

Final Report | December 2023

Philadelphia Media Founders Exchange

Investing in BIPOC Media Founders and the Philadelphia Ecosystem

PHILADELPHIA
media
FOUNDERS EXCHANGE

Funding Partners

The Lenfest Institute for Journalism
Independence Public Media Foundation
Knight-Lenfest Local News Transformation Fund



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Executive Summary

Upon completion of its second programming year, The Philadelphia Media Founders Exchange has been established as an impactful initiative that fosters the growth of media entrepreneurs in Philadelphia. The Founders Exchange is a community-grounded accelerator program of The Lenfest Institute for Journalism and The Knight-Lenfest Local News Transformation Fund, with additional support from the Independence Public Media Foundation. The program supports BIPOC media founders, with a specific focus on those who are using news and information to reshape a more inclusive journalism and media landscape.

Lenfest Institute Head of Philadelphia Programs Shawn Mooring, Knight-Lenfest Local News Transformation Fund Director Diana Lu, and Philadelphia Ecosystem Program Analyst Samiya Green were instrumental contributors to the program's design and execution, ensuring alignment with the vision and objectives of their respective organizations. Their collaborative work with Jos Duncan Asé, founder of the Philadelphia-based Love Now Media and lead consultant for The Philadelphia Media Founders Exchange, ensured both a firm grounding in the city's ethos and a responsiveness to the unique challenges faced by media entrepreneurs in the region. Further, with curriculum leadership provided by Black & Brown Founders, under the guidance of Executive Director Deldelp Medina, the program's design provides a comprehensive and holistic approach to nurturing media enterprises.

The program blends grant funding with a robust curriculum, meaning participants not only receive financial support but are also equipped with the critical skills, insights, and expertise necessary for sustainable growth. This integrated approach has resulted in the allocation of \$585,000 in direct funding to Philadelphia-based media entrepreneurs between 2022 and 2023.

This in-depth report explores the program's coaching assessments, outlines key findings, and provides strategic recommendations as The Philadelphia Media Founders Exchange prepares for a third year of programming.

Key findings include:

Increased understanding of the value of their work

The fellows were already aware of the *labor* invested in their business, however their participation in the program resulted in a newfound understanding of the intrinsic *value* that their entrepreneurial work and media contributions to the Philadelphia ecosystem have.

Innovation in income generation and clarity in pricing

The educational programming and coaching on income generation inspired the exploration of new avenues for revenue and strategies to expand media products and their customer base.

Executive Summary (cont.)

Shared knowledge, increased momentum, strategy, and collaboration

Programmatic elements led to knowledge that directly influenced budget adjustments. Building upon the learning sessions, the fellows solved business problems and refined their strategies. This was stimulated by the development of a community-centered culture that had a shared terminology and fundamental approaches to addressing challenges.

Expenses and revenue projections increased

For many fellows, the program's deep-dive into budgeting was eye-opening. The curriculum empowered them to re-evaluate the needs of both their businesses and their lives in order to grow.

Compared to the reported revenue of all fellows in March 2023, the fellows' projected revenue needs increased by 249% in June 2023. This more realistic, scalable budgetary assessment is a milestone for entrepreneurs as it evolves their perspective from that of a solopreneur to the owner of a business whose scalable growth is supported by their first employee, contractor, or small team.

This report also offers an overview of program highlights, from virtual learning sessions and live events to a trailblazing inaugural revenue summit. One clearly expressed goal is to continuously refine and enhance both the leadership and design of the program, thus ensuring Philadelphia's media entrepreneurs experience a holistic ecosystem that fosters growth, innovation, and sustainability that leads to:

- Increased avenues for participation to support media makers and stakeholders who have been excluded from information, access and support
- Increased revenues, audience reach, and overall understanding of business strategy and operations
- Lowered barriers to access financial support for media makers that preserves autonomy; creates space to work, create, and rest; and moves both people and organizations toward sustainability
- Clear and practical methods, networks, and communication processes for collaboration in service of media, journalism, and entrepreneurship
- A dedicated infrastructure to support fellows' businesses
- Enhanced entrepreneurship and presentation skills to attract funding and revenue driven partnerships, diverse income streams, and assets that can be leveraged to grow the business

Background

Background

The Philadelphia Media Founders Exchange was established with a keen awareness of the pressing need to rectify inequities within journalism and address past harms. Distinguished journalists have long called for transformative change within our local news ecosystem. Among those voices were Acel Moore, a Pulitzer Prize-winning editor for the Philadelphia Inquirer; esteemed Philadelphia radio personality, E. Steven Collins; renowned journalist and activist, Mumia Abu Jamal; esteemed former NPR and CNN correspondent, Charlayne Hunter-Gault; and Chuck Stone, a trailblazing editor for the Chicago Defender and first president of the National Association of Black Journalists.

Driven by a commitment to progress, The Lenfest Institute for Journalism, The Knight-Lenfest Local News Transformation Fund, and Independence Public Media Foundation have devised crucial initiatives to support the transformation of Philadelphia's media entrepreneurship ecosystem.

Through collaborative efforts, key needs have been identified necessitating support for alternative business models, innovative financing instruments, and practices that foster healing, restoration, and upliftment within our communities. The Philadelphia Media Founders Exchange is rooted in the commitment to create a more sustainable future for journalism and to make resources more accessible to BIPOC media leaders who have earned the trust of their communities.

The Founders Exchange was designed with this question in mind: *How might we create a more sustainable and equitable news and information ecosystem for Philadelphia so that communities may thrive?*

The Media Entrepreneurs

Sajda Blackwell

Arianne Bracho

Nathalie Cerin

Crystal Cheatham

Monique Curry-Mims

Cobbina Frempong

Yuebing Hong

Stephanie T. Humphrey

Cherri Gregg

Dr. Phillip J. Roundtree

Tamara Russell

The Media Entrepreneurs

This year, 12 media entrepreneurs were chosen from an applicant pool of more than 50 candidates. The fellows' businesses represent a variety of media platforms including video, radio, podcasting, film, and online journalism. The fellows' diverse expertise ranged from technical skills to business development. This diversity inspired an interest and openness to learn and glean from each other's entrepreneurial journeys.



Sajda Blackwell

PQRADIO1

Sajda Blackwell, aka Purple Queen, is a journalist, radio personality, and community activist. She is the founder, owner, and program director of PQRADIO1, as well as the first Black woman to own an internet radio station in Philadelphia. For the past 14 years, she has been using her platform to advocate and provide a community for independent artists, DJs, freelancers, and up-and-coming broadcasters.



Arianne Bracho

[Centro Integral de la Mujer Madre Tierra](#)

Arianne Bracho is a news leader with 30 years of experience in media who currently provides the Latinx community with news and information about social issues. She is the executive director of Philadelphia's Centro Integral de la Mujer Madre Tierra, which has become a benchmark for Spanish-language programs. She has also been linked to community work through PhillyCAM and was named one of its inaugural Spanish-language fellows.



Nathalie Cerin

Woy Magazine

Nathalie Cerin is a Haitian media founder whose mission is to serve the Haitian community both locally and globally. In addition to her position as the lead editor for Woy Magazine, she is a singer-songwriter, educator, and digital content creator. Woy's content is available in Kreyòl and English and explores history, politics, and arts through its community blog, biweekly newsletter, and Haitian history podcast.



