

## Economic Development Coordinator

Mo Mulheren <mulherenm@mendocinocounty.org>

Tue 5/16/2023 3:17 PM

To:Darcie Antle <antled@mendocinocounty.org>

Cc:Cherie Johnson <johnsonc@mendocinocounty.org>

 1 attachments (2 MB)

Economic Development Coordinator Position Mendocino County.pdf;

Hi Darcie,

Using the info from Adrienne Thompson's email on 3/1/2023 with the current West Company contracts, meetings with the Planning and Building Services Staff and information provided to me by Human Resources in addition to my own research on neighboring districts I believe that Mendocino County can and should find a way to fund an internal Economic Development Coordinator. The amount of funds that West Company receives in grants through the County would fund this position and some roles and responsibilities could still fall to West (such as group training and 1 on 1 business resources). Planning and Building administers permits and thus having them house an Economic Development could raise questions about unfair treatment or biased so I recommend the position is placed within the Executive Office. With the County's Budget teetering because of inflation time is of the essence to hire a collaborative individual that can market the County, and partner with stakeholders to embrace real changes in Economic Development. I would like to set up a time to discuss this.

Thanks in advance,

Mo

The Mo You Know

Maureen Mulheren

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**MENDOCINO COUNTY GOVERNMENT  
CLASS SPECIFICATION**

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**CLASS TITLE: ECONOMIC DEVELOPMENT COORDINATOR**  
**DEPARTMENT: ADMINISTRATION**  
**REPORTS TO: CEO**  
**CIVIL SERVICE STATUS: EXEMPT – AT WILL**

**CLASS CODE: 0009**  
**FLSA STATUS: E**  
**DATE: 06/23**  
**BARGAINING UNIT: UNREP**

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**JOB SUMMARY:** Under general direction plans, serves as Economic Development Coordinator; provides for the implementation of the County's economic development activities. Position is exempt from Civil Service.

**DISTINGUISHING CHARACTERISTICS:** Under the direction of the Chief Executive Officer is responsible for coordinating, monitoring, and providing for the implementation of the County's economic development activities; and performing administrative and analytical work related to economic activity. This single position classification exists only in the County Executive Office. This position requires managerial level experience and the ability to perform a wide variety of responsible administrative and economic development functions without direction except as new or unusual circumstances require.

**SUPERVISION EXERCISED:** Exercises no supervision. This class may provide training to other staff.

**EXAMPLE OF DUTIES:** (Duties may include, but are not limited to the following)

- Assists the County, cities, districts and other agencies in planning, developing, monitoring, implementing, and evaluating funding sources and various programs and/or projects related to economic development and attraction of new opportunities. Specifically to work with the newly created Standing Committee and any Technical Advisory Committee's
- Supports the Strategic Plan Item III. A Thriving Economy: a. Support a Vibrant Economy
- Researches, analyzes and interprets economic, labor market and other data; prepares reports and recommendations; prepares grant applications; assists in the development of ordinances, policies, procedures, and standards for the County.
- Advises and/or participates in various workshops, public hearings, advisory committees, and/or public meetings; may represent the Chief Executive Officer in meetings.
- Manages annual and individual projects by conducting complex research and works with outside agencies department directors for the purpose of assigning and/or coordinating projects and programs.
- Assists departments with matters involving public relations to ensure clients are well served.
- Assists preparation of the agenda, evaluates requests, makes recommendations, and attends Board meetings to facilitate items related to Economic Development specifically for businesses to start-up and expand
- Negotiates or supervises contract negotiations; ensures that contracts are properly executed in accordance with laws and limitations.
- Directs department directors, heads and their employees for the purpose of coordinating projects and programs.
- Assists the Board of Supervisors on legislation; suggests changes in legislation advocacy program, makes recommendations and reviews requests from department directors involving legislative activities.
- Carries out policies, procedures and applicable laws including planning, assigning and directing work; establishing deadlines; addressing complaints and resolving problems; and/or recommending action to the Board for elected positions on behalf of CEO or Board of Supervisors directives.
- Maintains and tracks social media on behalf of the County @MendoEconDev on Facebook, Twitter and Instagram and provides analytic reports to the CEO quarterly and the Board of Supervisors Annually
- Create & Manage Quarterly Economic Development newsletter/press release and provide regular updates in the CEO Report to the Board
- Partner with local Visit organizations and other entities related to marketing campaigns to change the reputation of the County as pro-business
- Maintains the Mendocino County Economic Development web page and supports other departments with changes related to Economic Development
- Represents the County of Mendocino at conversations around the "Blue Economy", "Hydrogen Highway", Workforce Development, "CERF" and "SMEDD" etc
- Convene and attend Internal & External Meetings with Economic Development Stakeholders including but not limited to the City of Fort Bragg, City of Point Arena, City of Willits, City of Ukiah, USDA, US Economic Development Administration, US Small Business Administration, California Governor's Office of Business and Economic Development, State of California EDD, CALED, RCRC, CSAC, CA FWD, Visit Mendocino, EDFC, Grassroots Alliance, Tribal Partners,

