

One & All

Lansing Economic Area Partnership (LEAP)—Region 7
MEDC Collaborative Development Council—Innovation Fund Project

Final Grant Report | October 31, 2022

Table of Contents

1	Executive Summary
2	Introduction
2	Section 1: Applicant Profile
6	Section 2: Graduate Profile
10	Section 3: Program Impact
14	Section 4: Continued Support Needs and Program Analysis
16	Conclusion
i	Appendix A: Graphs and Charts, Applicant Profile
v	Appendix B: Graphs and Charts, Graduate Profile
ix	Appendix C: Graphs and Charts, Program Impact
xii	Appendix D: Media Coverage

Executive Summary

The following report provides a cumulative summary of quantitative and qualitative outcomes of the first two years of the Lansing Economic Area Partnership's (LEAP) One and All initiative, comprised of six two-month entrepreneurship programs from August 2020-July 2022. Select report highlights include:

- **More than \$1 million in sales revenue Oct 2021-Oct 2022:** In the 12-month period ending October 2022, graduates across all six programs reported \$1,064,052 in sales revenue. With a survey response rate of 40%, the sales revenue earned is likely even higher. The most revenue reported by a single graduate was \$148,508, reported by Angel Hursey of RELUXX (program five).
- **Continued income increase compared to program start:** The average program income has increased more than \$17,000 at one and a half years post-graduation. While modest dips in average income were reported this survey period for both program one (two years post-graduation) and program four (one year post-graduation), these numbers are still more than \$10,000 higher than their respective program's average starting income.
- **Majority legally formed entities:** Eighty-four percent of program graduates either enter the program with a legally established business entity or create one during the program or closely following graduation. Since the last reporting period, two graduates from program five and program four have legally-formed their companies.
- **More than 100 jobs created or retained:** Graduates reported 69 jobs created and 53 jobs retained in the October 2022 survey period, representing 122 total Lansing region jobs across all six programs.
- **Brick and mortar success:** Across all six programs, nine participants entered One and All with an already-established physical location, thirteen have opened a new physical location and three expanded physical locations. Each program has seen, at minimum, one post-graduation physical location opening.
- **Strong follow-on investment:** Graduates have secured \$567,606 in follow-on investment from non-State sources, nearly double the One and All program's initial investment of \$2,500 after successful program completion.

Introduction

LEAP's One and All initiative increases successful entrepreneurship and small-business ownership among underrepresented populations including Black, Indigenous and people of color (BIPOC), women, people with disabilities, immigrants, military veterans, refugees and returning citizens across Clinton, Eaton, Ingham and Shiawassee counties who fall at or below the Asset Limited, Income Constrained, Employed (ALICE) Threshold.

The initiative's inaugural series includes six programs from August 2020 to July 2022 and is generously funded by the Michigan Economic Development Corporation (MEDC) and Consumers Energy Foundation. The Fledge and the Refugee Development Center partnered with LEAP to facilitate the program, the Michigan Small Business Development Center at Lansing Community College (MI-SBDC) provided webinar-based curriculum and dedicated, individual business coaching and Piper & Gold Public Relations provided marketing and communications-focused online seminar curriculum.

Since the last reporting period in April 2022, LEAP is proud to celebrate two more physical storefront openings, detailed further on page 14 of this report. Additionally, graduates have seen more than \$1 million in revenue over the 12-month period ending October 2022 and received more than \$500,000 in follow-on funding.

Below is a summary of key performance indicators of both program applicant profile, graduate profile and program impact. Additionally, this final report includes a section detailing program analysis for continued iterations of One and All and ecosystem needs based on graduates' self-described continued barriers and LEAP-conducted focus groups on program design.

Section 1: Applicant Profile

LEAP received 69 eligible applications for the sixth and final program of this funding cycle for One and All, which took place May-July 2022. Across all programs, most of the 383 total eligible applications were received from applicants ages 30-39 (37%), with ages 21-29 and 40-49 nearly tied for the second-highest percentage of total applications (25% and 24%, respectively). Refer to [Appendix A](#) for a visual representation of Section 1 data.

Table 1: Age distribution of eligible applicants

Age Category	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
18-20	1 (1%)	2 (3%)	3 (4%)	0 (0%)	2 (3%)	1 (1%)	9 (2%)
21-29	16 (26%)	16 (24%)	17 (25%)	8 (22%)	20 (23%)	19 (28%)	96 (25%)
30-39	27 (44%)	26 (40%)	25 (38%)	8 (22%)	31 (36%)	26 (38%)	143 (37%)
40-49	9 (15%)	11 (16%)	13 (20%)	16 (43%)	26 (30%)	16 (23%)	91 (24%)
50-59	6 (10%)	7 (10%)	9 (13%)	4 (11%)	7 (8%)	6 (9%)	39 (10%)
60+	3 (4%)	5 (7%)	0 (0%)	1 (2%)	0 (0%)	1 (1%)	10 (2%)

LEAP began tracking number of dependents for each applicant in the fourth program, which took place August-October 2021, and has since seen nearly half (42%) of applicants reporting zero dependents, with the second-highest percentage of applicants reporting two dependents (24%). Four percent of all eligible applicants reported having five or more dependents.

Table 2: Number of dependents among eligible applicants †

No. of Dependents	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs*
0	-	-	-	21 (57%)	31 (36%)	28 (41%)	80 (42%)
1	-	-	-	4 (11%)	20 (23%)	9 (13%)	33 (17%)
2	-	-	-	9 (23%)	19 (22%)	19 (27%)	47 (24%)
3	-	-	-	1 (3%)	10 (12%)	4 (6%)	15 (8%)
4	-	-	-	1 (3%)	4 (5%)	4 (6%)	9 (5%)
5+	-	-	-	1 (3%)	2 (2%)	5 (7%)	8 (4%)

† Data available for programs 4-6

* Out of 192 applications received for programs 4-6

Five marital statuses have been represented across all eligible applications, with a majority received by single, never married applicants (52% overall), a trend which continued for program six applicants (55% of all program six applications).

Table 3: Marital status of eligible applicants

Marital Status	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Single	28 (45%)	32 (48%)	33 (49%)	17 (46%)	50 (58%)	38 (55%)	198 (52%)
Married	25 (40%)	20 (30%)	23 (34%)	11 (30%)	18 (21%)	25 (36%)	122 (32%)
Divorced	6 (10%)	9 (13%)	8 (12%)	6 (16%)	11 (13%)	5 (7%)	45 (12%)
Separated	3 (5%)	5 (7%)	3 (5%)	2 (5%)	7 (8%)	1 (1%)	21 (4%)
Widowed	0 (0%)	1 (2%)	0 (0%)	1 (3%)	0 (0%)	0 (0%)	2 (<1%)

Most applicants overall have completed some college (36%), with the same holding true for program 6 applicants at a slightly lower percentage of 34%. The second most common educational levels are high school diploma or equivalent (i.e. GED) and bachelor's degree, representing 21% and 13% of applicants across all programs, respectively.

Table 4: Educational level of eligible applicants

Education	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
No schooling	1 (2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (<1%)
Up to 8th grade	0 (0%)	0 (0%)	1 (2%)	0 (0%)	1 (1%)	0 (0%)	2 (<1%)
Some high school, no diploma	1 (2%)	1 (2%)	3 (4%)	0 (0%)	0 (0%)	0 (0%)	5 (1%)
High school diploma or equivalent	10 (16%)	12 (18%)	12 (18%)	6 (16%)	22 (26%)	17 (25%)	79 (21%)
Trade school certificate	6 (10%)	2 (3%)	3 (4%)	5 (14%)	9 (10%)	7 (10%)	32 (8%)

Some college, no degree	17 (27%)	26 (39%)	22 (34%)	16 (43%)	36 (43%)	23 (34%)	140 (36%)
Associate degree	6 (10%)	6 (9%)	5 (7%)	5 (14%)	9 (10%)	10 (14%)	41 (11%)
Bachelor's degree	11 (17%)	10 (15%)	10 (15%)	1 (2%)	8 (9%)	9 (13%)	49 (13%)
Master's degree	5 (8%)	7 (10%)	8 (12%)	4 (11%)	0 (0%)	3 (4%)	27 (7%)
Doctorate degree	5 (8%)	3 (4%)	3 (4%)	0 (0%)	1 (1%)	0 (0%)	12 (3%)

A significant majority of all applicants identify as BIPOC (81%) and/or a woman (62%), with program five representing the second-highest percentage of BIPOC applicants and highest percentage of women at 88% and 80%, respectively. Program six saw the lowest numbers of these demographic subsets at 57% BIPOC applicants and 48% women applicants. Beginning with program four, LEAP also began tracking additional measures of underrepresentation at the application phase including refugees, immigrants, people with disabilities, LGBTQ+, returning citizens and military veterans.

Table 5: Historically underrepresented demographics among eligible applicants†

Demographic	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
BIPOC	49 (79%)	52 (78%)	62 (93%)	33 (89%)	76 (88%)	39 (57%)	311 (81%)
Women	32 (52%)	43 (64%)	33 (49%)	26 (70%)	69 (80%)	33 (48%)	236 (62%)
Refugee	-	-	-	1 (3%)	3 (35%)	4 (6%)	8 (4%*)
Immigrant	-	-	-	0 (0%)	5 (6%)	7 (10%)	12 (6%*)
Person with a disability	-	-	-	7 (19%)	8 (9%)	6 (9%)	21 (11%*)
LGBTQ+	-	-	-	1 (3%)	9 (10%)	5 (7%)	15 (8%*)
Returning citizen	-	-	-	0 (0%)	1 (1%)	1 (1%)	2 (1%*)
Veteran	-	-	-	3 (8%)	2 (2%)	2 (3%)	7 (4%*)

† Percentages across columns may equal more than 100% due to applicants identifying with more than one demographic

* Out of 192 applications received for programs 4-6

Most applicants across all programs identified as solely African American/Black (54%), with program five representing the largest percentage of African American/Black applicants for any single program at 67%, an 11% increase from program three's next-highest percentage of 56%.

Additionally, while Hawaiian Native/Pacific Islanders were not represented as a singular racial category, four applicants across all programs who selected Multiracial (two or more racial identities) included Hawaiian Native/Pacific Islander as one of their racial identities. Similarly, an additional 17 applicants within the Multiracial category selected Native American/Alaska Native as one of their racial identities.

Table 6: Self-reported race identification among eligible applicants

Demographic	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
African American / Black	30 (49%)	29 (44%)	37 (56%)	20 (54%)	58 (67%)	31 (45%)	205 (54%)
Asian American / Asian	3 (5%)	2 (3%)	3 (4%)	0 (0%)	1 (1%)	0 (0%)	9 (2%)
Native American / Alaska Native	2 (3%)	1 (1%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	3 (<1%)
Hawaiian Native / Pacific Islander	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Hispanic / Latino	8 (13%)	11 (17%)	9 (13%)	7 (19%)	2 (2%)	3 (4%)	40 (10%)
Middle Eastern / North African	2 (3%)	2 (3%)	0 (0%)	0 (0%)	3 (4%)	3 (4%)	10 (3%)
White	13 (21%)	15 (22%)	5 (7%)	4 (11%)	10 (12%)	12 (18%)	59 (15%)
Multiracial / Two or more selected	4 (6%)	7 (10%)	13 (20%)	6 (16%)	12 (14%)	20 (29%)	62 (16%)

Average annual household income across all six programs is \$30,365, with average fixed monthly expenses of \$1,841 representing roughly 73% of the average monthly household income of \$2,530 across all programs.

Program five applicants' reported fixed monthly expenses (\$1,711) represent the highest percentage of monthly household income (\$1,907) at 90%; program six applicants' reported annual household income is approximately \$2,000 less than the next-lowest program average of \$22,884 for program five and nearly \$10,000 less than the third-lowest income average of \$30,464 for program four.

Table 7: Self-reported household income and monthly expenses of eligible applicants

Measure	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	Average
Household income – annual	\$30,714	\$33,969	\$43,358	\$30,464	\$22,884	\$20,802	\$30,365
Household income - monthly	\$2,560	\$2,831	\$3,613	\$2,539	\$1,907	\$1,733	\$2,530
Fixed monthly expenses*	\$2,056	\$1,954	\$1,875	\$2,076	\$1,711	\$1,377	\$1,841

* Fixed monthly expenses include housing, childcare, food, transport and healthcare

Section 2: Graduate Profile

Since the program's launch, One and All has graduated 118 entrepreneurs, with 19 in program six. The distribution of graduate ages follows a similar pattern to age distribution among all applicants, with 30-39 representing the most common age range (44%) and 21-29 and 40-49 second- and third-most common at 22% and 19%, respectively. Refer to [Appendix B](#) for a visual representation of Section 2 data.

