is willing to commit a minimum of 12 hours a week to the program.
- Entrepreneurs demonstrate strong articulation, problem solving, and past execution.
- Entrepreneur is coachable and understands the benefits of continued learning and business exposure.
- Entrepreneur is both self led and collaborative.
- Entrepreneur represents as one of the following distinct groups:

- Microenterprises led by low to moderate-income entrepreneurs
- BIPOC-owned businesses
- Woman-owned businesses
- Businesses located in areas of low to very low economic opportunity, based on the 2023 HUD Income limits

2. Describe the steps you take to ensure the project/program is accessible, inclusive, addressing racially equity, and culturally appropriate for the target population.

Our program includes multilingual resources, ADA-compliant materials, and culturally sensitive curriculum to ensure it's accessible and inclusive.

VIII. Budget / Financial Feasibility

1. Budget Narrative: Provide a clear description of what you will do with CDBG’s investment in the project/program. How will you spend the money? Give specific details.

Month 1

Devland team will focus the month of February on ramping up the program, marketing the program and recruiting entrepreneurs to join this first iteration of the program.

A. Recruitment and Selection (\$45,525.00)

- **Saji Girvan - Marketing and Content:** Saji will focus 50% of their time on creating the materials needed to generate marketing outreach for the program which is approximately 80 hours total. This individual's hourly billing rate is \$108.75 per hour, \$108.75 x 80 hours totaling **\$8,700.00**.
- **Team - Program Recruitment:** The team made up of Miles Dotson, Devon Fanfair, Saji Girvan and Danielle Fanfair will execute on recruitment and sourcing functions needed to identify entrepreneurs at a blended rate. This item accounts for approximately 160 total hours across 4 staff members at an average rate of \$133.13 per hour, \$133.13 x 100 hours totalling **\$13,312.50**. This blended rate allows for team flexibility at a fixed rate as recruitment assignments will vary with scheduling and availability of the entrepreneurs.
- **Team - Screenings and Selection:** The team made up of Miles Dotson, Devon Fanfair, Saji Girvan and Danielle Fanfair will execute on recruitment and sourcing functions needed to identify entrepreneurs at a blended rate. This item accounts for approximately 160 total hours across 4 staff members at an average rate of \$133.13 per hour, \$133.13 x 100 hours totalling **\$13,312.50**. This blended rate allows for team flexibility at a fixed rate as recruitment assignments will vary with scheduling and availability of the entrepreneurs.
- **PR Consultant - Public Relations:** Devland will Identify a PR team to generate meaningful and impactful press releases between local and regional publications to accurately paint our desired narratives. This item accounts for approximately 160 total hours across 4 staff members at an average rate of \$133.13 per hour, \$133.13 x 80 hours totalling **\$10,200.00**. This blended rate allows for team flexibility at a fixed rate as recruitment assignments will vary with scheduling and availability of the entrepreneurs.

Month 2, Month 3

Devland team will engage with selected entrepreneurs following the schedule of workshops and deliverables while also collecting valuable data related to the entrepreneur behaviors and profile.

A. Workshops (\$7,627.50)

Total time approximated for workshops includes pre workshop preparation, workshop facilitation, and post workshop and reporting compilation. This amounts to 4 hours of effort per workshop.

- **Miles Dotson - Workshop Leader:** Miles will lead 2 workshops/work sessions for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 8 hours totaling **\$1,260.00**.
- **Devon Fanfair - Workshop Leader:** Devon will lead 2 workshops/work sessions for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 8 hours totaling **\$1,260.00**.
- **Danielle Fanfair - Workshop Leader:** Danielle will lead 2 workshops/work sessions for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 8 hours totaling **\$1,260.00**.
- **Saji Girvan - Workshop Leader:** Saji will lead 2 workshops/work sessions for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$108.75 x 8 hours totaling \$870.00.
- **Krystal Cooper - Workshop Leader:** Krystal will lead 1 workshops/work sessions for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$108.75 x 4 hours totaling \$435.00.

B. Fluid Support and Coaching (27,600.00)

This function allows for us to make team members available for 1 on 1 engagement with entrepreneurs to follow up on topics covered in the workshops and also to lend entrepreneurs encouragement, a listening ear and alternative methods to improve their business progress. This bench of coaches will be available throughout the 8 week program duration.

- **Miles Dotson - Business Finance, Tax, Strategy:** Miles will be available for 40 monthly hours providing fluid support and office hours for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 40 hours totaling \$6,300.00.
- **Devon Fanfair - Storytelling/Talent Assessment and Talent Acquisition:** Devon will be available for 40 monthly hours providing fluid support and office hours for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 40 hours totaling \$6,300.00.
- **Danielle Fanfair - Leadership and Execution:** Danielle will be available for 40 monthly hours providing fluid support and office hours for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 40 hours totaling \$6,300.00.
- **Saji Girvan - Business Model:** Saji will be available for 40 monthly hours providing fluid support and office hours for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$157.50 per hour, \$108.75 x 40 hours totaling \$4,350.00.
- **Krystal Cooper - Products and Services:** Krystal will be available for 40 monthly hours providing fluid support and office hours for entrepreneurs in month 2 and 3. This individual's hourly billing rate is \$108.75 per hour, \$108.75 x 40 hours totaling \$4,350.00.