Crystal Cheatham

[Our Bible App](#)

Crystal Cheatham is a multimedia entrepreneur currently running her own progressive media outlet and publishing company, Our Bible App, which features content at the intersection of faith, politics, and news. She is an LGBTQ+ activist with a focus on religious liberty. Since 2011, she has worked simultaneously as a ghostwriter and queer rights activist with groups such as Soulforce, the Human Rights Campaign, and Equality PA.



Monique Curry-Mims

Civic Capital Consulting / Generocity

Monique Curry-Mims is a philanthropy entrepreneur who is also transitioning into a leadership role in nonprofit news. As Principal of Civic Capital, an international social impact firm, she works with various organizations to develop strategies that meet their mission and the needs of the communities they serve. She is also in the process of taking over operations of Generocity, a Philadelphia-focused social media impact outlet.



Keyssh Datts

Decolonize Philly

Keyssh Datts is a community organizer, filmmaker, and activist with deep ties to the Southwest Philadelphia community. They are the founder of Decolonize Philly, an environmental justice organization that focuses on putting power back into community members' hands. They were also a recipient of the 2022 Lenfest Next Generation Award and received a community leadership award from U.S. Rep. Dwight Evans in 2019.



PMFE entrepreneurs participate in a connection exercise with members of WHY's N.I.C.E. Photo by Zamani Feelings - NEED CAPTION



Cobbina Frempong

Green District Media

Cobbina Frempong is a multimedia journalist specializing in videography who works to get beneath the headlines of news stories through expansive visual storytelling with a specific focus on marginalized communities. He owns and operates Green District Media, a video production company that creates projects to preserve history, encourage dialogue, unite communities under shared principles, expose injustice, increase awareness of important issues, and drive progress.



Yuebing Hong

ChineseinUS

Yuebing Hong is a tech entrepreneur committed to fulfilling the news and information needs of Philadelphia’s Chinese community. She founded ChineseinUS, a bilingual media outlet that publishes news and aims to establish clear communication channels between Chinese-speaking communities and their governments. The organization expanded to cover national issues, and during the height of the pandemic, she played a vital role in distributing COVID-19 updates and vaccine information to her audience.



PMFE entrepreneurs participate in a connection exercise with members of WHY’s N.I.C.E. Photo by Zamani Feelings - NEED CAPTION



Stephanie T. Humphrey

Til Death Do You Tweet

Stephanie T. Humphrey is a tech-based media entrepreneur and professional speaker who provides news and information to the public through multimedia content, workshops, and appearances. She is currently an on-air tech contributor to Fox 29's Good Day Philadelphia, Cheddar TV, and other broadcast outlets. Her signature seminar, Til Death Do You Tweet, helps people understand the potential negative consequences of online behavior, especially through social media.



Cherri Gregg

WHYY / Create Genius Media

Cherry Gregg is a WHYY radio journalist and lawyer with deep roots in the Philadelphia community. She previously covered civil rights, social justice, race, and public affairs issues impacting marginalized communities in the Greater Philadelphia region, spending nearly a decade on air at KYW Newsradio. She is also the founder of Create Genius Media, an ideas-focused firm dedicated to amplifying the stories of Black and brown people.



Dr. Phillip J. Roundtree

Quadefy LLC

Dr. Phillip J. Roundtree is a radio host, social worker, and educator who creates wellness resources and initiates urgent conversations related to mental health, Black men, and community. He founded Quadefy LLC, an organization dedicated to providing wellness services to enhance the physical, mental, emotional, and spiritual strength of an individual, team, or business. He also hosts the YouTube-based show Rhetorically Speaking and the #YouGoodMan? men's wellness podcast.



Tamara Russell

REVIVE Radio

Tamara Russell aka P.O.C. (Proof of Consciousness), is a radio entrepreneur contracted by WHYY. She is the founder and host of online broadcasting platform REVIVE Radio as well as international media platform REVIVE Media. The depth of her interviews stimulates conversation ranging from societal issues, politics, highlighting small businesses, music, health, and other trending topics.



Cohort Demographics & Business Information

During the application process, fellows provided demographic information about themselves as founders, along with key details about their businesses. Although the program was small, this data revealed a substantial degree of diversity within the inaugural cohort, both demographically and with respect to their businesses.

Of the 12 fellows who completed the program in 2023, nine identified as Black or African-American, one as Caribbean, one as Asian or Asian-American, and one as Hispanic or Latinx. Three participants served immigrant communities, including Haitian, Chinese, and Latinx communities. The gender demographics of the fellows included nine women, two men, and one non-binary person, with 45% identifying as LGBTQ.

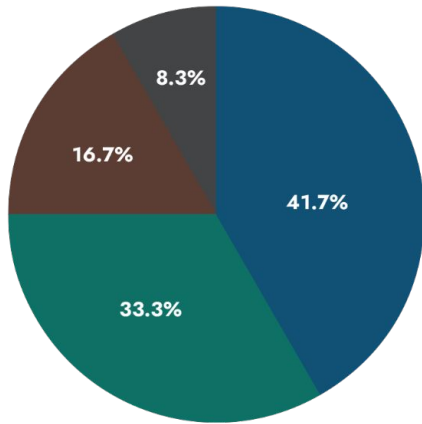
Two fellows were in their 50s, five in their 40s, four in their 30s, and one was 21 years old. The majority of fellows were early-stage entrepreneurs who were in business for 3 to 5 years. Outliers included one fellow who identified as an intrapreneur and two businesses that were sparked by needs identified during the pandemic.

Reflective of the relatively early stage of their businesses or operating them part-time, at the start of the program the majority of fellows reported revenue under \$75,000 per year with an average operating budget of \$34,142.

Marking a slight shift from the 2022 fellows, all of the entrepreneurs produced news and information content, and most had worked as contractors or employees for larger news organizations in the city including WHYY, WURD, The Citizen, PhillyCAM, and KYW Newsradio. Additionally, five of the fellows had previously or were currently participating in other Lenfest Institute and/or Knight-Lenfest programs.

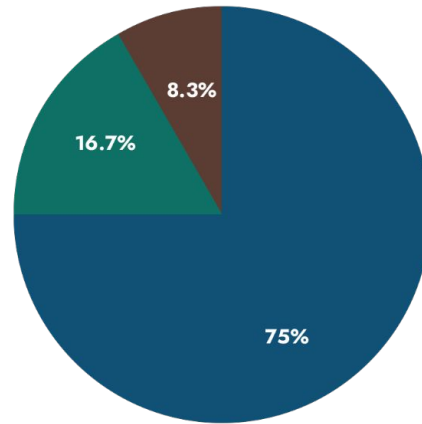


Cohort Demographics



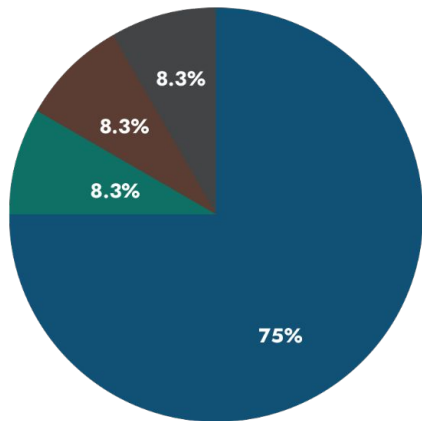
AGE

- 40-49
- 30-39
- 50-59
- 21-29



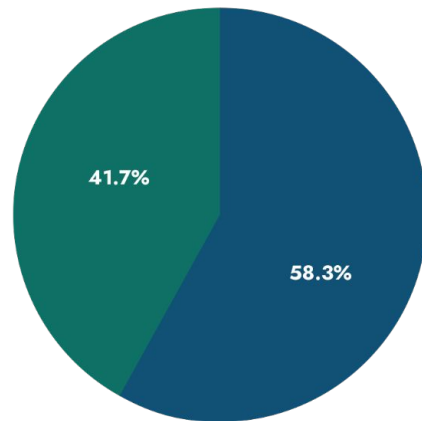
GENDER

- Female
- Male
- Nonbinary



ETHNICITY

- Black
- Asian
- Carribbean
- Latino



ORIENTATION

- Heterosexual
- LGBTQ

1 Please note that these figures come from the initial applications to participate in the PMFE program. Cohort members were also asked to report their starting revenue in the final survey. The cohort member who reported a starting revenue over \$300,000 in their application indicated a starting revenue over \$250,000 in the final survey, a figure represented in later charts in this report.