Table 8: Age distribution of program graduates

Age Category	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
18-20	0 (0%)	0 (0)	2 (11%)	0 (0%)	1 (4%)	0 (0%)	3 (3%)
21-29	5 (29%)	5 (22%)	4 (24%)	6 (32%)	4 (17%)	2 (11%)	26 (22%)
30-39	6 (35%)	14 (61%)	3 (18%)	5 (26%)	12 (53%)	12 (63%)	52 (44%)
40-49	4 (24%)	0 (0%)	5 (29%)	7 (37%)	5 (22%)	2 (11%)	23 (19%)
50-59	2 (12%)	3 (13%)	3 (18%)	1 (5%)	1 (4%)	3 (15%)	13 (11%)
60+	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)

Similar to applicants, most graduates (41%) report having no dependents, with the second-highest percentage of graduates reporting two dependents (23%). Both numbers are within one percentage point of the average among all eligible applicants. Three graduates (5%) report having five or more dependents.

Table 9: Number of dependents among program graduates †

No. of Dependents	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs*
0	-	-	-	7 (37%)	8 (35%)	10 (52%)	25 (41%)
1	-	-	-	4 (20%)	4 (18%)	2 (11%)	10 (16%)
2	-	-	-	3 (16%)	8 (35%)	3 (16%)	14 (23%)
3	-	-	-	2 (11%)	1 (4%)	1 (5%)	4 (7%)
4	-	-	-	2 (11%)	1 (4%)	2 (11%)	5 (8%)
5+	-	-	-	1 (5%)	1 (4%)	1 (5%)	3 (5%)

† Data available for programs 4-6

* Out of 61 graduates for programs 4-6

Marital status among graduates also closely mirrors that of applicants, with each subcategory's total distribution across all programs within one to two percentage points of applicant profile percentages. Therefore, most graduates are single and never married (50%), and the second most common marital status is married or in a domestic partnership (31%).

Table 10: Marital status of program graduates

Marital Status	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Single	8 (47%)	11 (48%)	6 (35%)	9 (47%)	13 (57%)	12 (63%)	59 (50%)
Married	5 (29%)	7 (30%)	7 (41%)	6 (32%)	6 (26%)	6 (32%)	37 (31%)
Divorced	3 (18%)	3 (13%)	3 (18%)	2 (11%)	3 (13%)	1 (5%)	15 (13%)
Separated	1 (6%)	2 (9%)	1 (6%)	1 (5%)	1 (4%)	0 (0%)	6 (5%)
Widowed	0 (0%)	0 (0%)	0 (0%)	1 (5%)	0 (0%)	0 (0%)	1 (1%)

Educational level among program graduates again closely mirrors the distribution of educational level across total applicants, with a majority of program graduates having some college but no degree (43%), and second-most common educational levels being high school diploma or equivalent (16%) and associate degree or bachelor’s degree (14% each). Across all programs, One and All graduated six participants with Master’s degrees and one graduate with a Doctorate.

Table 11: Educational level of program graduates

Education	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
No schooling	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Up to 8th grade	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Some high school, no diploma	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
High school diploma or equivalent	0 (0%)	2 (9%)	5 (29%)	4 (21%)	4 (17%)	4 (21%)	19 (16%)
Trade school certificate	2 (12%)	0 (0%)	1 (6%)	2 (11%)	2 (9%)	1 (5%)	8 (7%)
Some college, no degree	5 (29%)	9 (39%)	10 (59%)	8 (42%)	11 (48%)	8 (41%)	51 (43%)
Associate degree	3 (18%)	3 (13%)	0 (0%)	5 (26%)	3 (13%)	2 (11%)	16 (14%)
Bachelor’s degree	6 (35%)	5 (22%)	1 (6%)	0 (0%)	3 (13%)	2 (11%)	17 (14%)
Master’s degree	1 (6%)	3 (13%)	0 (0%)	0 (0%)	0 (0%)	2 (11%)	6 (5%)
Doctorate degree	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)

Similar to total applicant pool, a significant majority of program graduates identify as BIPOC and/or a woman (79% and 74%, respectively). Additional measures of underrepresentation including refugees, immigrants, person with a disabilities, LGBTQ+, returning citizens and veterans have been captured for graduates across all six programs, with these percentages in line with the proportion of applications received since LEAP started capturing these metrics for applicants in program four.

Table 12: Historically underrepresented demographics among program graduates*

Demographic	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
BIPOC	12 (71%)	16 (70%)	13 (76%)	17 (89%)	21 (91%)	14 (74%)	93 (79%)
Women	9 (53%)	20 (87%)	13 (76%)	16 (84%)	18 (78%)	11 (58%)	87 (74%)
Refugee	2 (12%)	0 (0%)	0 (0%)	1 (5%)	1 (4%)	1 (5%)	5 (4%)
Immigrant	2 (12%)	2 (9%)	3 (18%)	0 (0%)	3 (13%)	2 (11%)	12 (10%)
Person with a disability	2 (12%)	4 (17%)	2 (12%)	3 (16%)	2 (9%)	2 (11%)	15 (13%)
LGBTQ+	0 (0%)	1 (4%)	1 (6%)	1 (5%)	2 (9%)	1 (5%)	6 (5%)
Returning citizen	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	1 (1%)
Veteran	0 (0%)	0 (0%)	0 (0%)	2 (11%)	0 (0%)	0 (0%)	2 (2%)

* Percentages across columns may equal more than 100% due to applicants identifying with more than one demographic

Again mirroring applicant profile trends, most graduates identify solely as African American/Black, with the greatest proportion of African American/Black graduates in program five (61%) and second-highest proportion in program six (53%).

Similarly to applicants, neither Hawaiian Native/Pacific Islander nor Native American/Alaska Native were selected as a singular racial identity among graduates, but were represented two and three times, respectively, among those who identified as Multiracial.

Table 13: Self-reported race identification among program graduates

Demographic	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
African American / Black	8 (47%)	11 (48%)	6 (35%)	9 (47%)	14 (61%)	10 (53%)	58 (49%)
Asian American / Asian	4 (24%)	1 (4%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)	6 (5%)
Native American / Alaska Native	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Hawaiian Native / Pacific Islander	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Hispanic / Latino	0 (0%)	3 (13%)	3 (18%)	4 (21%)	1 (4%)	0 (0%)	11 (9%)
Middle Eastern / North African	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (9%)	1 (5%)	3 (3%)
White	5 (29%)	6 (26%)	2 (12%)	1 (5%)	2 (9%)	5 (26%)	21 (18%)
Multiracial / Two or more selected	0 (0%)	2 (9%)	5 (29%)	5 (27%)	4 (17%)	3 (16%)	19 (16%)

More than half (53%) of graduates' business locations fall within either a Historically Underutilized Business (HUB) Zone (36%), Opportunity Zone (5%) or both a HUB Zone and Opportunity Zone (12%). This represents a healthy utilization by graduates of historically underfunded and underutilized locations, bringing fresh ideas and businesses to areas of greatest need in the Lansing region, from people who are existing members of these communities.

Table 14: Business location, HUB Zones and Opportunity Zones

Location	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
HUB Zone only	4 (24%)	8 (35%)	8 (47%)	5 (26%)	14 (61%)	3 (16%)	42 (36%)
Opportunity Zone only	1 (6%)	3 (13%)	1 (6%)	0 (0%)	0 (0%)	1 (5%)	6 (5%)
Both HUB Zone & Opportunity Zone	2 (12%)	1 (4%)	1 (6%)	7 (37%)	1 (4%)	2 (11%)	14 (12%)

The most common industry for graduate businesses is Retail Trade (23%) followed closely by Other Services, which captures most service-based businesses such as salons and auto shops (22%). Arts, Entertainment and Recreation (9%), Accommodation and Food Services (8%) and Health Care and Social Assistance (7%) round out the third-most common tier at almost 10% representation apiece across all programs. Twelve percent of graduates have not yet set their business industry with the MI-SBDC.

Table 15: Business industry

Industry	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Accommodation and Food Services	3 (18%)	1 (5%)	2 (12%)	1 (5%)	2 (9%)	1 (5%)	10 (8%)
Administrative and Support	0 (0%)	2 (9%)	1 (6%)	1 (5%)	0 (0%)	0 (0%)	4 (3%)
Agriculture, Forestry, Fishing and Hunting	0 (0%)	1 (5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
Arts, Entertainment and Recreation	1 (6%)	2 (9%)	0 (0%)	0 (0%)	5 (20%)	3 (16%)	11 (9%)
Construction	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (9%)	0 (0%)	2 (2%)
Educational Services	1 (6%)	0 (0%)	1 (6%)	1 (5%)	0 (0%)	0 (0%)	3 (3%)
Health Care and Social Assistance	0 (0%)	4 (18%)	1 (6%)	2 (10%)	1 (5%)	0 (0%)	8 (7%)
Information	3 (18%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	3 (3%)
Not Set	1 (6%)	0 (0%)	3 (17%)	3 (16%)	3 (11%)	4 (21%)	14 (12%)
Other Services (except Public Administration)	3 (18%)	2 (9%)	6 (32%)	5 (27%)	4 (18%)	6 (32%)	26 (22%)
Professional, Scientific, Technical Services	1 (6%)	1 (5%)	0 (0%)	2 (10%)	1 (5%)	0 (0%)	5 (4%)
Retail Trade	4 (22%)	9 (40%)	3 (17%)	4 (22%)	4 (18%)	3 (16%)	27 (23%)
Transportation and Warehousing	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	1 (1%)
Wholesale Trade	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	0 (0%)	1 (1%)
Utilities	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	1 (1%)

Section 3: Program Impact

Following graduation, average household incomes for each program have generally risen. Even the reported reduction of annual household income at the two-year mark for program one is approximately \$9,000 higher than participants' average starting income for that program, and the reported reduction at the one-year mark for program 4 is approximately \$10,000 higher than participants' average starting income for that program.

Additionally, income has risen by an average of more than \$17,000 across all programs from program start to one and a half years after graduation. Refer to [Appendix C](#) for a visual representation of Section 3 data.

Table 16: Household income trends among program graduates

Program	Income at program start	6 months after program	1 year after program	1.5 years after program	2 years after program
Aug-Oct 2020	\$26,765 / year \$2,230 / month	\$43,333 / year \$3,611 / month	\$36,364 / year \$3,030 / month	\$43,738 / year \$3,645 / month	\$34,320 / year \$2,860 / month
Jan-Mar 2021	\$33,435 / year \$2,786 / month	\$39,613 / year \$3,301 / month	\$49,893 / year \$4,158 / month	\$50,666 / year \$4,222 / month	-
May-Jul 2021	\$35,588 / year \$2,966 / month	\$41,133 / year \$3,428 / month	\$45,951 / year \$3,829 / month	-	-
Aug-Oct 2021	\$24,620 / year \$2,052 / month	\$36,073 / year \$3,006 / month	\$34,350 / year \$2,863 / month	-	-
Jan-Mar 2022	\$28,948 / year \$2,412 / month	\$43,033 / year \$3,586 / month	-	-	-
May-Jul 2022	\$26,557 / year \$2,213 / month	-	-	-	-
Average	\$29,319 / year \$2,443 / month	\$40,637 / year \$3,386 / month	\$41,639 / year \$3,470 / month	\$47,202 / year \$3,934 / month	-*

* Data only available for program one—no average available

The ratio of fixed monthly expenses to household income decreased on average across all programs up to a year following graduation but saw an increase in the most recent reporting period at the one-and-a-half-year mark. This change makes a reasonable amount of sense with current inflation rates, and still represents a 2% decrease in average income to expense ratio across all programs compared to program start.

Table 17: Fixed monthly income to monthly household income ratio trends among program graduates

Program	Expenses at program start	6 months after program	1 year after program	1.5 years after program	2 years after program
Aug-Oct 2020	\$2,029 (91%*)	\$2,496 (69%)	\$1,754 (58%)	\$2,675 (73%)	\$2,125 (72%)
Jan-Mar 2021	\$1,595 (57%)	\$1,762 (53%)	\$2,173 (52%)	\$3,159 (75%)	-
May-Jul 2021	\$2,079 (70%)	\$2,055 (60%)	\$850 (22%)	-	-
Aug-Oct 2021	\$1,888 (92%)	\$1,832 (61%)	\$1,300 (45%)	-	-
Jan-Mar 2022	\$1,906 (79%)	\$2,122 (59%)	-	-	-
May-Jul 2022	\$1,391 (63%)	-	-	-	-
AVERAGE	\$1,845 (76%)	\$2,070 (61%)	\$1,441 (42%)	\$2,917 (74%)	-†

* Percentage of monthly household income needed to cover fixed monthly expenses

† Data only available for program one—no average available

Program six continued utilization of a reduced curriculum slate to ensure balance for participants with required curriculum, flexibility to explore additional learning options and the myriad external priorities each entrepreneur juggles like family, business ownership, other employment and more.