- Cannabis Industry Partners, West Business Company, Workforce Alliance of the North Bay, North Coast Opportunities, Greater Ukiah Business and Tourism Alliance, Willits Chamber, Coast Chamber, Community Foundation of Mendocino County, Mendocino College, Adventist Health etc.
- Support programs, facilitate conversations and track progress related to increasing housing stock at a range of affordable levels.
  - Ensure that affordable and reliable broadband communications is available to all Mendocino County residents
  - Performs other related duties as assigned.

**MATERIAL AND EQUIPMENT USED:** General Office Equipment; Computer, Cellular Telephone

**MINIMUM QUALIFICATIONS REQUIRED:** Bachelor's degree from an accredited four-year college or university in Public Administration, Business, Accounting or related field; and two years of professional experience in the economic development, redevelopment or community development field. Or qualifications and experience of equivalent professional experience.

**Desirable Qualifications:** A Master's degree from an accredited college or university in Public Administration, Business, Accounting or related field, and experience with Housing and Urban Development (HUD) requirements, administration and financing.

**Licenses and Certifications:** Valid State Driver's License

### **Knowledge**

- County government, organization, and operations.
- Principles, practices, and methods used in economic development planning and administrative and budgetary analysis of State, Federal and local laws and regulations relating to economic redevelopment.
- Sources of funding for economic development, redevelopment, and community development activities.
- Principles and practices of budget development and administration.
- Business computer applications, particularly as relating to statistical analysis.
- Social media scheduling, tracking and analytics

### **Skills**

- Using tact, discretion, initiative and independent judgment within established administrative, environmental, fiscal and departmental guidelines.
- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying logical thinking to solve problems or accomplish tasks; to understand, interpret and communicate complicated policies, procedures and protocols.
- Communicating clearly and effectively, both orally and in writing.

### **Abilities**

- Collect, evaluate, and interpret information and data.
- Prepare comprehensive reports, correspondence and other written materials; to effectively prepare applications for funding; to administer contracts and grants including Economic Development Grants.
- Interpret and apply laws, regulations, policies and procedures.
- Establish and maintain effective working relationships with department officials, County employees, and outside agencies.
- Exercise sound judgment within established policy guidelines; to coordinate multiple projects and meet critical deadlines.
- Write clearly and concisely in order to prepare technical reports, correspondence and maintain records.

**PHYSICAL REQUIREMENTS:** While performing the essential functions of this job the employee is frequently required to sit, use hands to finger, handle, or feel, reach with hands and arms, and speak and hear. The employee is occasionally required

to stand, and lift and/or move up to 30 pounds.

**WORKING CONDITIONS:** Work is typically performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust. The incumbent's working conditions are typically moderately quiet.