Program Overview

Program Objectives

Key Findings

Metrics

Impact Assessment

- Bridging the representation gap
- Strengthening Community Media
- Encouraging Collaboration and Innovation

Program Overview

In the project's first year, promising results and significant local impact were evident. The program's leadership transitioned from Zebras Unite to Jos Duncan Asé. Jos had previously served as the project's Community Catalyst, bringing invaluable expertise, relationships, and knowledge of the local ecosystem. As a media entrepreneur and founder of Love Now Media, she and the team at Love Now Media, and in continued partnership with Black & Brown Founders alongside The Lenfest Institute's Shawn Mooring and Samiya Green, and Diana Lu of the Knight-Lenfest Fund,, worked to further develop the program's foundational elements.

PROGRAM GOALS

- To empower BIPOC media entrepreneurs to serve as honest brokers providing reliable and reflective news and information to, for, and about BIPOC communities that are often overlooked by mainstream media
- To provide mentorship and pathways for sustainability and growth for media entrepreneurs that are responsive to their needs at various stages of their business development
- To cultivate supportive networks that provide opportunities for media entrepreneurship in the local Philadelphia ecosystem
- To support long-term relationships of trust and support between media makers and the people and organizations in the position to resource their work
- Enhanced entrepreneurship and presentation skills to attract funding and revenue driven partnerships, diverse income streams, and assets that can be leveraged to grow the business

KEY FINDINGS

Increased understanding of the value of their work

The fellows were already aware of the *labor* invested in their business, however their participation in this program resulted in a newfound understanding of the intrinsic *value* that their entrepreneurial work and media contributions to the Philadelphia ecosystem have.

Being in a dedicated community with their peers and recognizing the value and contributions of others, served as a mirror for the entrepreneurs to examine the value of their own work from. Financial support from the fellowship played a crucial role in dispelling fear and reinforcing a deserving attitude toward financial growth. This, combined with two opportunities to apply for and receive grant funding based on newly assessed values, led to entrepreneurs experiencing the value of their work in new ways. Investing in personal growth and scaling operations became evident via the procurement of assistance for video projects, marketing, staff, travel, and technology. In addition, a keen awareness of the potential of professional partnerships grew, with fellows leveraging these connections to obtain grants, sponsorships, and orchestrate economically advantageous events.

“Lenfest [PMFE] has provided roughly \$30,000 in grant funding. In addition, with the pricing overhaul, I have more than doubled income for appearance fees, etc. Finally, I have been able to add to income by diversifying the type of projects I work on.”

Cherri Gregg, Create Genius Media

“Subscriptions are up 17%, I raised the subscription price 40%, and the launch of OBA News has been a continued success. I was also able to hire a Community Manager who has strengthened our online presence and sharpened our branding for marketing.”

Crystal Cheatham, Our Bible App



Innovation in income generation & clarity in pricing

Engaging in meaningful dialogues with mentors, particularly through Black & Brown Founders, empowered fellows to stand firm with their pricing, thereby adjusting their revenue goals and strategies to appropriately cover or exceed expenses.

The educational programming and coaching on income generation inspired the exploration of new avenues for revenue, and strategies to expand media products and their customer base. Pricing for advertising, services, sponsorships and other channels of revenue were adjusted by fellows to reflect values the program helped to instill.

“I found a few new ways to bring in income from what I learned in coaching and programming. The coaching helped me think in different ways of generating income and what I am selling.”

Sajda Blackwell, PQ Radio 1

“My business coach was instrumental in helping me identify additional sources of revenue, and the BBF exercise of describing my ideal day and being specific about how much money I need to experience it really helped me focus my efforts on a targeted goal.”

Stephanie Humphrey, Til Death Do You Tweet

“Building for sustainability. Learning that in order to be successful and have the life and daily routine that I want I need to push myself and org to get the resources needed sooner than later. Pushing myself to actually set a timeline to meet those goals and putting a plan in place to meet them.”

Monique Curry-Mimms, Civic Capital Consulting/Generocity

Shared knowledge increased momentum, strategy, and collaboration

The program's robust curriculum, coaching sessions, revenue summit, and weekly virtual meetups with peers and experts led to knowledge that directly influenced budget adjustments. Building upon these programmatic elements, the fellows solved business problems and refined their strategies. This was stimulated by the development of a community-centered culture that had a shared terminology and fundamental approaches to addressing challenges.

Business coaching and tailored exercises further assisted the fellows in pinpointing supplementary revenue streams, enabling them to focus more intently on critical financial objectives. Learning to build for sustainability, set clear timelines, and leverage resources became instrumental in shaping the fellows' approach to financial planning. Driven by an understanding of the broader community's needs, several fellows were motivated to pursue enhanced financial backing, recognizing how such funds could substantially augment community resources.

"I'm learning how to leverage professional partnerships to win grants, sponsorships and create events that will benefit our bottom line."

Crystal Cheatham, Our Bible App

Expenses and revenue projections increased

A core component of the program was to help fellows understand the true cost of doing business. For many, the program's deep-dive into budgeting was eye-opening, empowering them to re-evaluate the needs of both their businesses and their lives in order to grow.