Table 18: Curriculum completion among program graduates

Measure	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Coaching sessions attended	70	100	64	74	85	64	457
Workshops attended	111	391	303	378	260	211	1,654

More than half of program graduates (63%) enter One and All with an already-established legal entity, and 57% of those who enter with unformed entities file for formation either during the program or after graduation (21% of all graduates). Additionally, since the last reporting period, two companies have been formed among graduates from the first five programs: one in program five and one in program four.

Table 19: Business formations among program graduates

Business legal status	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Existing business pre-program	10 (59%)	14 (61%)	9 (53%)	10 (52%)	15 (65%)	16 (84%)	74 (63%)
Post-graduation company formation	4 (23%)	7 (30%)	3 (18%)	6 (32%)	5 (22%)	0 (0%)	25 (21%)
Not yet formed	3 (18%)	2 (9%)	5 (29%)	3 (16%)	3 (13%)	3 (16%)	19 (16%)

According to cumulative results of previously reported data and the most recent survey period, graduates across all six programs have created 69 new jobs and retained 53 jobs as of October 2022. Because the average response rate across all programs was 40%, the actual amount of jobs created and retained among all graduates is likely much higher.

Table 20: Jobs created and retained among program graduates

Measure	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Jobs created	12	22	18	8	6	3	69
Jobs retained	3	9	10	6	15	10	53

Graduates have received a cumulative \$567,606 in follow-on funding from non-state sources after graduation—almost double the amount of grant money disbursed by the One and All program following graduation.

Additionally, graduates have received SBDC services valuing \$24,700 at no cost to them. These critical services help bridge the gap for entrepreneurs whose financial position keeps them from investing cash in their business to the same level that they can invest their passion. Many services rendered are related to accounting and website development, two of the most crucial things for a startup to be able to grow roots at an early stage and eventually expand.

Table 21: Capital formation among program graduates

Capital source	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
One and All program	\$42,500	\$57,500	\$42,500	\$47,500	\$57,500	\$47,500	\$295,000
Follow-on investment from non-State sources	\$343,300	\$113,508	\$40,000	\$26,000	\$18,198	\$26,600	\$567,606
Cash value of additional SBDC services	\$5,200	\$8,000	-	\$11,500	-	-	\$24,700

Most survey respondents (42% of the 76 graduates of programs 1-4, 74% of all survey respondents) across programs 1-4 indicated revenue in the range of \$1-\$25,000 for the 12-month period ending October 2021. After transitioning to capturing 12-month revenue as a real number versus a range, graduates across all six programs reported an average of \$28,900 in revenue for the 12-month period ending October 2022.

The maximum amount reported by a single graduate was \$148,508 and the cumulative total for all respondents was \$1,064,052 in revenue from October 2021-October 2022. Because the average response rate across all programs was 40%, the actual amount of revenue generated among all graduates is likely much higher.

Table 22: Reported 12-month sales revenue, Oct 2020-Oct 2021

Range	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs*
\$1-\$25,000	7 (41%)	11 (48%)	6 (35%)	8 (42%)	-	-	32 (42%)
\$25,001-\$50,000	0 (0%)	1 (4%)	4 (24%)	4 (21%)	-	-	9 (13%)
\$50,001-\$75,000	0 (0%)	0 (0%)	1 (6%)	0 (0%)	-	-	1 (1%)
\$75,001-\$100,000	0 (0%)	0 (0%)	0 (0%)	0 (0%)	-	-	0 (0%)
More than \$100,000	1 (6%)	0 (0%)	0 (0%)	0 (0%)	-	-	1 (1%)
No response	9 (53%)	11 (48%)	6 (35%)	7 (37%)	-	-	33 (43%)

* Representing 76 graduates across programs 1-4

Table 23: Reported 12-month sales revenue Oct 2021-Oct 2022

Measure	Aug-Oct 2020	Jan-Mar 2021	May-Jul 2021	Aug-Oct 2021	Jan-Mar 2022	May-Jul 2022	All programs
Total revenue	\$33,000	\$147,502	\$129,100	\$166,000	\$322,180	\$266,270	\$1,064,052
Average reported	\$33,000	\$29,500	\$21,517	\$41,500	\$32,218	\$15,663	\$28,900
Maximum reported	\$33,000	\$50,000	\$65,900	\$70,000	\$148,508	\$98,000	\$148,508*
Response rate	6%	22%	35%	21%	48%	89%	40%

* Highest reported revenue from any single graduate across all programs; not an average

The One and All program has celebrated 13 physical location openings from participants following graduation and three existing physical location expansions, including Skin Studio 211’s second location, which opened in August 2022 as the city of East Lansing’s first Black-owned beauty salon. Combined with the nine graduates who began the program with an already-established physical location, 25 Lansing-area small business locations are owned by One and All graduates.

Table 24: Businesses by physical location, all programs

Pre-Program Preexisting Physical Location	Post-Program Physical Location Opening	Post-Program Physical Location Expansion
<p>Program 1</p> <ul style="list-style-type: none"> • 102 Pho and Banh Mi • International Food Mart <p>Program 2</p> <ul style="list-style-type: none"> • Release! <p>Program 3</p> <ul style="list-style-type: none"> • Lotus Beauty Lounge <p>Program 4</p> <ul style="list-style-type: none"> • Rey of Light Hair Studio & Co. • The Village Lansing <p>Program 5</p> <ul style="list-style-type: none"> • Socialight Society <p>Program 6</p> <ul style="list-style-type: none"> • 112 Recording Studio • Fetish Salon 	<p>Program 1</p> <ul style="list-style-type: none"> • AddiXions Salon • UnCovered Beauty Studio • Nature’s 92 (Middle Village) <p>Program 2</p> <ul style="list-style-type: none"> • Kolele Energy • La Fajita* • Rock the Block Studio • Treatz N Sweetz <p>Program 3</p> <ul style="list-style-type: none"> • Everything is Cheesecake <p>Program 4</p> <ul style="list-style-type: none"> • Better Than Urs Designs • Cocobella (Middle Village) <p>Program 5</p> <ul style="list-style-type: none"> • Lesha P Experience Salon* • TheraPLAYoga* <p>Program 6</p> <ul style="list-style-type: none"> • Members Only Boxing and Fitness 	<p>Program 4</p> <ul style="list-style-type: none"> • Skin Studio 211 • Delta Township • East Lansing* • Neva Lee’s*

*New since April 2022 reporting period

Section 4: Continued Support Needs and Program Analysis

As this funding cycle for One and All ends, the LEAP team has spent significant time with graduates of all programs to learn more about their continued business challenges and their suggestions on how the program can be improved for future cohorts.

Top business challenges identified by graduates are in line with Region 7's results for the Small Business Survey conducted earlier this year by MEDC and EIC. The top three most common things reported as continued barriers to growth by graduates were:

- **Lack of customer demand/revenue:** Graduates identified challenges with growing their customer base from already-established clientele, as well as stagnating revenue. Additionally, many graduates noted a need to improve their marketing and sales skills, but inability to find or afford necessary support services and/or staff.
- **Financial management/access to capital:** Many graduates noted challenges with inflation and the rising cost of inventory and labor, as well as poor economic outlook and fears of recession. In addition, many noted how poor personal finances and household economic insecurity can inhibit the ability to build business finances, secure loans/lines of credit and/or access additional capital.
- **Supply chain disruption/inventory:** The third major concern reported by graduates was an inability to purchase required inventory due to supply chain disruptions and/or irregular cash flow and lack of access to additional capital or loan/credit options related to point two.

The alignment of continued challenges among graduates with the challenges seen within the larger small business community of our region show that solutions to support One and All graduates will benefit not just those from financially unstable backgrounds but will benefit the entire small business community.

Additionally, the top-reported goal in MEDC/EIC's survey was "surviving the pandemic," which is a sentiment shared by One and All participants. As our economy shifts away from the immediate crisis of the COVID-19 pandemic into an adjustment to the new "business as usual," it makes sense that there will be inconsistencies with revenue, customer demand and household income for small business owners.

Especially in a time of high inflation and economic uncertainty, traditional retail and service-based businesses—categories in which nearly 50% of graduates fall—are likely to experience the most disruption in consumer demand and revenue. This is likely because these are the elastic expenses most commonly cut from a household budget when it is necessary to reduce spending.

LEAP also conducted focus groups with graduates to understand how One and All can better meet participants' expectations and needs. Key insights about the program from these sessions included:

- **Integrate hybrid learning:** Entrepreneurs spend a lot of time already learning independently/online, so a chance to get together and discuss curriculum/business challenges/networking with peers would help with content retention and differentiation from other types of learning participants may already be engaging in. This option is now more feasible than it was at the program start, during the first year of the pandemic.
- **Pair webinar lessons with practical application:** Participants desired deeper engagement and discussion about how abstract/conceptual topics in webinars can be applied in business. They expressed how it can be overwhelming to take in so much information while being unsure what lessons to apply, how and when.
- **More opportunity for specified learning:** Certain types of businesses (particularly nonprofits) face unique challenges and expressed desire for supplemental curriculum options and/or different curriculum substitutions to maximize the program's benefit to their.
- **Preference for communication outside of traditional email:** Most participants said they read all or most email communications from LEAP but, like online learning/webinars, noted that they already receive a high volume of email. Additionally, many entrepreneurs are consistently on the go and would like an alternative way to receive information, like a podcast or audio reading of opportunities.
- **Offer sustained engagement and opportunities to give back:** As noted in the April 2022 report, graduates have a deep desire to continue to build community together and share their success and experience with fellow program graduates, current participants and other entrepreneurs engaged with LEAP.

Based on this feedback, our team developed a preliminary list of recommendations to evolve the One and All program to become even more impactful:

- Integrate regular in-person study groups and check-in engagements to balance the flexibility of online curriculum with enrichment of in-person networking. These could be biweekly or every third week over the course of a program; participants also liked the idea of a culminating meet-up or graduate market following each program.
- Explore alternate ways to communicate opportunities with graduates. If a full podcast isn't realistic in the immediate term, even an audio recording of staff reading monthly newsletter content could be helpful.
- Review applicability of base curriculum for business types (specifically nonprofit vs. for-profit) and explore options for program adaptation to better fit nonprofit business needs. This could be a specific nonprofit "track" or supplemental/swapped curriculum specific to nonprofit challenges/needs; adequately meeting nonprofit needs could also mean exploring additional partnerships and consultants in the long-term.

- Incorporate more application-based learning and resource connection in tandem with webinar concepts. This could include seeking service provider recommendations from other graduates and/or inviting graduates to regular check-ins to provide insight into how they applied a particular concept to their business. We began to explore something this with the weekly check-ins for programs five and six by inviting graduates providing relevant support services and other community service providers to increase awareness of how our regional ecosystem can continue to support their growth following graduation.

Conclusion

The One and All program has seen sustained, positive results. We continue to see incredible increase in household income on average each survey period, and even reductions in income within single programs have remained at least \$10,000 above starting income levels. Graduates reported more than \$1 million in cumulative revenue for the 12-month period ending October 2022 and have celebrated at least one physical storefront opening for each program.

Despite these successes, the need for long-term support still exists, within the populations One and All serves and within the small business community at large. Our economy is entering turbulent and, to a degree, unfamiliar times as we transition out of the thick of the COVID-19 pandemic and begin to understand its long-term impact on our societies and economies. This will require acute attention to small business needs to ensure our main streets remain diverse, vibrant and unique.

One and All has proven to be a crucial component to the Lansing region's entrepreneurial ecosystem but is ultimately just one component. It is paramount to understand what gaps still exist in participants' knowledge and skillset following graduation, and to understand what ecosystem resources exist to bridge that gap, what resources exist but need augmented capacity and what resources have yet to be established.

An awareness of our ecosystem's ability to nurture the sustained growth of One and All graduates and commitment to our role in ensuring this ability is just as essential to the success of the program as the course of the program itself. The number of seeds planted by One and All becomes much less important if we do not work actively to create an environment in which they can sustain themselves and grow.

This program provides a critical access point for our region's most vulnerable on the pathway of entrepreneurship and ultimately the pathway to increased household wealth and economic stability, as evidenced by the data in this report. Its continued presence in our ecosystem is imperative to maintain diversity in small business ownership and to sustain tangible efforts to increase the equity of our economy. These entrepreneurs are flexible, creative, passionate and smart—it's up to us to continue to keep the pathway as clear as we can on their journeys forward.