file: EconDevCoord.doc

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

## EXHIBIT B PAYMENT TERMS

| Deliverables   | Program Management                     |                 | Eco Dev Coordinaor West Paloma Patterson Business Development |                 | Communications West Co Staff         |                 | Administration West Co Staff |                           | Senior Advisor                |                 | Total West Co Labor | Sub-Contractors  | Total             |
|--|--|-----------------|---|-----------------|--------------------------------------|-----------------|------------------------------|---------------------------|-------------------------------|-----------------|---------------------|------------------|-------------------|
|  | Mary Anne Petrillo, Executive Director |                 |   |                 | Allison DeGrassi, Director Marketing |                 |                              |                           | Josh Metz, RGS Senior Advisor |                 | Cost                | Cost             | Cost              |
|  | Time                                   | Cost            | Time  | Cost            | Time                                 | Cost            | Time                         | Cost                      | Time                          | Cost            |                     |                  |                   |
| <b>1 Economic Development Capacity</b>                             |  |                 |   |                 |                                      |                 |                              |                           |                               |                 |                     |                  |                   |
| 1.1 Convene & attend (internal & external) ED stakeholder meetings | 116                                    | \$15,080        | 24  | \$ 2,160        | 10                                   | \$ 900          | 26                           | \$ 1,950                  | 96                            | \$16,800        | \$ 20,090           | \$ 16,800        | \$ 36,890         |
| 1.2 <b>Identify, &amp; pursue relevant grant opportunitites</b>    | 48                                     | \$ 6,240        | 55  | \$ 4,950        | 18                                   | \$ 1,620        | 0                            | \$ -                      | 50                            | \$ 8,750        | \$ 12,810           | \$ 8,750         | \$ 21,560         |
| 1.3 Provide regular BOS and Committee reports-updates              | 36                                     | \$ 4,680        | 0   | \$ -            | 0                                    | \$ -            | 8                            | \$ 600                    | 50                            | \$ 8,750        | \$ 5,280            | \$ 8,750         | \$ 14,030         |
| 1.4 Establish & manage online ED portal                            | 36                                     | \$ 4,680        | 0   | \$ -            | 82                                   | \$ 7,380        | 17                           | \$ 1,275                  | 8                             | \$ 1,400        | \$ 13,335           | \$ 1,400         | \$ 14,735         |
| 1.5 Create & manage quarterly ED newsletter                        | 40                                     | \$ 5,200        | 6   | \$ 540          | 42                                   | \$ 3,780        | 8                            | \$ 600                    | 12                            | \$ 2,100        | \$ 10,120           | \$ 2,100         | \$ 12,220         |
| 1.6 Internal & External Economic Development Point-of-Contact      | 20                                     | \$ 2,600        | 10  | \$ 900          | 0                                    | \$ -            | 0                            | \$ -                      | 20                            | \$ 3,500        | \$ 3,500            | \$ 3,500         | \$ 7,000          |
| <b>Economic Development Capacity Task Total</b>                    | <b>296</b>                             | <b>\$38,480</b> | <b>95</b>   | <b>\$ 8,550</b> | <b>152</b>                           | <b>\$13,680</b> | <b>59</b>                    | <b>\$ 4,425</b>           | <b>236</b>                    | <b>\$41,300</b> | <b>\$ 65,135</b>    | <b>\$ 41,300</b> | <b>\$ 106,435</b> |
| <b>2 Business Recruitment &amp; Retention</b>                      |  |                 |   |                 |                                      |                 |                              |                           |                               |                 |                     |                  |                   |
| 2.1 Business recruitment & retention navigator                     | 57                                     | \$ 7,410        | 6   | \$ 540          | 8                                    | \$ 720          | 13                           | \$ 975                    | 20                            | \$ 3,500        | \$ 9,645            | \$ 3,500         | \$ 13,145         |
| 2.2 Business development technical assistance                      | 47                                     | \$ 6,110        | 17  | \$ 1,530        | 20                                   | \$ 1,800        | 6                            | \$ 450                    | 10                            | \$ 1,750        | \$ 9,890            | \$ 1,750         | \$ 11,640         |
| 2.3 Business toolkit development                                   | 20                                     | \$ 2,600        | 10  | \$ 900          | 30                                   | \$ 2,700        | 9                            | \$ 675                    | 0                             | \$ -            | \$ 6,875            | \$ -             | \$ 6,875          |
| <b>Business Recruitment &amp; Retention Task Total</b>             | <b>67</b>                              | <b>\$ 8,710</b> | <b>27</b>   | <b>\$ 2,430</b> | <b>50</b>                            | <b>\$ 4,500</b> | <b>15</b>                    | <b>\$ 1,125</b>           | <b>10</b>                     | <b>\$ 1,750</b> | <b>\$ 26,410</b>    | <b>\$ 5,250</b>  | <b>\$ 31,660</b>  |
| <b>3 Workforce Development</b>                                     |  |                 |   |                 |                                      |                 |                              |                           |                               |                 |                     |                  |                   |
| 3.1 Convene & collaborate with workforce stakeholders              | 6                                      | \$ 780          | 10  | \$ 900          | 5                                    | \$ 450          | 10                           | \$ 750                    | 25                            | \$ 4,375        | \$ 2,880            | \$ 4,375         | \$ 7,255          |
| 3.2 Design & execute Mendocino Works campaign                      | 25                                     | \$ 3,250        | 0   | \$ -            | 30                                   | \$ 2,700        | 0                            | \$ -                      | 0                             | \$ -            | \$ 5,950            | \$ -             | \$ 5,950          |
| <b>Workforce Development Task Total</b>                            | <b>31</b>                              | <b>\$ 4,030</b> | <b>10</b>   | <b>\$ 900</b>   | <b>35</b>                            | <b>\$ 3,150</b> | <b>10</b>                    | <b>\$ 750</b>             | <b>25</b>                     | <b>\$ 4,375</b> | <b>\$ 8,830</b>     | <b>\$ 4,375</b>  | <b>\$ 13,205</b>  |
| <b>Totals</b>  | <b>394</b>                             | <b>\$51,220</b> | <b>132</b>  | <b>\$11,880</b> | <b>237</b>                           | <b>\$21,330</b> | <b>84</b>                    | <b>\$ 6,300</b>           | <b>271</b>                    | <b>\$47,425</b> | <b>\$100,375</b>    | <b>\$ 50,925</b> | <b>\$ 151,300</b> |
| <b>Schedule</b>  | FY21/22                                |                 | FY 22/23  |                 |                                      |                 | FY 23/24                     | <b>OTHER DIRECT COSTS</b> |                               |                 |                     |                  |                   |
|  | Q3                                     | Q4              | Q1  | Q2              | Q3                                   | Q4              | ...                          | Marketing/ Media          | \$ 20,500                     |                 |                     |                  |                   |
| Phase 1: Capacity, Recruitment/Retention, Workforce                |  |                 |   |                 |                                      |                 | Conferences/ Travel          | \$ 3,200                  |                               |                 |                     |                  |                   |
| Phase 2: Potential SOW Expansion (Housing, Broadband, Other)       |  |                 |   |                 |                                      |                 | <b>Total</b>                 | <b>\$ 23,700</b>          |                               |                 |                     |                  |                   |
|  |  |                 |   |                 |                                      |                 | <b>Total Budget</b>          | <b>\$175,000</b>          |                               |                 |                     |                  |                   |