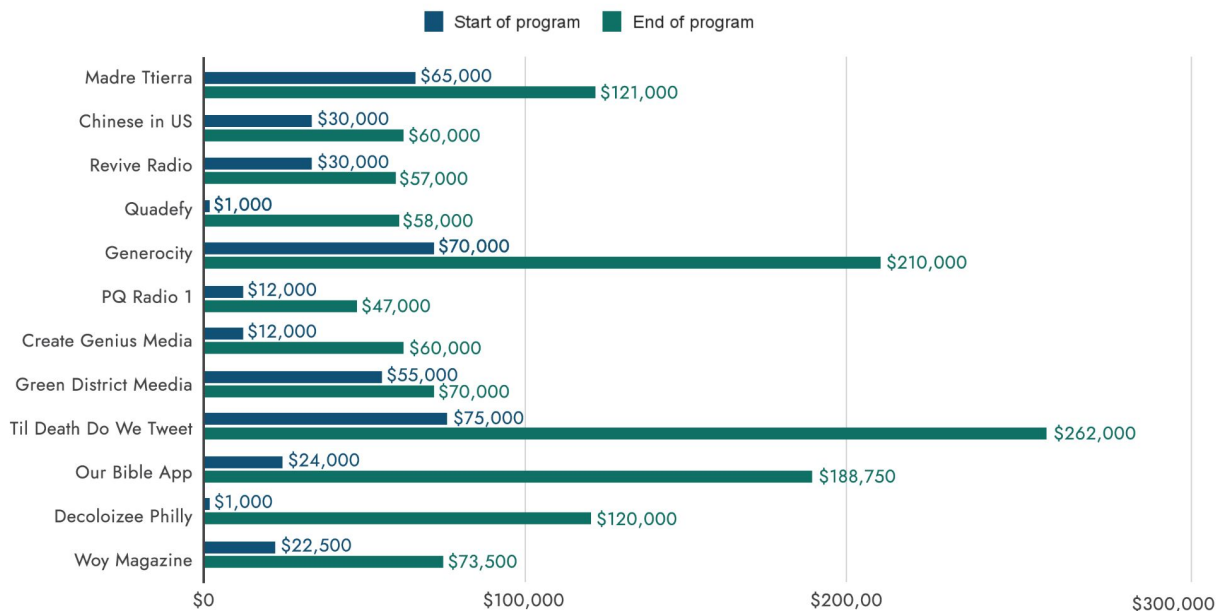
During the grant application process, half of the fellows submitted operating budgets where expenses exceeded their revenue. They subsequently received additional coaching to support the reduction of expenses and/or to develop a more comprehensive revenue generating strategy in order to balance or create profitable budgets.



Compared to the reported revenue of all fellows in March 2023, the projected revenue needs increased by 249% in June 2023. It's important to note that this does not reflect actual earned revenue, but rather a change in fellows' assessment of their expenses and the revenue required to sustain or grow their operations. This more realistic, scalable budgetary assessment is a milestone for entrepreneurs as it evolves their perspective from that of a solopreneur who might have a "fear of deserving" paying themselves to the owner of a business whose scalable growth is supported by their first employee, contractor, or small team.

	ANNUAL OPERATING BUDGET (AT START OF PROGRAM)	ANNUAL OPERATING BUDGET (AT END OF PROGRAM)
Cohort Total	\$398,060	\$1,327,250
Cohort Average	\$34,142	\$113,977

PMFE Budgets by Company



Based on these projected operational budget increases, it's clear that the Philadelphia Media Founders Exchange has made a transformative impact. This enhancement of financial prospects stems from a convergence of factors rooted in learning, self-realization, strategic thinking, and ambitious planning.

“It changed [my budget] because I learned in this process the value of my work... and to lose the fear of deserving.”

Arianne Brancho, Centro Integral de la Mujer Madre Tierra

“Recognizing how having more money can provide increased access to resources for my community, I felt encouraged to ask for more money.”

Keyssh Datts, Decolonize Philly

“What contributed to the budget change is the knowledge I’ve received from being part of the fellowship, both from the Black & Brown Founders curriculum, meeting with the assigned coach, the revenue summit, and weekly zoom meetups with peers and experts.”

Dr. Phillip J. Roundtree , Quadefy



2023 Metrics

The Philadelphia Media Founders Exchange directly aligns with the goals of The Lenfest Institute for Journalism and The Knight-Lenfest Local News Transformation Fund by fostering a diverse and flourishing news media landscape. The Institute and the Fund acknowledge that a single news and information entity cannot cater to the varied demands of all Philadelphians. Therefore, they actively seek diverse avenues to sustainability. This entails cultivating and endorsing a wide spectrum of voices in media leadership and ownership that genuinely mirror the communities they serve.

Their commitment to nurturing a cohesive network of Philadelphia's news and information providers propels their three-tiered investment strategy, which includes:

1. Individuals - journalists, entrepreneurs, and media creators of color
2. Organizations - legacy publishers, community-oriented outlets, and startups
3. Ecosystem - projects and resources catering to the greater news community

The Philadelphia Media Founders Exchange exemplifies an early application of this funding structure and has shaped the Institute's renewed strategy for assessing its **impact within the Philadelphia media landscape**, as documented in June 2022.

Evaluation criteria from The Lenfest Institute and The Knight-Lenfest Fund, combined with the success and longevity insights from media entrepreneurs, underline the significance of:

1. Continuous growth and evolution as a business proprietor
2. Mutual trust and support between entrepreneurs and their communities, as well as with fellow entrepreneurs, news entities, and other beneficial sectors and networks
3. Robust business infrastructures with validated revenue strategies, ensuring a vibrant news and information ecosystem in Philadelphia

Data collected from surveys, one-on-one conversations, and group discussions throughout the program indicate that the program made a meaningful contribution to all three of the aforementioned criteria.

2023 Entrepreneur Self-Assessments

Upon completion of the Philadelphia Media Founders Exchange, fellows assessed their growth as business owners through the course of the program. The following table summarizes their responses:

AREA FOR SELF ASSESSMENT (RATED ON A SCALE OF 1-10)	BEGINNING OF PROGRAM	END OF PROGRAM	CHANGE (AVERAGE)
Your understanding or articulation of your company’s value proposition?	5.27	8.82	+3.55
The clarity of your business model?	4.73	8.36	+3.63
Your understanding of who your customers are, as well as their wants and needs?	4.91	8.45	+3.46
Your understanding of your audience?	5.18	8.64	+3.46
Your confidence as a business owner?	5.72	8.81	+3.09

The media landscape is a vital part of the democratic fabric of modern society, acting as a mirror to reflect the diverse opinions, concerns, and cultures that constitute our communities. However, despite its essential role, there has been a growing recognition that mainstream media often fails to adequately represent or engage with all sections of society, particularly marginalized communities. Philanthropic organizations have emerged as key players in addressing this imbalance, using their influence and resources to transform journalism into a more inclusive space, and to strengthen media ecosystems by supporting media organizations that have meaningful connections with underserved communities.

By providing funding, fostering talent, encouraging innovation, and strengthening community media, The Lenfest Institute, Knight-Lenfest Local News Transformation Fund, and Independence Public Media Foundation are stepping fully into the movement to redefine journalism. Engaging with media that speaks to, for, and about communities often overlooked by mainstream media creates a more resilient and responsive media ecosystem. The consequential transformation is a progressive step towards a more democratic and inclusive future where every voice matters and every story is told.

The Philadelphia Media Founders Exchange hopes to serve as a model for philanthropic organizations' investment in small, local news and journalism organizations. Ultimately, the program's impact on the Philadelphia ecosystem can be modeled in the following ways:

BRIDGING THE REPRESENTATION GAP

The Philadelphia Media Founders Exchange benefited from philanthropic organizations that are uniquely positioned to make targeted interventions that can bridge the representation gap in media. By providing funding, guidance, and strategic support to media entities focused on minority and marginalized communities, they foster platforms where diverse voices can be heard. These entities often produce content that speaks directly to the unique experiences and concerns of communities that feel left out of mainstream media, thereby enriching the overall media landscape. We would also like to note that the funders' between the 3 philanthropy organizations include representation of BIPOC leaders, women, queer, LGBT, and non-binary people who are able to use a culturally competent and empathetic lens in their work.

Beyond funding, the program empowered journalists from diverse backgrounds and perspectives. By encouraging a more heterogeneous journalistic workforce, these initiatives contribute to a richer, more nuanced media output and newsroom that resonates with a broader audience. Additionally, by working with a local BIPOC project lead, there was a synergistic alignment to hire a significant number of BIPOC businesses for event planning, catering, videography, photography, etc.