Appendix A: Charts and Graphs, Applicant Profile

Figure 1.a: Age distribution of eligible applicants by program

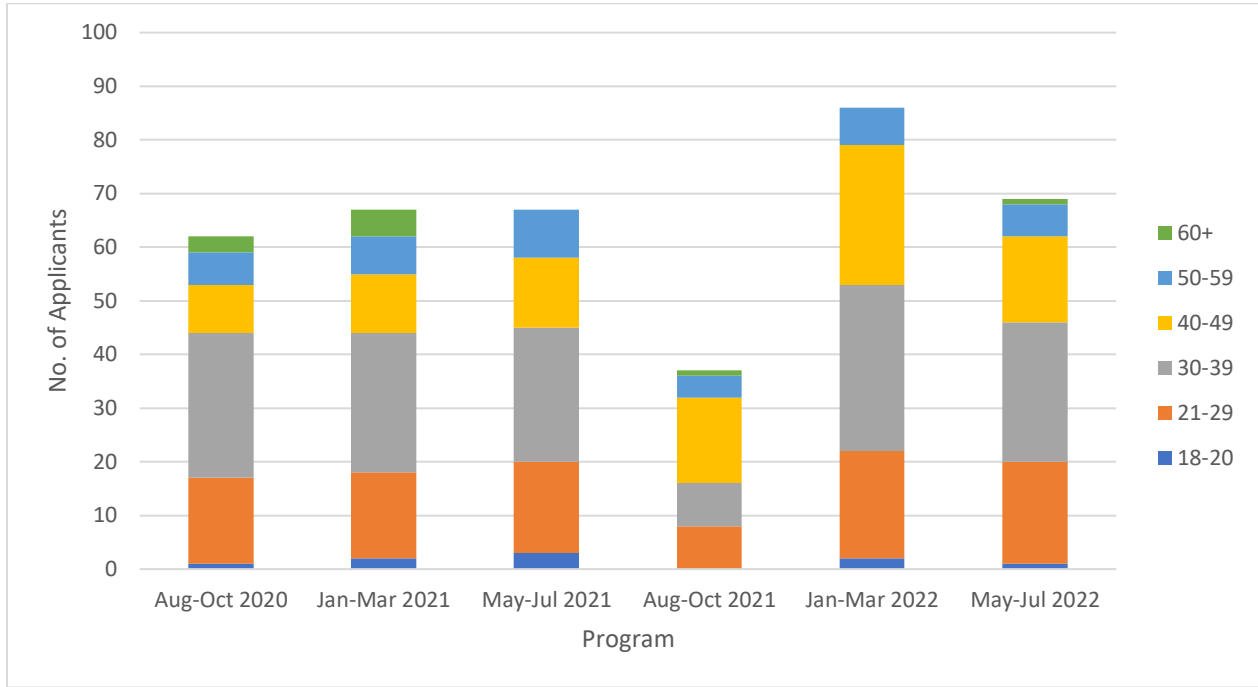


Figure 1.b: Age of eligible applicants by category, all programs

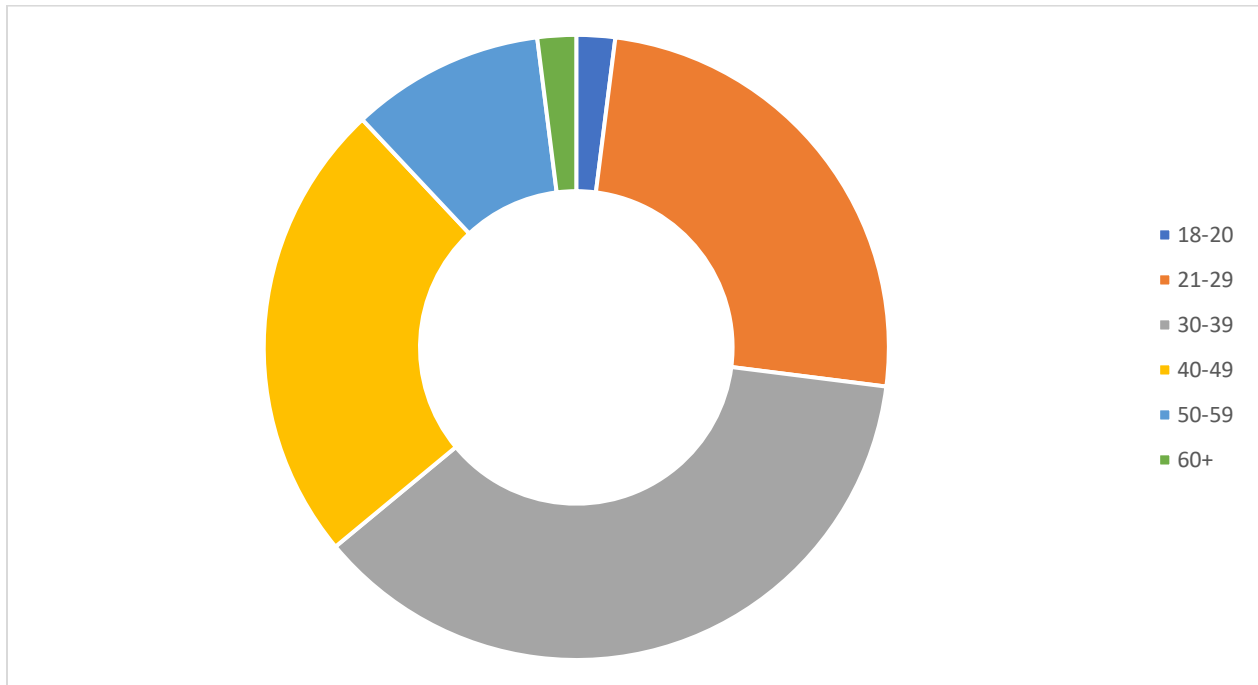


Figure 2.a: Marital status of eligible applicants by program

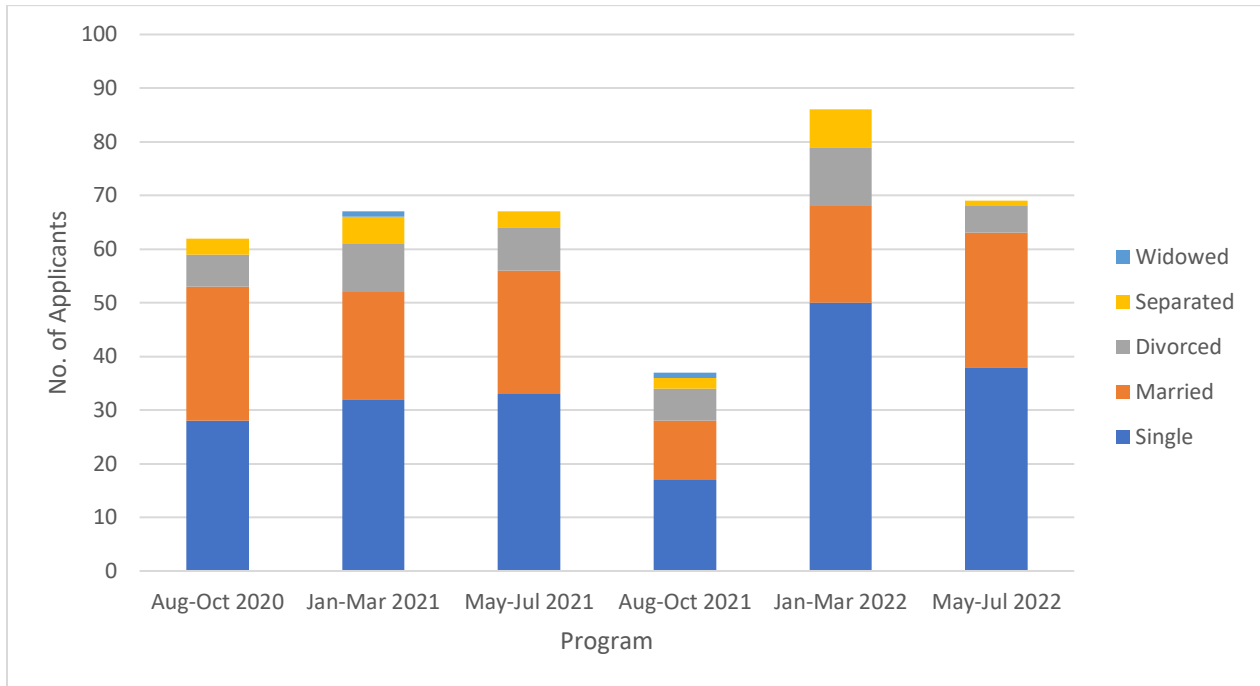


Figure 2.b: Marital status of eligible applicants by category, all programs

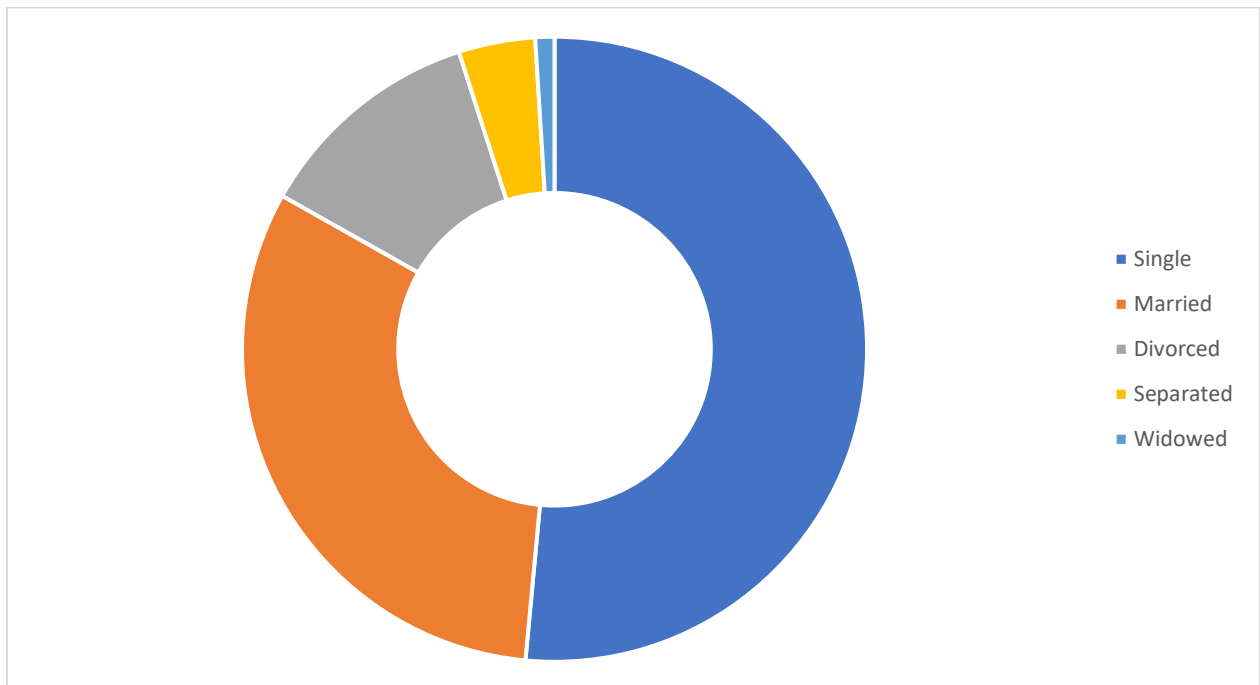