C. Research and Reporting (\$9,450.00)

- **Miles Dotson - Workshop Leader:** Miles will lead in the comprehensive analysis of the various elements that make up the program outcomes along with elements that make up Tacoma's micro business environment. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 20 hours totaling \$3,150.00.
- **Devon Fanfair - Workshop Leader:** Devon will lead in the comprehensive analysis of the various elements that make up the program outcomes along with elements that make up Tacoma's micro business environment. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 20 hours totaling \$3,150.00.
- **Danielle Fanfair - Workshop Leader:** Danielle will lead in the comprehensive analysis of the various elements that make up the program outcomes along with elements that make up Tacoma's micro business environment. This individual's hourly billing rate is \$157.50 per hour, \$157.50 x 20 hours totaling \$3,150.00.

D. Community Business Showcase (\$13,312.50)

- **Team - Business Presentation Design:** The team made up of Miles Dotson, Devon Fanfair, Saji Girvan and Danielle Fanfair will support entrepreneurs in designing polished presentation content expressing the financial and digital literacy concepts and the overall story of their business for preview at the Community Business Showcase at a blended rate. This item accounts for approximately 32 total hours across 4 staff members at an average rate of \$133.13 per hour. This blended rate allows for team flexibility at a fixed rate as recruitment assignments will vary with scheduling and availability of the entrepreneurs. 32 hours x \$133.13 totals \$7,987.50.
- **Team - Presentation Rehearsals, Day of Event Support:** The team made up of Miles Dotson, Devon Fanfair, Saji Girvan and Danielle Fanfair will support entrepreneurs in scripting presentation language and practicing for the Community Business Showcase at a blended rate. This item accounts for approximately 40 total hours across 4 staff members at an average rate of \$133.13 per hour. This blended rate allows for team flexibility at a fixed rate as recruitment assignments will vary with scheduling and availability of the entrepreneurs. 40 hours x \$133.13 totals \$5,325.

Travel and Lodging Expenses (\$25,900.00)

- **Travel and Lodging Stipend:** The team made up of Miles Dotson, Devon Fanfair, Saji Girvan, Krystal Cooper and Danielle Fanfair will be boots on the ground to connect with the cohort, meet and build relationships with local businesses and meet/interview key leaders that do and can support the micro-business ecosystem. Miles, Devon and Danielle will take around 4 trips for the duration of the program while Saji and Krystal will take one trip each supporting, travel at \$550/person, lodging at \$250/night for 3 nights which is \$750 and per diem at \$100/day for 4 days which is \$400 and \$150 for Rideshare totalling together \$1850 per trip per person.

Program Materials Expenses (\$1,884.00)

- **Materials:** Devland provides a package of swag and program materials to create a memorable experience and tangible representation to help amplify the reputation of selected entrepreneurs. These items are produced by a third party printer at these approximate rates by unit at \$10 per program workbook, \$22 per water bottle, \$50 per jacket, \$15 per notebook and \$30 per Dot Card (Electronic Business Card), there are 5 additional jackets and water bottles for program staff, totaling \$1,884.

Community Business Showcase Event (\$4,180.00)

Event and Venue Expenses: The event will serve as a highlight for the high traction businesses completing the program and offer stakeholders and in person checkpoint to evaluate the program participants. Devland team will support the booking, planning, vendor management and execution of the showcase event. The event budget will include venue rental at \$1000 at 4 hours, flyers at \$280, AV and projector rental at \$750, catering at \$300, projector display at \$850, beverages at \$1000, all together totalling \$4,180.

2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.

a.

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Program Coaching	Coach	YES	12 HRS	20%

b. All CDBG grantees that use CDBG funds for salaries must submit timesheets that capture total time and effort of staff members funded with CDBG. These timesheets must record hours worked on CDBG-funded programs, hours worked on non-CDBG funded programs and the corresponding program name/funding source(s). Timecards must include a narrative for all CDBG and non-CDBG funded activities, and must be signed by the employee and supervisor. Does your organization have the ability to implement a timekeeping system for CDBG funded staff that meets these requirements by July 1, 2024? Yes No Not funding salaries

3. Program/Project Budget

Line Item	CDBG Funds	Other	Total
Grow Program	\$180,000	\$10,000	\$180,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

4. Funding Sources

	Program/Project		Agency	
	Current	Projected	Current	Projected
CDBG	\$ 0.00	\$ 144,100	\$	\$
State (specify) Washington SBIF (Tacoma)	0.00			
Federal (specify)				
United Way				
Private (specify) Devland Internal Fund		\$ 35,900		
Program Income				
Other (<u>specify</u>)				
Total	\$0.00	\$ 180,000	\$	\$