STRENGTHENING COMMUNITY MEDIA

Community media organizations, deeply embedded within local contexts, play a crucial role in authentically reflecting and amplifying the voices it serves. Philanthropy organizations, recognizing the importance of their role, provide funding and operational support to these media entities. This not only ensures their survival in a competitive market but also enables them to expand their reach, increase their impact, and develop innovative content that truly represents the community's interests and concerns.

ENCOURAGING COLLABORATION AND INNOVATION

The program has fostered collaboration between media organizations, academia, tech companies, and local communities. By encouraging cross-sector partnerships, philanthropic organizations stimulate innovation in content creation, distribution, and engagement. This collaborative approach amplifies the reach and impact of media that caters to underrepresented communities, making journalism more accessible and relevant.

Anecdote #1: *Billy Penn, a subsidiary of WHYY, is leading civic engagement reporting as part of The Lenfest Institute for Journalism's Every Voice, Every Vote coalition. This work required support with the translation of voting information and materials to Spanish and Chinese, and engaging the respective communities in Philadelphia. Through the Philadelphia Media Founders Exchange, Billy Penn will collaborate with Madre Tierra and ChineseinUS to accomplish this. The collaboration will result in increased revenue and audience expansion for both outlets while equally serving Billy Penn's desire to reach new audiences and better serve Philadelphia's diverse news and information needs.*

Anecdote #2: *Kaia Shivers and Ark Republic, a 2022 Founders Exchange fellow, partnered with the Black Farmers Index, a comprehensive directory of Black farmers across the United States, using PMFE's suggestion to work collaboratively. Black Farmers Index will receive two contracts to support the USDA's efforts to get more Black farmers certified as organic growers and Ark Republic will serve as the media arm of the multi-year project. Ark Republic will receive \$35,000 that will pay Shivers a salary, rebuild its website, maintain freelancers with a monthly stipend for one year, and produce a year's worth of consistent coverage of food, sustainability, and the environment.*



RECOMMENDATIONS & LEARNINGS

Recommendations

Key Program Design Enhancements from 2022 to 2023

Professional Wins

Grants, Sponsorships, Awards, and Publicity

Business and Professional Development Milestones

Program Resources Partners

Recommendations

Recommendation #1 - Create more opportunities for current and past fellows to share their expertise within the program's community.

The initial program design was centered on providing fellows with knowledge, skills, and funding to sustain and expand their projects. The majority of expertise was sourced from national leaders in the media industry. In the second year, we increased opportunities for fellows to engage with prominent media leaders and paired them with past fellows. This enabled them to share strategies for best utilizing program tools and information. As the program approaches its third year, it is essential to further augment opportunities for past and current fellows to exchange knowledge in a collaborative learning format. Emphasizing the use of vocabulary pertaining to value proposition, strategy, traction, audience, and customers is vital and should be evaluated through information exchanges and supplementary surveys.

Recommendation #2 - Incorporate clinics and ongoing coaching with an accountant, a lawyer, and a tech stack strategist into the core program.

Some founders required personal coaching concerning access to more money than they were used to having all at once. While they were inspired by the support received and the agency they attained to execute their work, some were overwhelmed by the opportunity. This was particularly true for entrepreneurs who had recent experiences with poverty and still resided in low-income communities. They were provided assistance in safeguarding their business funds, implementing systems of checks and balances, and managing their personal needs. This approach also validates the program's strategy to disburse funds incrementally. While some businesses are prepared and fully competent to manage grant funding of over \$30,000, undergoing the process of using those funds to measurably expand and maintain their businesses is crucial. As the program continues to grow, integrating these service providers would be advantageous.

Recommendation #3 - Offer advanced learning opportunities for past fellows.

The current curriculum with Black & Brown Founders helps to establish strong foundations, however, the fellows who have completed the program are still in need of support and would like to receive more guidance in areas such as:

- Hiring and team culture
- Managing money
- Customer and audience experience
- Going full time with your media company
- Journalism practice and ethics
- Artificial intelligence in media
- Technology

Recommendation #4 - Consider larger investments for those who are ready to receive them.

The support provided to the fellows has proven instrumental in empowering them to effectively strategize for the enhancement of their vision and impact. Their proposal to use operational funding for recruiting staff, contractors, and other essential vendors has been pivotal for ensuring operational sustainability. Many fellows, who were previously juggling multiple gigs or full-time jobs, are now increasingly inclined to invest more time in their businesses. While the initial small grants have laid a foundation for the businesses to envisage future prospects, as we transition into the third year, it is evident The program enhancements made to the Philadelphia Media Founders Exchange from 2022 to 2023 signify a deliberate and strategic progression. By upholding a key design principle of deep community listening (including alumni), the program has concentrated on structured coaching, leveraging the experience of past fellows, fostering collaboration, and offering tangible financial support. These refinements not only augment the impact on individual fellows but also further the overarching aim of empowering and bolstering BIPOC media entrepreneurs within the Philadelphia ecosystem.

that larger grants will be essential. Such increased funding will empower these businesses to further engage with clients, partners, new audience segments, and communities, thus optimizing opportunities essential for their business' continued growth.



Key Program Design Enhancements from 2022 to 2023

In the project's first year, promising results and significant local impact were evident. The program's leadership transitioned from Zebras Unite to Jos Duncan Asé. Jos had previously served as the project's Community Catalyst, bringing invaluable expertise, relationships, and knowledge of the local ecosystem. As a media entrepreneur and founder of Love Now Media, she and the team at Love Now Media, and in continued partnership with Black & Brown Founders alongside The Lenfest Institute's Shawn Mooring and Samiya Green, and Diana Lu of the Knight-Lenfest Fund,, worked to further develop the program's foundational elements.

BUSINESS STRATEGY COACHING

In 2022, coaching was optional and based on a range of different needs and objectives. In 2023, coaching included four mandatory sessions for each fellow and focused on specific objectives in each session:

- Session 1: Developing a business plan and strategy for the 16-week program
- Session 2: Developing a project strategy
- Session 3: Developing an operational strategy
- Session 4: Creating a business overview and pitch

Benefits of this program enhancement include:

- *Structured Guidance:* By making coaching mandatory and breaking it down into four distinct sessions, there was a clear and focused trajectory for entrepreneurs. It ensured every fellow received comprehensive guidance at critical stages, which drove consistency in outcomes.
- *Focused Learning:* Targeting specific objectives in each session fostered a deep understanding of essential business components, such as planning, project management, and operational strategy. This enabled fellows to emerge with well-rounded skill sets.
- *Readiness for Investment:* The structured coaching culminating in a business overview and pitch prepared fellows to engage with investors and stakeholders, making them more attractive candidates for backing and engagement.

CURRICULUM COACHING WITH 2022 FELLOWS

Having completed the Black & Brown Founders bootcamp, several 2022 fellows were offered an option to coach the 2023 cohort.

- *Peer Insights:* Involvement of past fellows who have experienced similar challenges adds a level of empathy and relevance to the coaching. They provided practical insights that enhanced the learning experience.
- *Building a Supportive Network:* This created a sense of continuity and community within the program, fostering long-term relationships that align with the program's objectives.