Figure 3.a: Educational level of eligible applicants by program

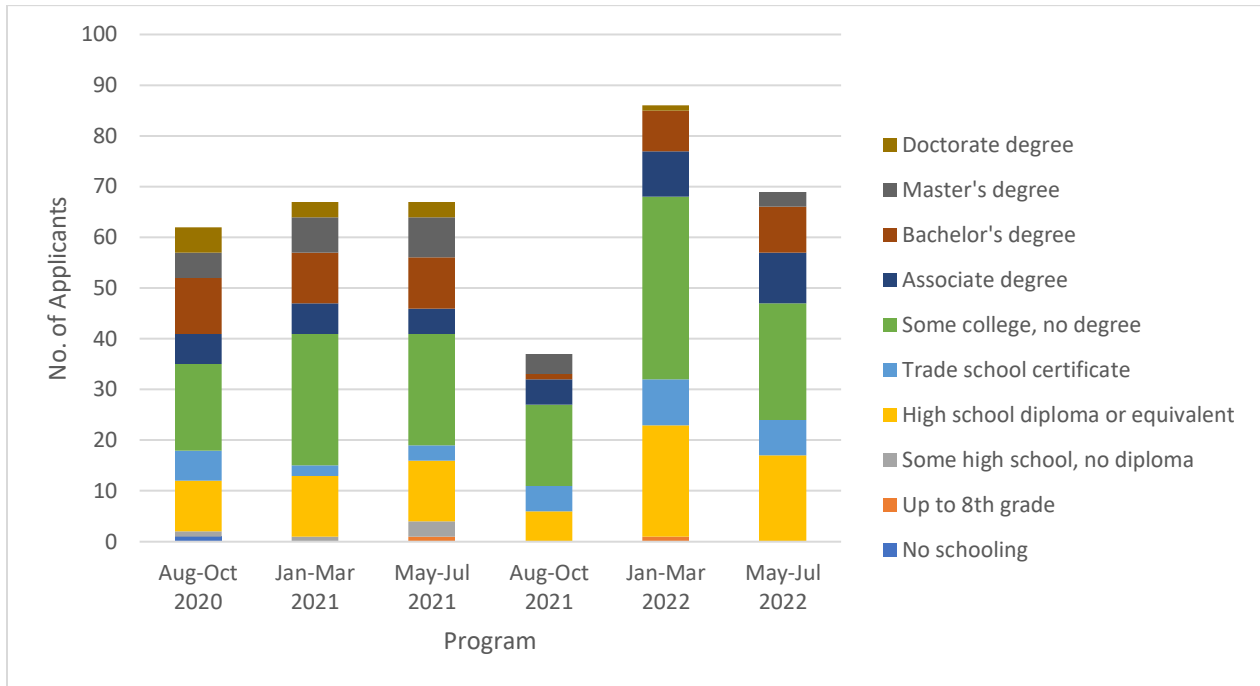


Figure 3.b: Educational level of eligible applicants by category, all programs

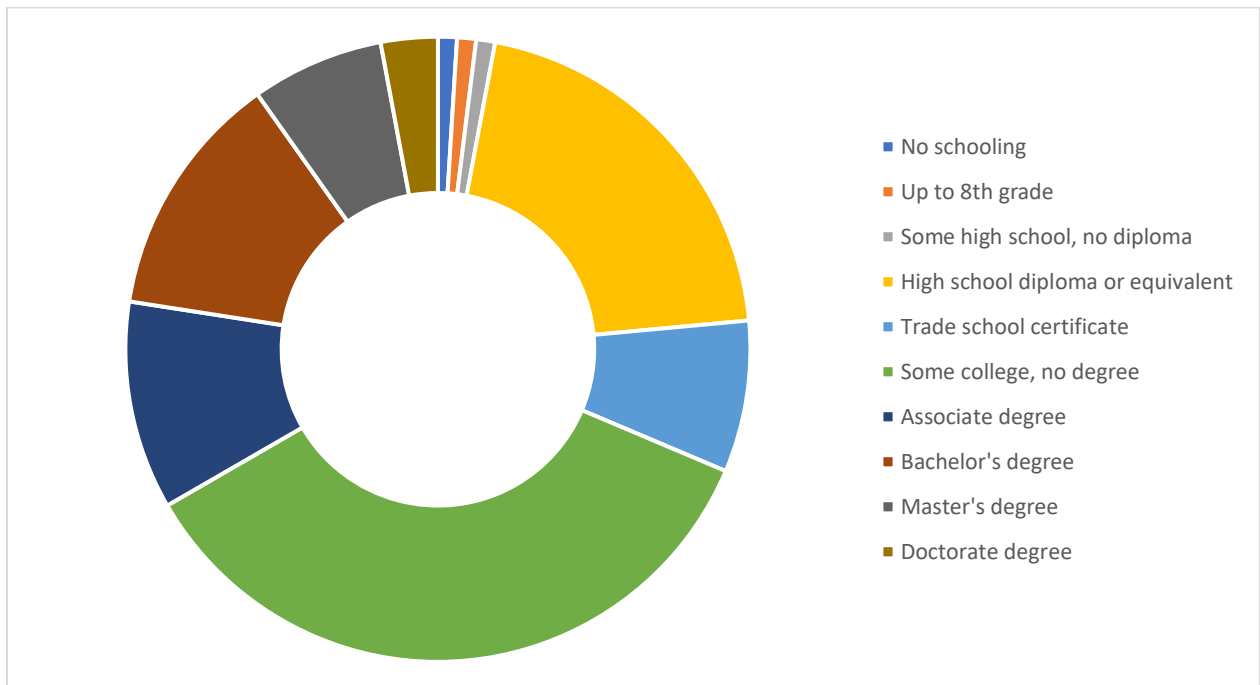


Figure 6: Self-reported race identification among eligible applicants, all programs

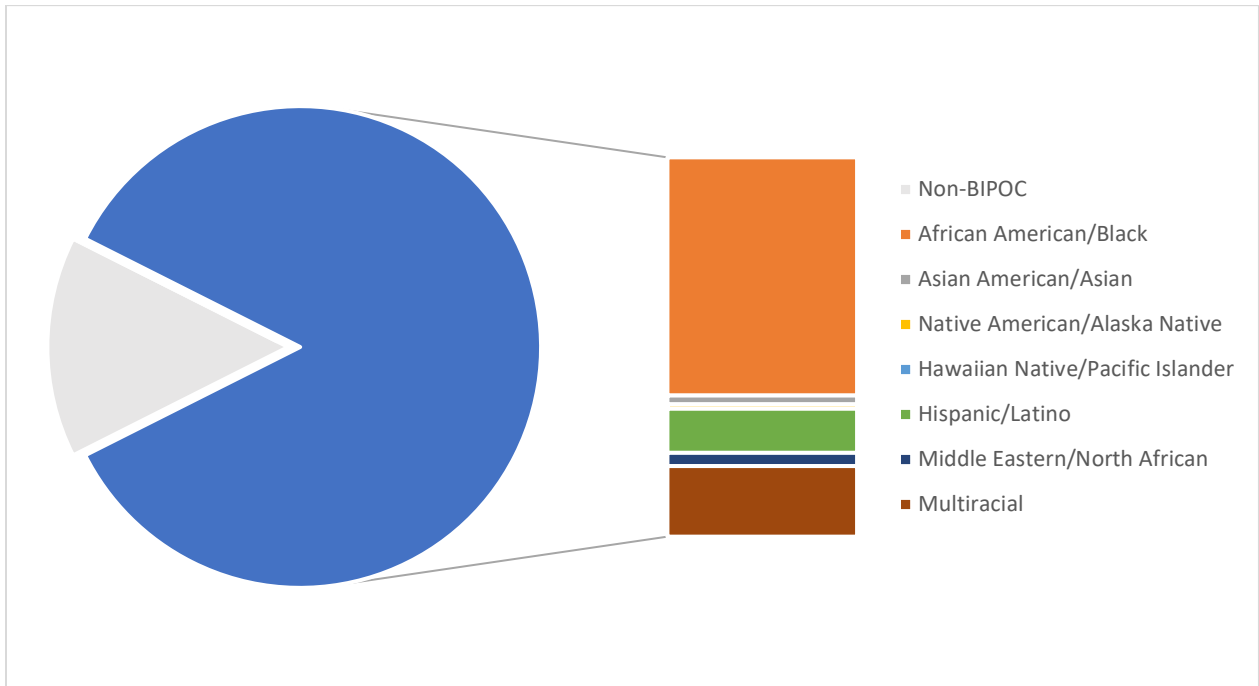
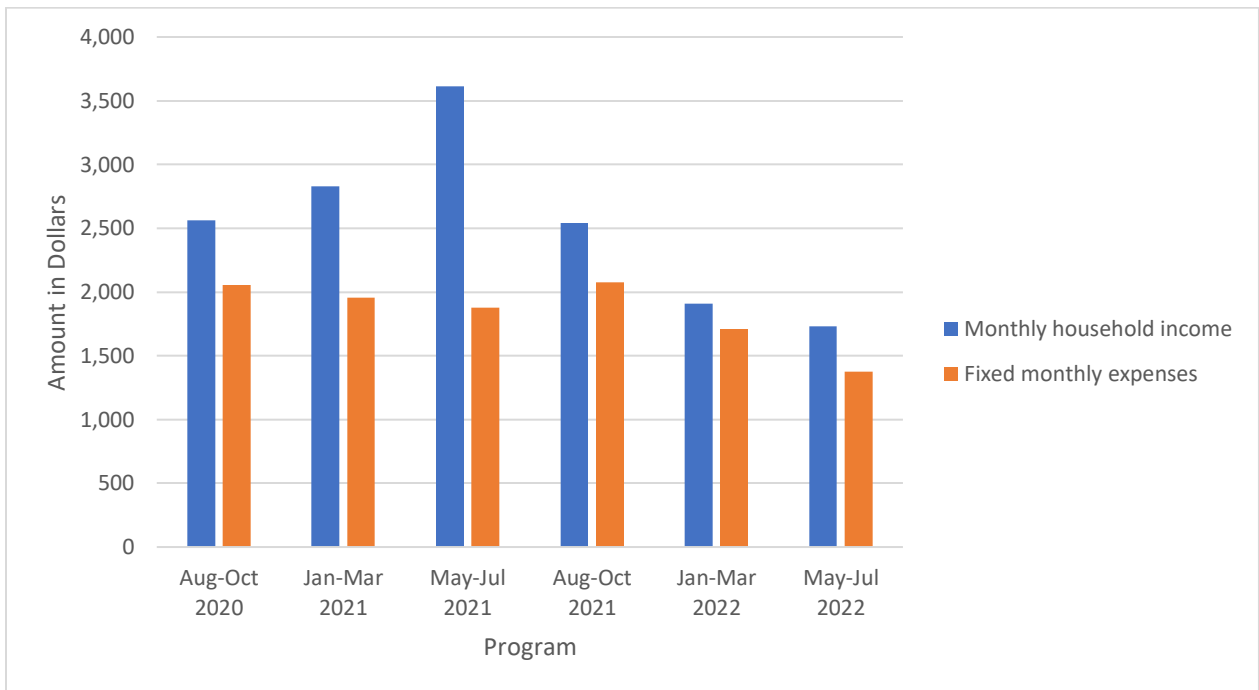


Figure 7: Fixed monthly expenses and monthly income of eligible applicants by program