5. Of the total program/project cost, what percentage will be financed with CDBG?

$$\frac{\$ \underline{144,100}}{\text{CDBG Funding}} \div \frac{\$ \underline{180,000}}{\text{Total Program/Project Costs}} = \frac{\underline{80}}{\text{Percentage}} \%$$

6. Of the total program/project cost, what would be the total cost per person?

$$\frac{\$ \underline{180,000}}{\text{Total Program/Project Cost}} \div \frac{\underline{20}}{\# \text{ Total Proposed Beneficiaries}} = \frac{\$ \underline{9,000}}{\text{Cost Per Person}}$$

$$\frac{\$ \underline{144,100}}{\text{Total Amount of CDBG Funding}} \div \frac{\underline{20}}{\# \text{ Total Proposed CDBG Beneficiaries}} = \frac{\$ \underline{7,205}}{\text{Cost Per Person CDBG Investment}}$$

7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?

CDBG resources are uniquely positioned to support this project due to their alignment with the project's objectives, proven effectiveness in community development, focus on sustainable and inclusive growth, and ability to leverage and amplify local resources and engagement.

- 8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources?**
Our program thrives on the support of local business services, funders, and mentors to ensure long-term sustainability and success. We collaborate with local chambers of commerce and business development centers to provide up-to-date resources and industry-relevant advice and integrate them into the community business showcase as table vendors and volunteers to spring forward support and promotion of each business being successful through local awareness.

IX. Collaboration/Efficiency

- 1. Give 1 or 2 examples of key successful collaboration(s) between your program/project and another agency/program/group to address the needs of the people you serve.**

Build in Tulsa and Devland Joint Program: GROW Tulsa (Annual Initiative)

Build in Tulsa, in partnership with Devland, powered a program named GROW Tulsa. Initially a collaboration between the startup studio and venture organization, it aimed to provide guidance, mentorship, and support to carefully selected startups, propelling them towards revenue, investment, and sustained mentoring support. GROW Tulsa has now become an annual initiative, reflecting its success and ongoing commitment.

- Over a four-month period, the collaboration focused on key outcomes for a select group of companies, including Team Growth Support, Investment Attraction/Close, Improved Revenue Traction, Dynamic Networking, and Lean/Efficient Operations.
- Devland supplied a dedicated team of coaches and founder support to help startups achieve growth, adapt to new strategies, and address emerging business challenges. The program was designed to be flexible, allowing for close engagement without the burden of extensive time tracking.
- Throughout the four-month pilot, Devland led or supported various tasks within Build in Tulsa, aiming to enhance revenue traction, increase investment appeal, and foster team and overall company growth strategies.

GROW by Devland Program Supported by Tacoma Small Business Innovation Fund RFP

Devland received a grant from the City of Tacoma Small Business Innovation Fund to support micro businesses in its first cycle of the GROW by Devland program. This initiative focuses on enhancing financial and digital literacy among diverse small and micro-businesses.

- Over an 8-week period, the program provided training and mentorship, emphasizing financial and digital literacy. It concluded with entrepreneurs showcasing their businesses to stakeholders.
- The Community Business Showcase was a key feature, highlighting the significant potential and traction gained by participating entrepreneurs.
- Success was measured through participant engagement and completion, development of digital tools (websites and social media), and financial literacy improvement.
- Entrepreneur selection focused on Tacoma residents with a commitment to program participation, problem-solving abilities, and a collaborative approach.
- Workshops offered by Devland covered essential business topics like online presence, digital marketing, market strategies, and financial planning.
- Devland's fluid support and mentorship aimed at enhancing business growth, networking, and efficient operations.

- 2. Do identical or similar community programs exist? How does this program complement or collaborate rather than duplicate services? What makes this program unique?**

Presently no similar programs exist. We are differentiated by our special attention to wildly underestimated participants through unique curriculum and one-on-one fluid support interface. Our participants have access to a national network of Grow program participants, mentors and coaches.

- 3. Provide 1 example of how your agency has become more efficient in achieving your outcomes or managing your project/program.**

We continue to scale our approach through digital systems, demographic assessment, use of the enneagram personality assessment and scorecard profiles to understand and tailor program delivery to each participant.

X. Sustainability

- 1. How will this project have a long-term benefit to the City of Burlington? If this program/project ends, how will that benefit continue?**

The program's emphasis on sustainable business practices and digital literacy will contribute to the long-term economic growth of Burlington. We have prepared Grow to conduct long-term measurement on the outcomes of each entrepreneur participating in our programs.

- 2. CDBG funding is intended for new or expanded services. If CDBG funding ends, will the project be able to continue?**

The program will continue regardless through largely remote program operations scaled to provide evergreen resource access via web to all participants. We intend to leverage previous Family Foundation and Grant funding support to continue our focus.

- 3. How will you prioritize the proposed project activities if you do not receive the full amount requested?**

We hope to initiate local research that will allow us to solicit grant and other non-dilutive funding to support micro and small business support for wildly underestimated business builders in the area.