PAST FELLOWS WERE FEATURED SPEAKERS

In learning sessions, 2022 fellows joined noted national experts in showcasing their applied knowledge of specific topics. Benefits of this program enhancement included:

- *Uplifting Peer Expertise & Celebrating Successes:* Presenting the success stories of past fellows motivated current participants and exemplified real-world applications of the program's teachings while shining a light on the expertise of past fellows.
- *Enhanced Reputation:* By pairing past fellows with noted national experts, the program aligned itself with high-level expertise, enhancing its reputation and appeal to future fellows. It also provided exposure for the fellows by way of proximity to the noted national experts thereby elevating the visibility of their growth and success.

INCREASED GRANT FUNDING FOR CURRENT FELLOWS AND ADDITIONAL FUNDING FOR PAST FELLOWS

The reduction of financial barriers, promotion of sustainability, autonomy, and heightened impact for media entrepreneurs were made possible by increased and additional funding. In year one, fellows received an average of \$17,200 in funding over the course of the program. This year, each current fellow received \$30,000 in funding over the course of the program. By extending funding to past fellows, there was an added incentive for alumni to stay engaged with the program, attend events, and share knowledge and best practices. The matching fund for past fellows also provided an opportunity to obtain funding proportionate to the revenue they generated for their business. Although the maximum matching grant was set at \$7,500, several businesses significantly surpassed this match requirement by raising amounts between \$15,000 to \$50,000 during the matching fund period.

MORE IN-PERSON EVENTS

The program cultivated more space for connection, collaboration, and exploration by offering more in-person events. Past fellows were invited and participated in the events. This created opportunities for face-to-face interaction to facilitate deeper connections, and physical space to plan steps for the execution of ideas.

FELLOWS REVENUE SUMMIT

A full-day summit was organized, gathering coaches, mentors, and fellows with a focus on money, revenue generation, and enhancing personal relationships with finances. Attracting 75 attendees and presenters and prioritizing culturally relevant discussions about financial relationships, the event fostered profound connections and vulnerability, all while preserving its core intention to:

- *Improve financial literacy and empowerment:* With a specific focus on revenue and money management, the summit directly supported the program outcome of increased revenues and business acumen.
- *Strengthen relationships:* Bringing together various stakeholders for focused discussion fostered deeper relationships, facilitating partnerships and collaboration.

A 'PMFE FELLOWS' COMMUNITY

A "PMFE Fellows" informal community formed among those who participated in Lenfest Institute and Knight-Lenfest supported programs such as WHY? News & Information Community Exchange (N.I.C.E.), a mutual aid journalism collaborative; the Constellation News Leadership Initiative, a mentoring program pairing journalists and newsmakers with executive mentors; the Lenfest Visioning Table, a convening of local stakeholders; conferences, and grant funding opportunities from both years. Due to the optional nature of coaching, 2022 fellows did not have coaches to guide them through the entirety of the program. In 2023, they often needed support with grant questions, applications, information on events, and other inquiries that required multiple channels of communication and additional grant information sessions. This led to the need to hire a dedicated point person to coordinate between the program and to meet the needs of the past fellows. That opportunity was extended to and accepted by Shameka Sawyer, a 2022 PMFE fellow and founder of 5 Shorts.



"PMFE Fellows" community with past and current fellows, coaches, program leaders and funders. Photo by Zamani Feelings

EXPERIMENTATION WITH ARTIFICIAL INTELLIGENCE AND CHATGPT

Business coaches were asked to support the entrepreneurs with identifying four key objectives. Those objectives were entered as customized prompts into ChatGPT with a description of the business, the program objectives, and the media entrepreneurs objectives for the program. ChatGPT produced a customized 16 week program for each fellow, unique to their goals for the program.

PROGRAM ACTIVITIES AND INTERVENTIONS

At the heart of the Philadelphia Media Founders Exchange lies the core grant funding from The Lenfest Institute for Journalism, the Knight-Lenfest Local News Transformation Fund, and the Independence Public Media Foundation. The core grant funding serves as a vital intervention intended to fuel the innovative spark of media entrepreneurs operating with budgets less than \$250,000. Understanding the baseline needs and challenges of the fellows, the program is designed to offer a robust financial foundation.

Each fellow is awarded \$15,000 in grant funding, with an initial disbursement of \$7,500 at the start and the remaining \$7,500 upon completion of the program. This structured approach not only incentivizes engagement but also encourages successful program completion. The immediate access to financial support alleviates financial burdens and fosters a pathway towards sustainability—a vital outcome that resonates with the program’s core values.

To assess the impact of this core grant funding, the program employs a multi-faceted tracking mechanism including surveys, interviews, and an ongoing evaluation of the fellows’ ability to participate in cohort activities without financial restraint and stress. This comprehensive tracking ensures that the grant’s objectives are consistently met, ultimately enabling the fellows to transform their visionary ideas into tangible realities within the media landscape.

EDUCATION AND COACHING

Bootstrapping Bootcamp, the educational curriculum provided by Black & Brown Founders, is a cornerstone of the program’s strategy to foster growth and innovation in the media industry. This multifaceted approach encompasses bi-weekly sessions led by the organization, ensuring fellows have digital access to the curriculum, bi-weekly speaker sessions with accomplished media experts, specialized curriculum coaching, and targeted business development coaching and mentorship.

The curriculum is tailored to meet the baseline requirements of attendance and participation, enrollment in the virtual course, and engagement with business planning and coaching. Fellows are equipped with the knowledge essential for strengthening and developing their businesses, enhancing entrepreneurial and presentation skills, and learning how to attract both funding and revenue-driven partnerships. Moreover, the curriculum explores diverse income streams and provides clear and practical methods for collaboration within media, journalism, and entrepreneurship.

Tracking the curriculum's impact is critical to its success. Various metrics are used, including the completion rate of the Bootstrapping Bootcamp (which averaged at 61% for the 2023 cohort), attendance at curriculum coaching sessions, ratings for coaching sessions, and the development of a robust business plan with a clear strategy for achieving revenue goals.

RELATIONSHIP CULTIVATION AND NETWORKING

The value of relationships and networking were evident throughout the program. Cultivation efforts were multifaceted and included in-person engagements with media funders, corporate sponsors, ecosystem builders, investors, and giving circles. Coupled with virtual speaker sessions, introductions to media leaders, social happy hours with key network leaders, as well as special events like the Fellows Revenue Summit and a closing event open to the public, the fellowship curated an environment that fostered genuine connections and collaboration.

Practices that contributed to the success of these initiatives included active attendance and participation in events, introductions and follow-up conversations, aggregation of contacts in Airtable, and interest from various stakeholders in supporting the program participants.

The aligned outcomes of these relationship-building efforts are substantial. They pave the way for increased participation, especially for those who have been traditionally excluded from information and support. They also enhance entrepreneurial skills, enabling fellows to attract funding and partnerships, diversify income streams, and leverage assets to grow their businesses.

To gauge the impact and success of these efforts, metrics — such as the number and quality of resources received, the financial outcome of applications, sponsors and grants received, press and visibility, and actualized revenue generation — are monitored via grant applications, regular check-ins, a mid-point survey, and a final survey.

THE FOUNDERS EXCHANGE FUND

The Founders Exchange Fund offered access to a collective pot of funding tailored to meet specific challenges or objectives related to sustainability and growth. Fellows from the 2023 cohort were provided with two unique application opportunities to apply for up to an additional \$15,000 in funding — \$5,000 for a project grant and \$10,000 for an operations grant. Past fellows were invited to apply for a matching grant of up to \$7,500. These opportunities are aligned with the baseline criteria, including the funding needs expressed in applications, well-defined projects that address business challenges, and operational needs that are intricately aligned with those challenges. Additionally, the process of completing grant applications supported the enhancement of their experience with the grant process and budgeting. There was an identifiable shift in the fellows confidence and clarity to make grant requests. This likely translated to other grant applications for which they applied through the program's funders and other funders in the ecosystem.