Appendix B: Charts and Graphs, Graduate Profile

Figure 8.a: Age distribution of graduates by program

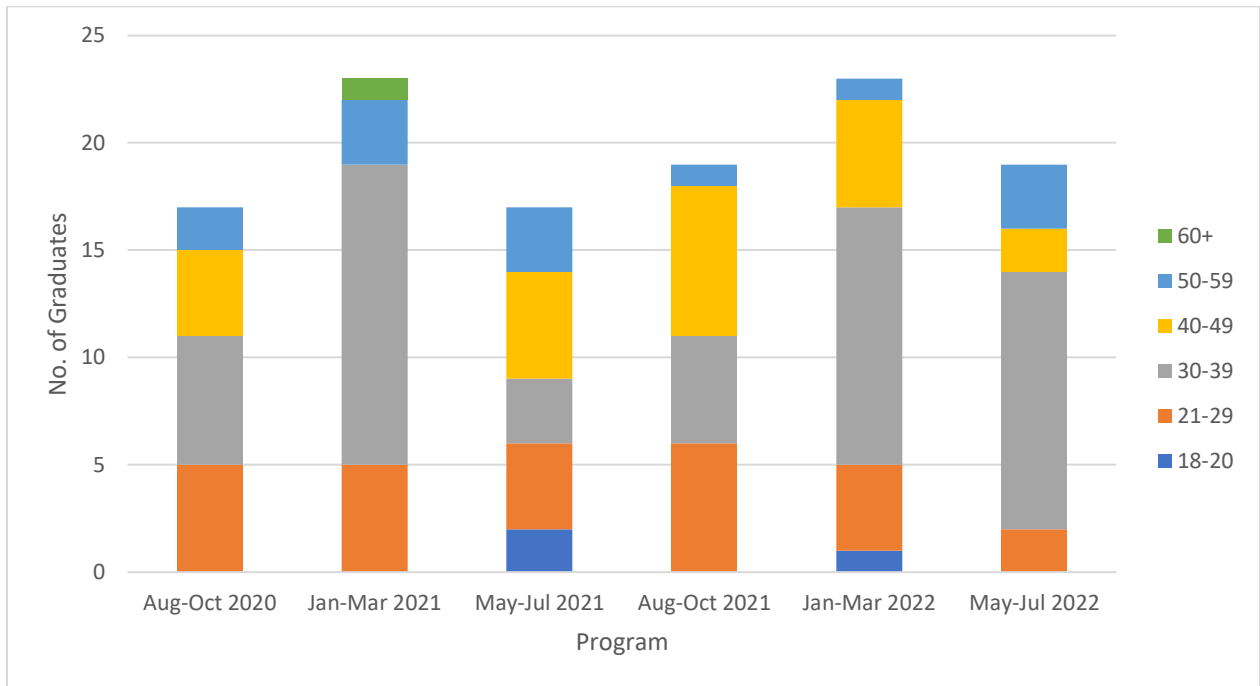


Figure 8.b: Age of graduates by category, all programs

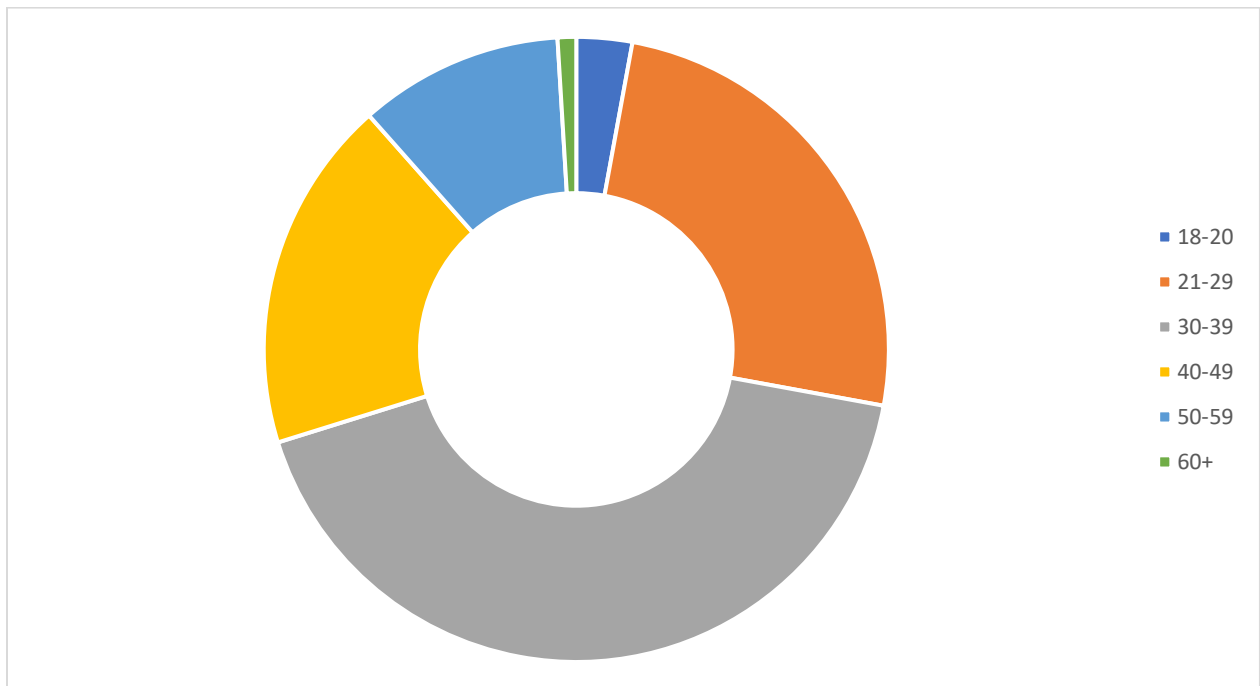


Figure 10.a: Marital status of graduates by program

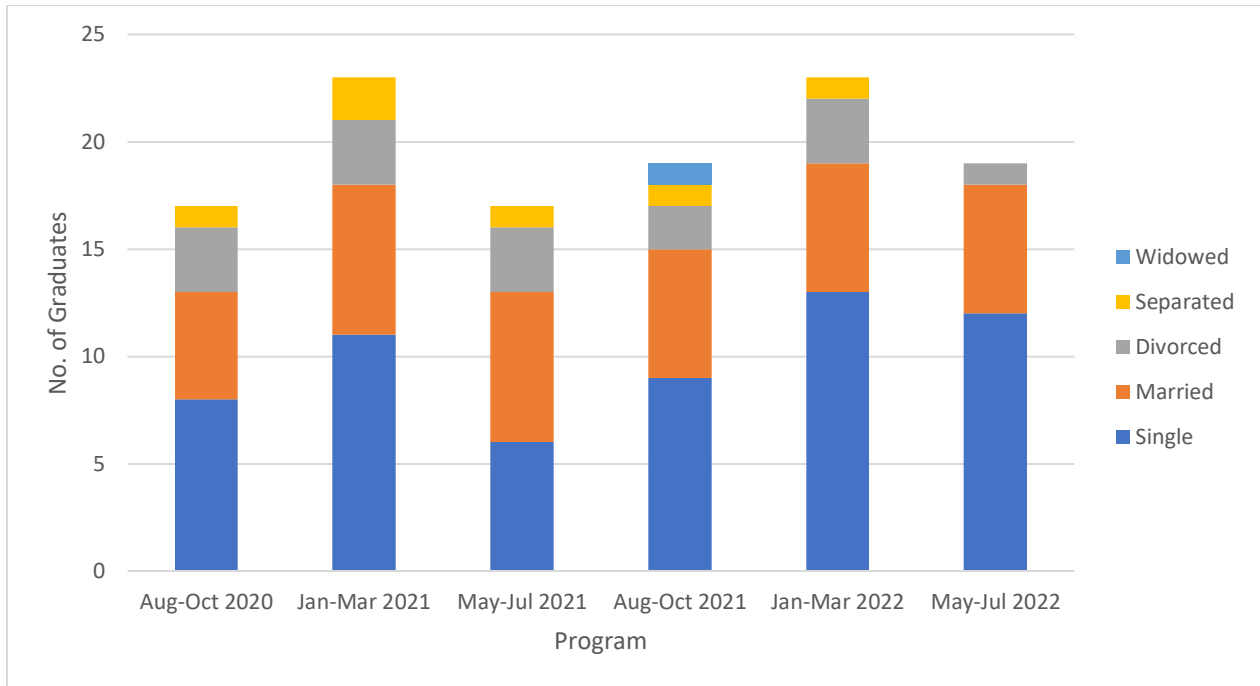


Figure 10.b: Marital status of graduates by category, all programs

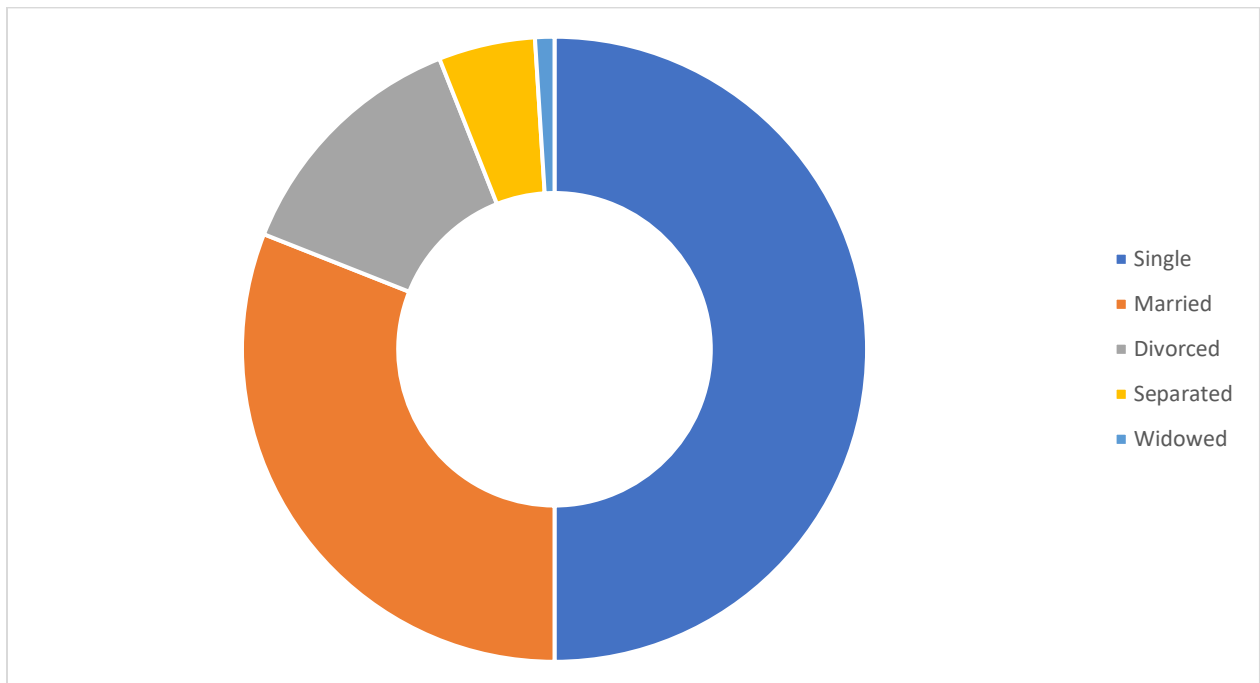


Figure 11.a: Educational level of graduates by program

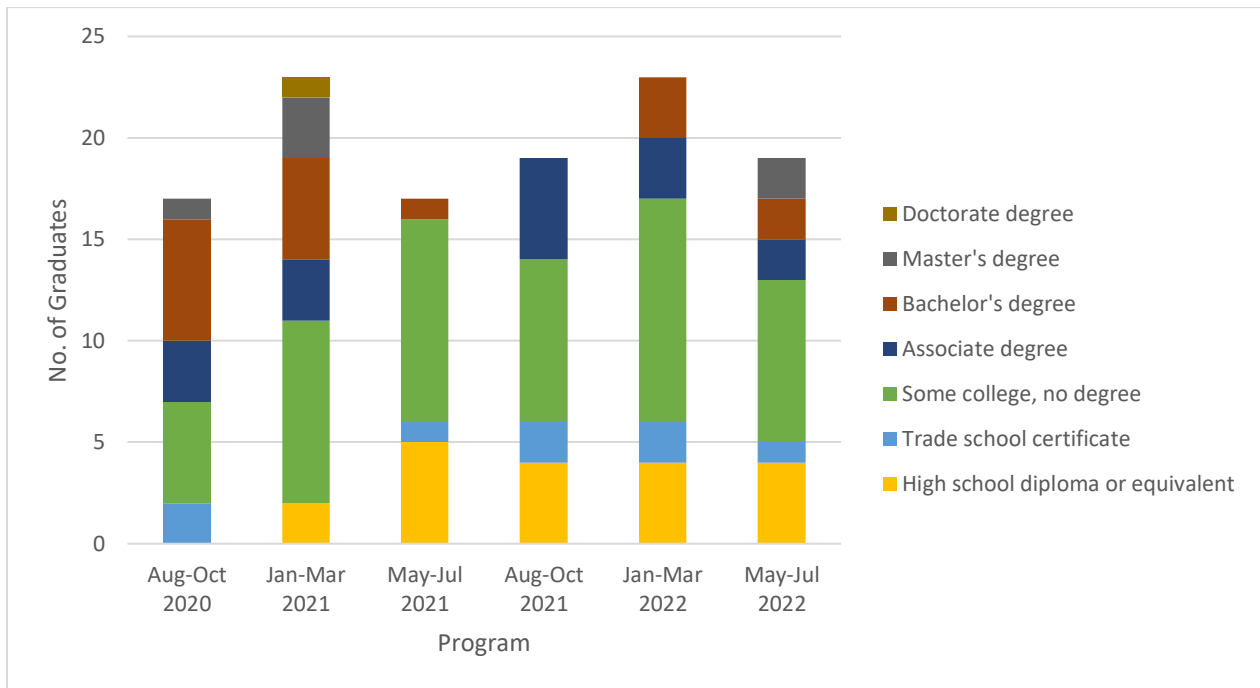


Figure 11.b: Educational level of graduates by category, all programs

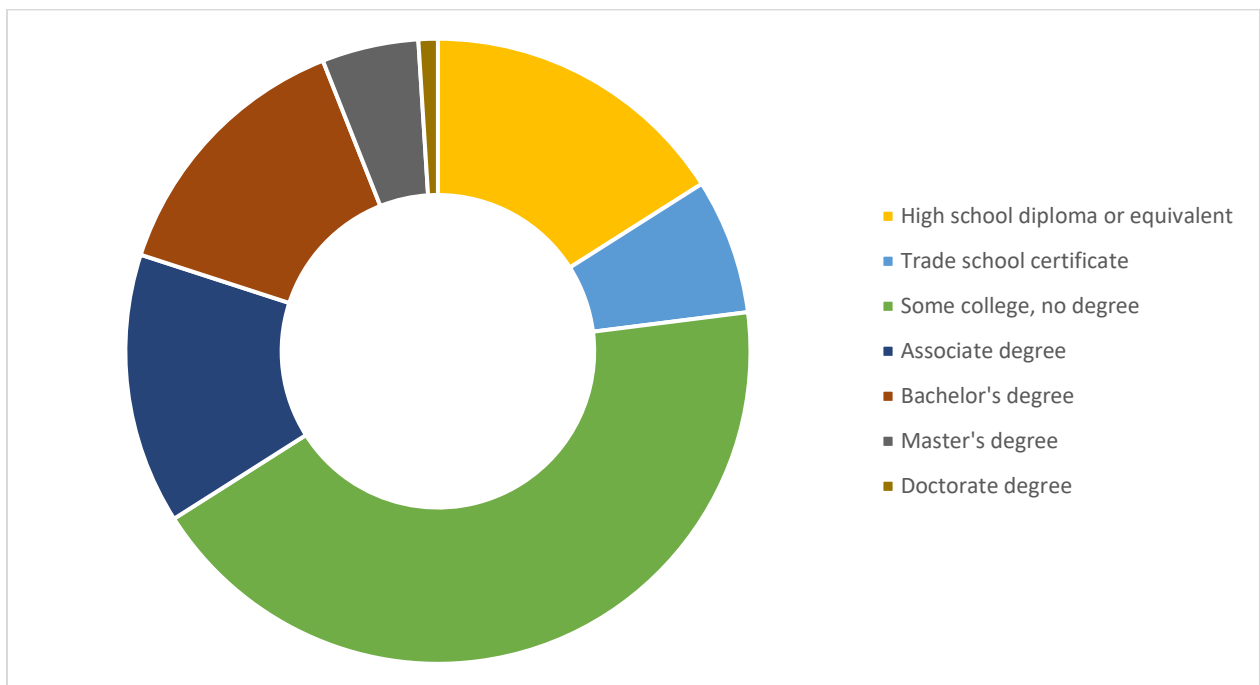


Figure 13: Self-reported race identification among graduates, all programs

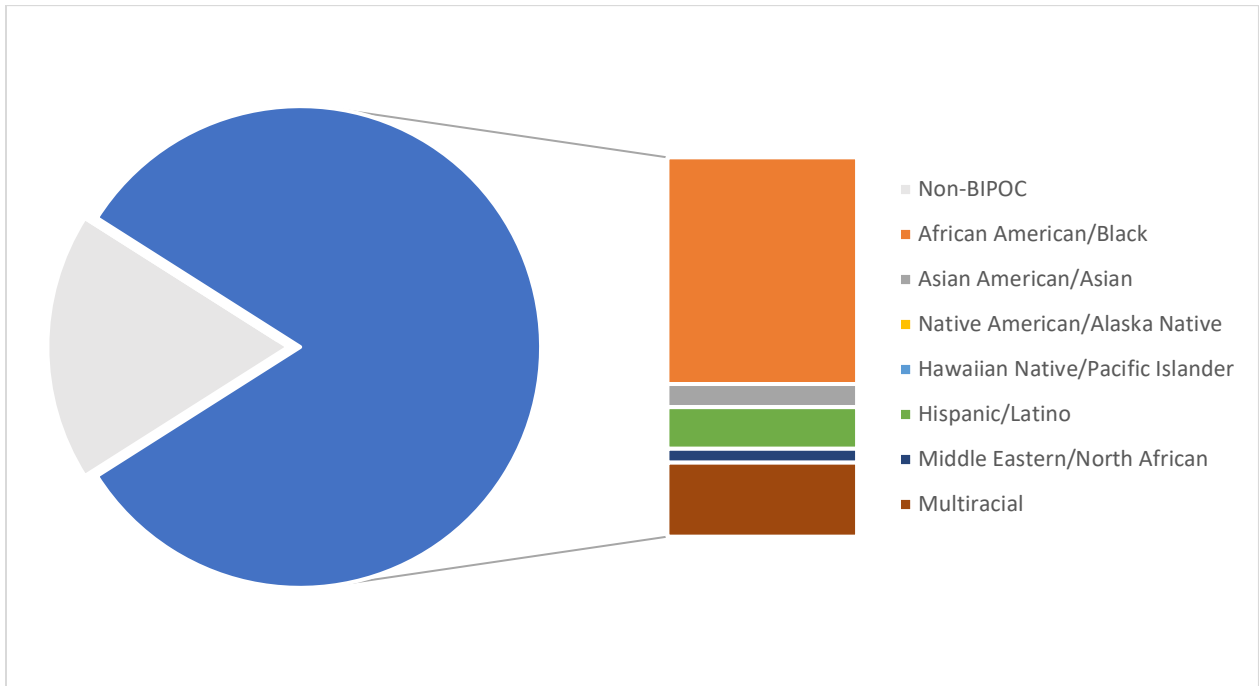
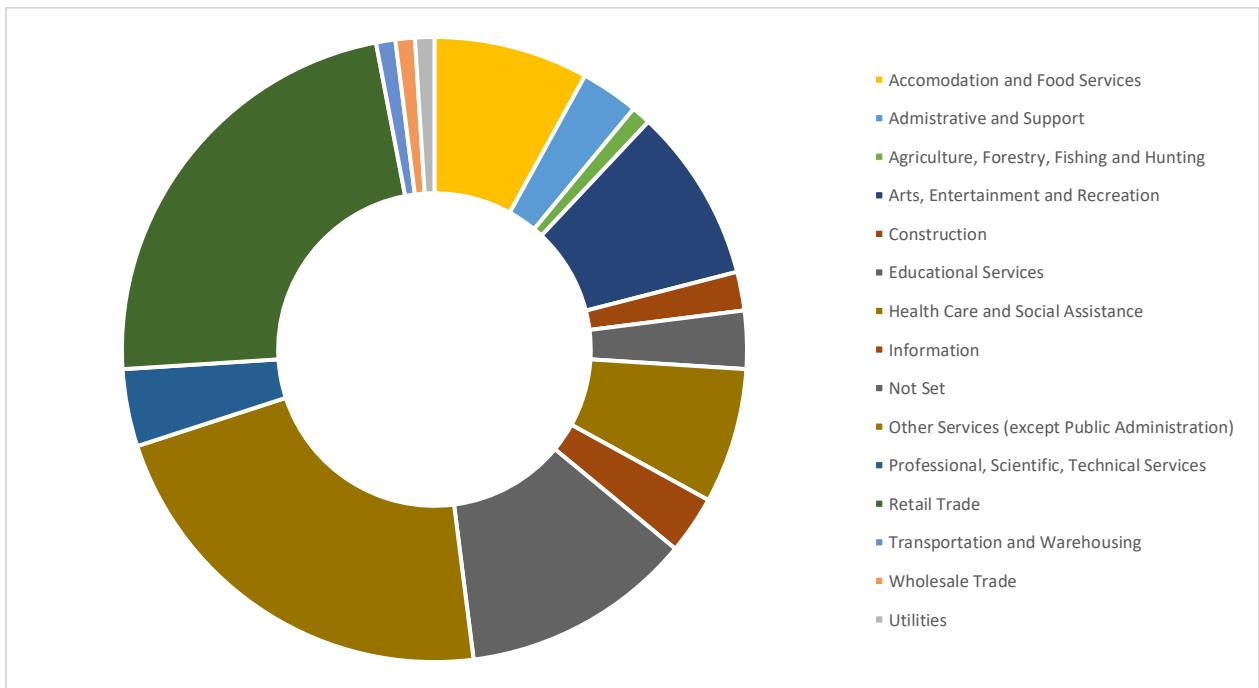


Figure 15: Business industry of graduates, all programs



Appendix C: Charts and Graphs, Program Impact

Figure 16: Household income trends among program graduates

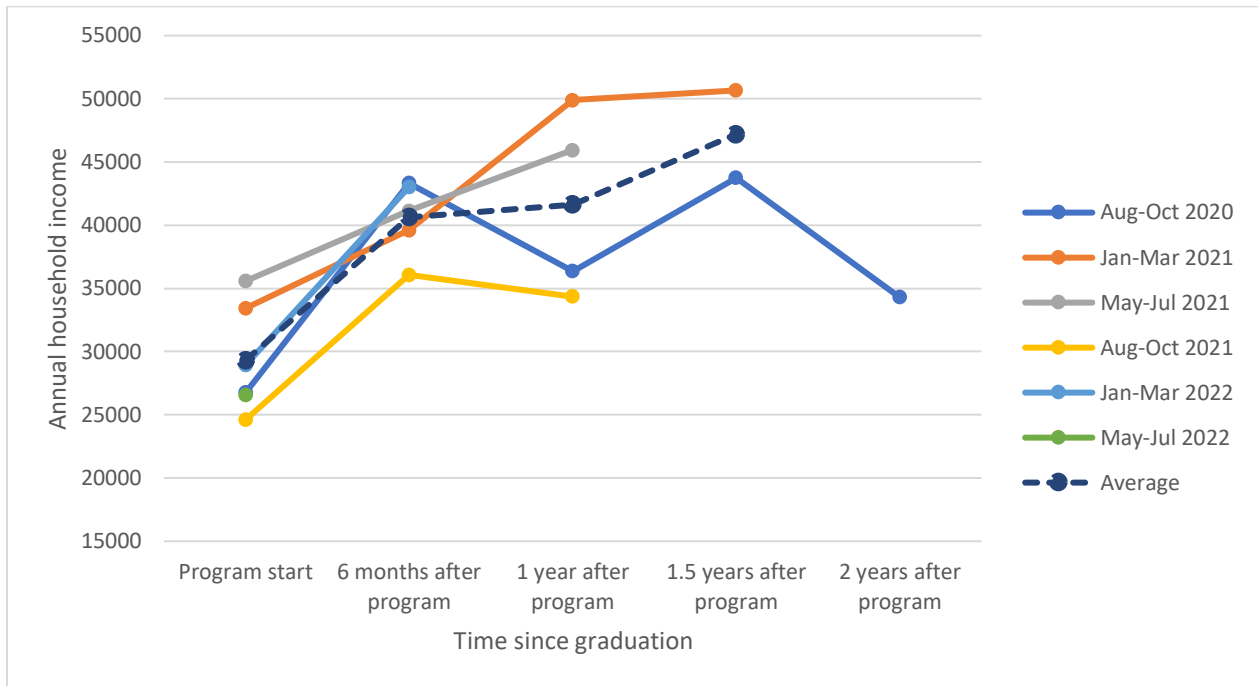


Figure 17: Monthly income to expense ratio trends among program graduates

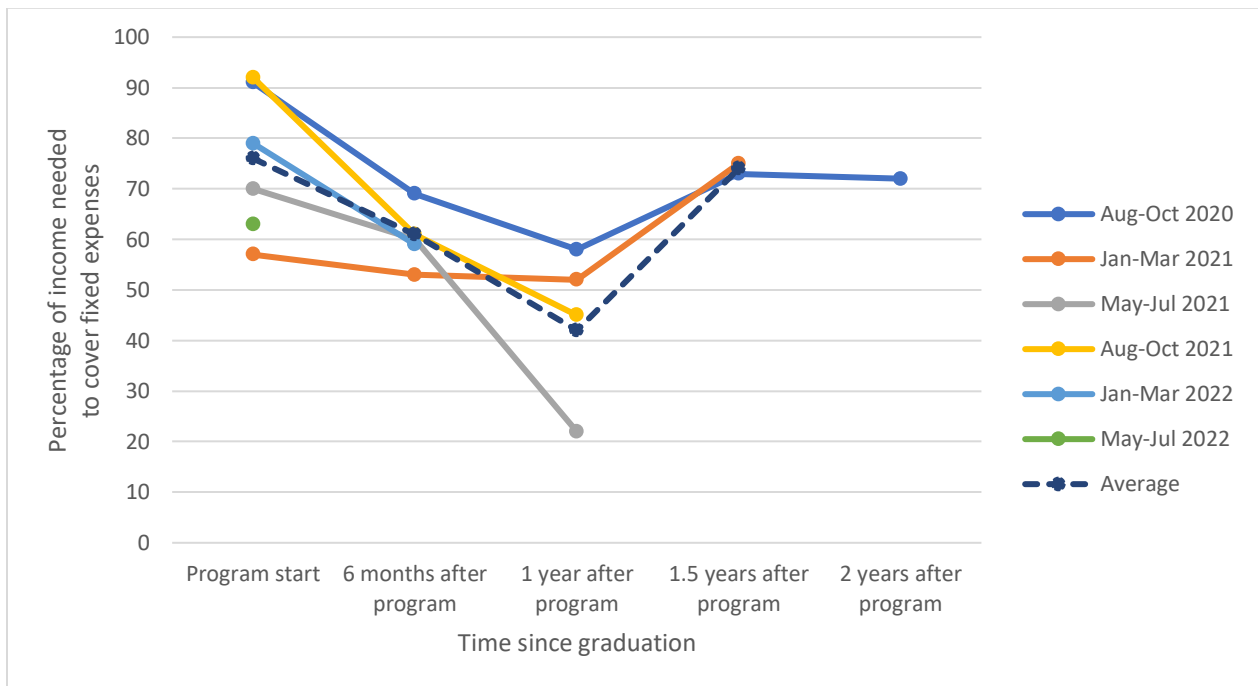


Table 22: Reported 12-month sales revenue (range), Oct 2020-Oct 2021, programs 1-4