The outcomes of the Founders Exchange Fund aligned with the program’s mission to lower barriers to financial support, preserve autonomy, and provide the space for creativity and rest. By incorporating grant application processes into the program, fellows gain experience articulating their needs in a grant application format, enabling them to move with greater confidence towards sustainability. This positions the fund to nurture the essence of entrepreneurship.

Tracking the impact of the Founders Exchange Fund is executed through surveys, interviews, and evaluation of the fellows’ ability to execute projects and operate their businesses with an increased sense of clarity, focus, and direction. This tracking ensures that the Founders Exchange Fund is not just a financial resource but a strategically designed catalyst that best positions the fellows for growth and sustainability.



Professional Wins

Fellows celebrated various professional achievements during their time in the Philadelphia Media Founders Exchange. From reaching business benchmarks and earning accolades for their work, to collaborating with other fellows and newsrooms in the ecosystem, milestones were achieved. We've compiled these successes below, drawing from data in the concluding program survey, the celebratory event, and remarks shared during our instructional sessions



GRANTS, SPONSORSHIPS, AWARDS AND PUBLICITY

P.O.C. was invited by WHYY to attend and be a panelist at the 2023 PMJA conference.

MONIQUE CURRY-MIMS was interviewed by P.O.C. on wakeup with Solomon Jones on WURD on June 8th.

SAJDA PURPLE BLACKWELL received a community impact award at The Philly Urban Film Awards.

CHERRI GREGG now co-host of a new show, am featured on a Billboard and in press interviews.

COBBINA FREMPONG had the opportunity to work with last year's cohort member Shameka Sawyer

CRYSTAL CHEATHAM was on NPR in LA: AirTalk with Larry Mantle, to talk about the growth of progressive Christianity in an era where there is a decline in church attendance. ads to their audience

KEYSSH DATTS featured in WHYY and Anti Racism Daily





BUSINESS AND PROFESSIONAL DEVELOPMENT MILESTONES

ARIANNE BRACHO exceeded my expectations because I have met mentors who, despite the language barrier, have inspired me.

P.O.C. was able to build new collaborative relationships with a few of my co-cohort members.

PHILLIP ROUNDTREE accomplished my third goal of hiring a producer, and an added goal of hiring a co-host.

SAJDA PURPLE BLACKWELL has established goals and actually achieved some of the new goals I created for my company through this fellowship.

CHERRI GREGG able to establish my business, got my LLC, registered my name, bought a domain name and created a logo. I also was able to expand my home studio and office. In addition, I am working on a collaborative project with my cohort colleague Steph Humphrey. I also came up with a digital product and got some local buy-in and money for a prototype. Finally, I overhauled my pay structure for speaking engagements and appearances to better reflect my value.

COBBINA FREMPONG able to work and hire video production assistant talent and create opportunities for other people; some of the things around marketing I am still struggling with and have not seen the immediate results I wanted to see. Will Toms was very helpful in his talk and I am very optimistic about my future.

STEPHANIE HUMPHREY My budgetary work and business creation exceeded the goals I set for myself as the cohort encouraged me to think bigger about my business. I have created a community so that goal was met, but there is more work to be done to nurture and grow that community.

CRYSTAL CHEATHAM Subscriptions are up 17%, I raised the subscription price 40%, and the launch of OBA News has been a continued success. I was also able to hire a Community Manager who has strengthened our online presence and sharpened our branding for marketing.

KEYSSH DATTS able to exceed my goals of being able to build an organizational structure to sustain a business.



PROGRAM RESOURCE PARTNERS

YOUTUBE NEWS CREATOR

PMFE fellows were introduced to the YouTube News Creator program and had a virtual speaker session with Nicolette Smith, who leads the initiative at Google. As part of its efforts to support news creators on YouTube, Google has made a range of tools and resources available to assist in creating and growing YouTube channels for small news organizations. Fellows were encouraged to explore the platform and tools to begin using them to build broadcasts on the YouTube platform and reach their audiences. See more about the program here: news.youtube/get-started/

PHILLYCAM MEMBERSHIP

More than a TV station, PhillyCAM is a vibrant community center that connects people and teaches them to become creators, not just consumers, of high-quality independent and non-commercial media. Fellows received a private tour and mixer at PhillyCAM as well as a one year membership, a sponsored video or audio production class, and access to the studio and radio station.



Appendix

Grant Funding Totals

Sessions, Meetings & Calendar

Documentation and Media from PMFE 2023

2023 Grant Funding Totals

ENTREPRENEUR / BUSINESS	TOTAL PFME FUNDS 2023	FUNDING USED FOR
Sajda Blackwell <u>PQRADIO1</u>	\$30,000	Equipment upgrades, live events, video content
Arienne Bracho <u>Centro Integral de la Mujer Madre Tierra</u>	\$30,000	Technology upgrades, newsletter, Spanish language education information
Nathalie Cerin <u>Woy Magazine</u>	\$30,000	Editors, Radio Haiti program, new website
Crystal Cheatham <u>Our Bible App</u>	\$30,000	Launching Our Bible App News (OBA News), marketing, business infrastructure
Monique Curry-Mims <u>Civic Capital Consulting / Generocity</u>	\$30,000	Capacity building, hiring, website upgrades, business development
Keyssh Datts <u>Decolonize Philly</u>	\$30,000	New website, branding, software, equipment, location rental, social media
Cobbina Frempong <u>Green District Media</u>	\$30,000	Technology, Staffing, and Equipment
Yuebing Hong <u>ChineseinUS</u>	\$30,000	Equipment upgrades, promotional materials, translation services, travel expenses)
Stephanie T. Humphrey <u>Til Death Do You Tweet</u>	\$30,000	Book tour, curriculum development, social media & search engine upgrades
Cherri Gregg <u>WHYY / Create Genius Media</u>	\$30,000	Programming, accounting, production staff
Phillip J. Roundtree <u>Quadefy LLC</u>	\$30,000	Business infrastructure, equipment, contractors
Tamara Russell <u>REVIVE Radio</u>	\$30,000	Staff compensation, program expansion, content production

2022 FELLOWS	TOTAL PFME FUNDS 2023	MATCHING GRANT & PAYMENT
Sofiya Ballin <u>Black History Untold</u>	\$7,500	Matching Grant
Jean-Pierre Brice <u>CMP Radio</u>	\$7,500	Matching Grant
Alex Lewis <u>Rowhome Productions</u>	\$7,500	Matching Grant + Speaker Fee
Joshua Meekins <u>Mike Jay Films</u>	\$7,500	Matching Grant + Speaker Fee
Indah Nuritasari <u>Indonesian Lantern</u>	\$7,500	Matching Grant
Sheila Quintana Aguilar <u>Alebrije Motions</u>	\$7,500	Matching Grant
Shameka Sawyer <u>5 Shorts Project</u>	\$7,500	Matching Grant + Speaker Fee + Consulting
Lauren Settles <u>We Talk Weekly</u>	\$7,500	Matching Grant
Kaia Shivers <u>Ark Republic</u>	\$6,900	Matching Grant
Kristal Sotomayor <u>Sotomayor Productions</u>	\$7,500	Matching Grant

Virtual Learning Sessions

- **Fridays from 1pm - 2:30pm EST** - Bi-weekly virtual learning sessions with Black and Brown Founders covering pre-assigned curriculum content
- Alternate weeks featured influential speakers in media and journalism and presentations by a fellow (PMFE Speaker):
 - **Excellence in Journalism - Fundamentals of News Management**
 - Guest Speakers: Mitra Kalita
 - PMFE Speaker: Kaia Shivers
 - **Branding & Marketing**
 - Guest Speakers: Will Toms, Rec Philly
 - PMFE Speaker: Charles Gregory/Lauren Settles, We Talk Weekly
 - **Creating Partnerships & Growing Your Audience**
 - Guest Speakers: Jean Friedman-Rudosky & Cassie Haynes, Resolve
 - PMFE Speaker: Shameeka Sawyer, 5 Shorts
 - **Business & Revenue Models**
 - Guest Speakers: Dr. Wilneida Negron
 - PMFE Speaker: Alex Lewis
 - **Sponsorship and Underwriting for Media & News**
 - Guest Speakers: Ernest Owens, Philadelphia Association of Black Journalists
 - **YouTube News Creators**
 - Guest Speaker: Nicolette Smith, Google/YouTube
 - PMFE Speaker: Joshua Meekins, Mike Jay Films

In-Person Meetings

- **Business Strategy Day** - Wednesday, March 29th, 9:00am to 5:00pm - For fellows who were unsure of how to choose a business model, create a customized business plan, budget, or generate revenue, they benefited from an hour-long business strategy and development session.
- **Revenue Summit** - Friday, May 19th, 8:30am to 6:00pm - From fundamentals to funding, fellows were equipped with the workshops, mentorship, introductions, and opportunities to scale their business with clarified vision.
- **Happy Hours** (optional)
 - Wednesday, March 29th, 6pm to 8pm - South Bowl
 - Tuesday, April 4th, 6pm to 8pm - On Your Own
 - Tuesday, May 2nd, 6pm to 8pm - PhillyCAM, Hi Power Radio/TV Orientation & Mixer, 699 Ranstead Street, Philadelphia, PA
 - Tuesday, June 6th, 6pm to 8pm, TBD
- **Closing Presentation** - Friday, June 30th, 11am to 4:00pm - A celebration of the fellow's program completion and presentation of each business, reflections and key takeaways. The event was open to family, friends, supporters, community members and the general public.

Full 2023 Program Calendar

DATE & TIME	LOCATION	SESSION	FOCUS
FRIDAY 3/17/23	VIRTUAL MEETING	Black & Brown Founders Session #1	The Warm Up
FRIDAY 3/24/23		Guest Speaker: Wilneida Negron* PMFE Speaker: Alex Lewis*	Business & Revenue Models
WEDNESDAY 3/29/23 9AM - 5PM	CultureWorks 1315 Walnut Street Suite #320 Or VIRTUAL	1:1 Strategy & Business Development Sessions Schedule time in person or virtually with your coach	
WEDNESDAY 3/29/23 6PM - 8PM	PMFE Happy Hour at South Bowl 19 E. Oregon Avenue Philadelphia, PA 19148		
THURSDAY 3/30/23	Founders Exchange Fund Application 1: \$5000 Project Focus applications open.		
FRIDAY 3/31/23	VIRTUAL MEETING	Black & Brown Founders Session #2	Complete Part 1: Self-Assessment & Goal Setting
TUESDAY 4/4/23 6PM - 8PM		Founders Exchange Fund Application - Past Cohort Only: \$7500 Matching Challenge Grant opens for past fellows.	
FRIDAY 4/7/23	VIRTUAL MEETING	Guest Speaker: Will Toms, REC Philly* PMFE Speaker: Charles Gregory/Lauren Settles, We Talk Weekly*	Branding & Marketing

DATE & TIME	LOCATION	SESSION	FOCUS
SUNDAY 4/9/23	Founders Exchange Fund Application 1: All applications close at 11:59 pm		
FRIDAY 4/14/23	VIRTUAL MEETING	Black & Brown Founders Session #3	PART 2: Understanding Your Market & Customer
FRIDAY 4/21/23 1PM		Guest Speakers: Jean Friedman-Rudosky & Cassie Haynes, Resolve* PMFE Speaker: Shameeka Sawyer, 5 Shorts	Building Media Partnerships & Growing Your Audience
WEDNESDAY 4/26/23 6PM - 8PM	709 N. 2nd Street 3rd Floor Phila, PA	Indy Hall	Special Happy Hour With Black & Brown Founders & Deldelp Medina
FRIDAY 4/28/23	VIRTUAL MEETING	Black & Brown Founders Session #4	PART 3: Business Model, Monetization & Funding Strategy
FRIDAY 4/28/23	Founders Exchange Fund - Application 2: \$10,000 Operations Focus applications open for support of an operational need.		
WEDNESDAY 5/10/23 6PM - 8PM	699 Ranstead St. Phila., PA 19106	PhillyCAM	Hi Power Radio/TV Orientation & Mixer
FRIDAY 4/28/23	VIRTUAL MEETING	Black & Brown Founders Session #5	PART 4: Build Your Prototype
FRIDAY 5/19/23 6PM - 8PM	1333 N. Broad Street	Fellows Revenue Summit	
FRIDAY 4/28/23	VIRTUAL MEETING	Black & Brown Founders Session #6	PART 4: Budgeting Special Branding, Marketing, Sales Strategy & Launch

DATE & TIME	LOCATION	SESSION	FOCUS
TUESDAY 6/6/23 6PM - 8PM	Networking Happy Hour Yakitori Boy (karaoke) 211 N 11th St, Philadelphia, PA 19107		
FRIDAY 6/9/23		Guest Speaker: Ernest Owens	Sponsorship and Underwriting for Media & News
FRIDAY 6/16/23	VIRTUAL MEETING	Black & Brown Founders Session #7	The Cool Down
FRIDAY 6/23/23	699 Ranstead St. Phila., PA 19106	Guest Speaker: Nicolette Smith, YouTube News Creators Rep PMFE Speaker: Joshua Meekins, Mike Jay Films*	YouTube News Creators
FRIDAY 6/30/23 11AM - 4PM	The Discovery Center 3401 Reservoir Dr, Philadelphia, PA 19121	CLOSING PRESENTATION!!!	

Documentation and Media from PMFE 2023

Program Opening Photos by Zamani Feelings:

<https://zamanifeelings.smugmug.com/2022/n-tztKcC/LNM-315/>

Program Opening Video by Brandon Holiday:

<https://brandonholiday.smugmug.com/Love-Now-Media/LOVE-NOW-MEDIA-FOUNDERS-EXCHANGE-EDITS-/n-ZTrFRZ/>

Program Closing Photos by Zamani Feelings :

<https://zamanifeelings.smugmug.com/2022/n-tztKcC/Discovery-center-/>

Revenue Summit Video:

https://drive.google.com/file/d/1D9Ch_LlqhjWLTOfxdqioiG32bsNhmQNV/view?ts=64b4aec6

Individual Fellow Closing Videos:

https://drive.google.com/drive/folders/1-4LjS0z6DILTYpoj1ay9lja_aNOs6k0p