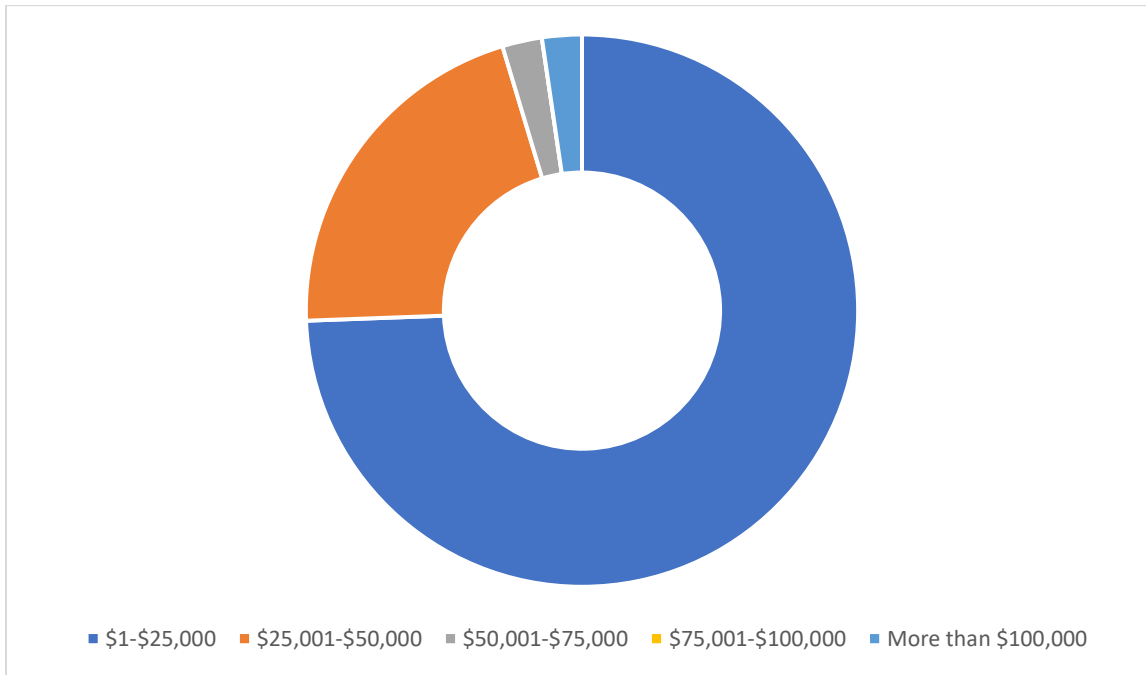


Figure 23.a: Reported 12-month sales revenue (actual), Oct 2021-Oct 2022

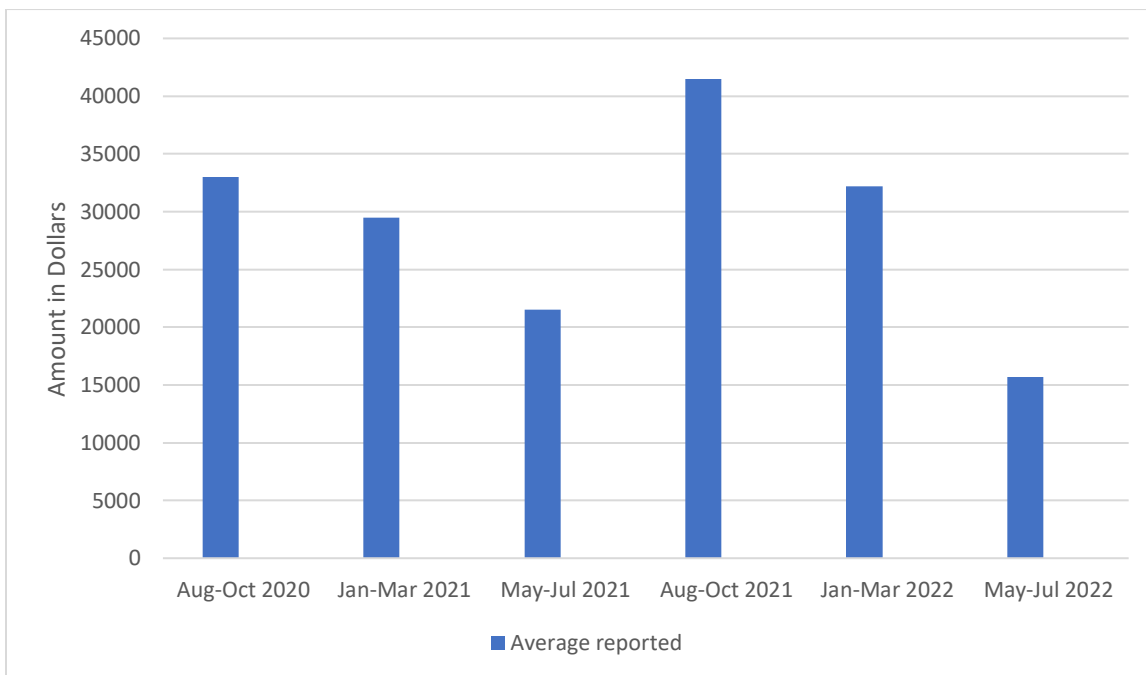


Figure 23.b: Reported 12-month sales revenue (actual), Oct 2021-Oct 2022

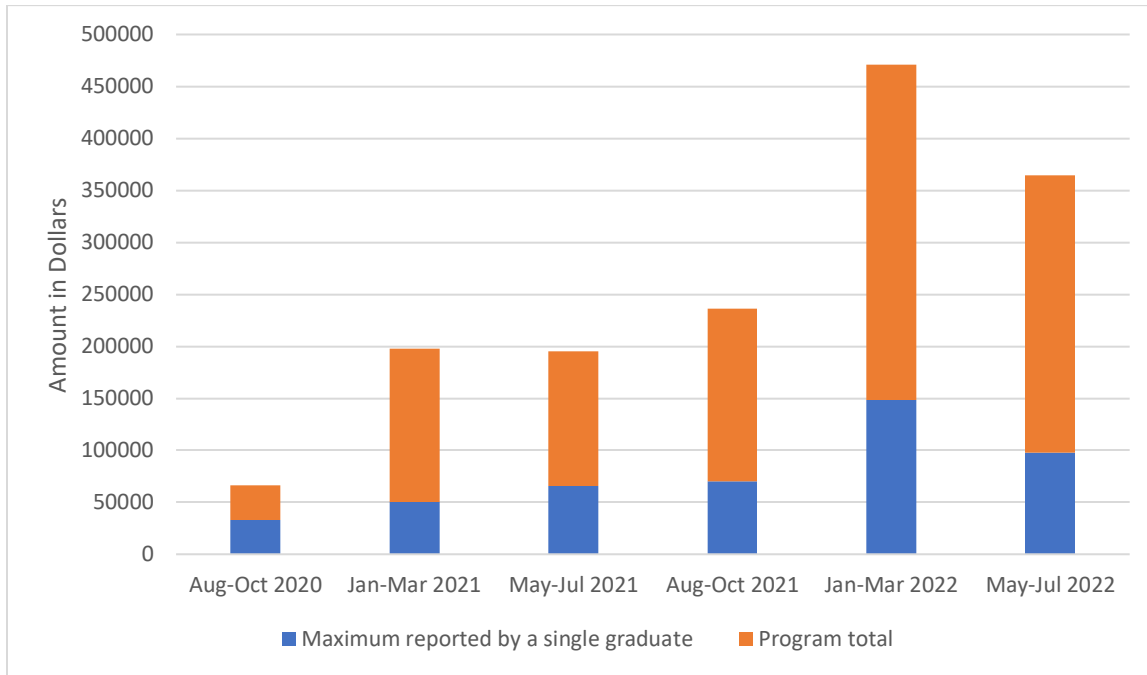
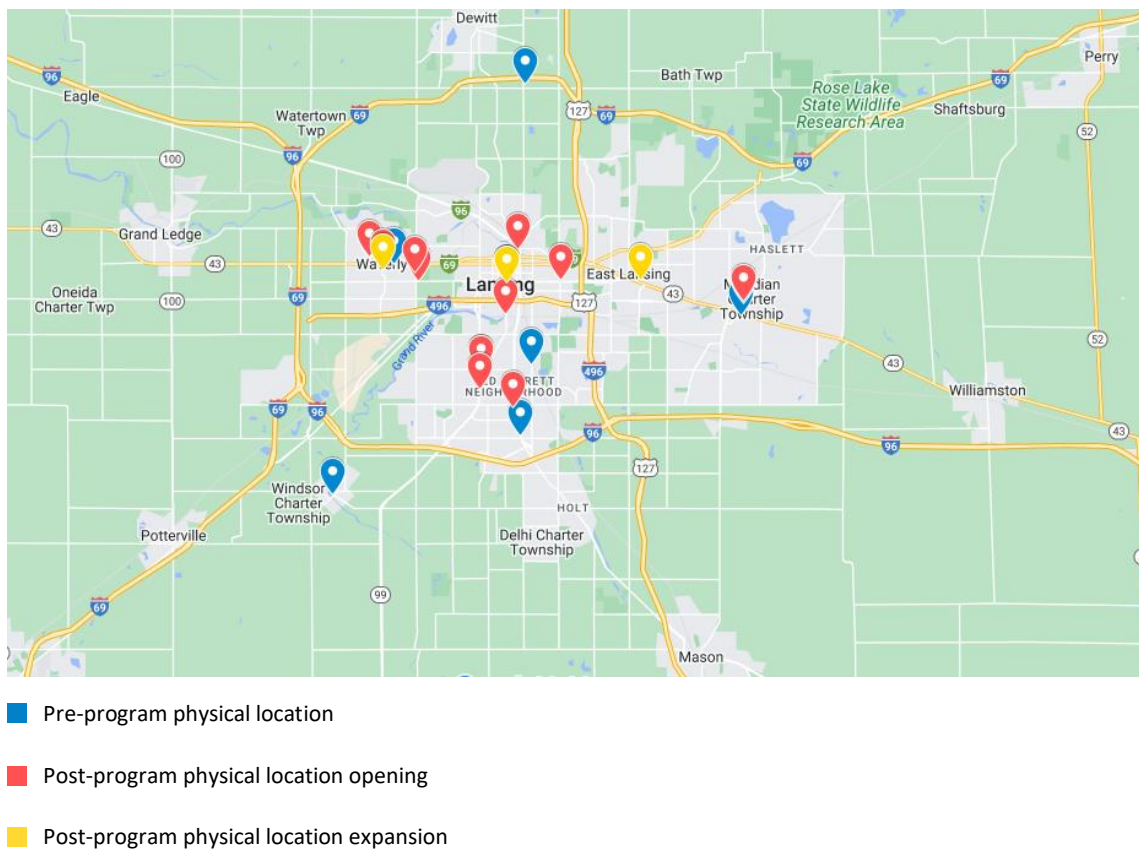


Figure 25: Businesses by physical location, all programs



Appendix D: Media Coverage

[\[ARTICLE\] Neva Lee’s grows, re-pots in new downtown location](#)

City Pulse | September 15, 2022

[\[PRESS RELEASE\] Nyshell Lawrence’s Socialight Society Takes Top Prize at LEAP’s First Outdoor Hatching Event](#)

LEAP Newsroom | September 1, 2022

[\[ARTICLE\] Skin Studio 211: Downtown East Lansing’s first Black-owned spa](#)

The State News | August 23, 2022

[\[OPINION\] World’s Indigenous People Day has me reflecting on the past, planning for the future](#)

August 6, 2022

[\[PRESS RELEASE\] LEAP’s One and All Inclusive Entrepreneurship Initiative Celebrates 19 Graduates for Program Six—May-July 2022](#)

LEAP Newsroom | August 3, 2022

[\[CASE STUDY\] Client Success Stories: RELUXX](#)

MI-SBDC at LCC | August 2022

[\[ARTICLE\] Some Surprising Good News: Bookstores Are Booming and Becoming More Diverse](#)

The New York Times | July 10, 2022

[\[ARTICLE\] Lansing woman’s food truck serves, educates eaters in Odawa, Mexican cultures](#)

Lansing State Journal | July 4, 2022

[\[VIDEO\] Melissa Terry of Lotus Beauty Lounge on the Struggles and Successes of Starting a Business](#)

MI-SBDC at LCC | June 21, 2022

[\[PODCAST\] One and All are Welcomed with Katlyn Cardoso](#)

Real Talk with Tedi | June 21, 2022

[\[OPINION\] Recovering from COVID-19, the Greater Lansing arts community has GRIT](#)

Lansing State Journal | June 15, 2022

[\[PRESS RELEASE\] LEAP’s One and All Inclusive Entrepreneurship Initiative Welcomes 21 New Entrepreneurs to Sixth Program](#)

LEAP Newsroom | May 24, 2022

[\[PODCAST\] Paint Your Poison – Amanda Leksche](#)

Zeedia Media | May 24, 2022

[\[ARTICLE\] Stores left holes in Michigan malls, then came Black entrepreneurs](#)

mLive | May 23, 2022

[\[PRESS RELEASE\] Bryan Lenzion's Subleasify Takes Top Prize at LEAP's Return to In-person Hatching Event](#)

LEAP Newsroom | May 20, 2022