[END OF PAYMENT TERMS]

**WEST CONTRACTS - ADMINISTERED BY PBS**

**EXECUTIVE OFFICE INITIATED**

**CDBG GRANTS UNDER PBS - UPCOMING**

**EXPIRING CDBG CONTRACTS**

**WEST - ECONOMIC DEV. COORDINATOR  
CONTRACT # PM-B22-097  
Total \$ 175,000  
Date 05/13/2022 - 06/20/2023**

**WEST - CDBG -Micro Enterprise  
Board Agenda on 2/28/23  
\$250,000  
10/20/22 - 10/20/25**

**WEST - CDBG M.E. & CV1  
CONTRACT # UB-B20-039  
TOTAL \$ 500,000 & \$51,874  
Date 05/13/2020 - 06/25/23**

| INVOICE | DATE       | AMOUNT           |
|---------|------------|------------------|
| May-22  | 06/15/2022 | 3,402.50         |
| Jun-22  | 06/30/2022 | 12,665.00        |
| 1754    | 07/31/2022 | 12,575.00        |
| 1755    | 08/31/2022 | 13,458.73        |
| 1758    | 10/01/2022 | 6,598.13         |
| 1764    | 11/17/2022 | 10,334.65        |
| 1766    | 11/30/2022 | 10,975.00        |
| 1767    | 12/31/2022 | 8,170.00         |
| 1778    | 01/31/2023 | 14,289.85        |
|         |            | <b>92,468.86</b> |

| <u>Micro Enterprise Technical Assistance</u> |            |                   |
|--|------------|-------------------|
| <b>1639</b>                                  | 06/30/2020 | 23,876.00         |
| <b>1656</b>                                  | 10/20/2020 | 73,846.25         |
| <b>1669</b>                                  | 01/14/2021 | 75,128.00         |
| <b>1680</b>                                  | 04/08/2021 | 86,780.00 ***     |
| <b>1694</b>                                  | 07/12/2021 | 48,693.75         |
| <b>1708</b>                                  | 10/19/2021 | 26,193.75         |
| <b>1725</b>                                  | 01/12/2022 | 52,608.75         |
| <b>1735</b>                                  | 04/11/2022 | 21,168.75         |
| <b>1744</b>                                  | 07/11/2022 | 24,070.00         |
| <b>1759</b>                                  | 10/14/2022 | 55,238.75         |
| <b>1069</b>                                  | 01/12/2023 | 12,318.75         |
|  |            | <b>499,922.75</b> |

**WEST ECONOMIC DEVELOPMENT  
CONTRACT # PM-P23-030  
Total \$32,000  
Date 09/13/2022 - 06/30/2023**

| INVOICE | DATE       | AMOUNT           |
|---------|------------|------------------|
| 1757    | 09/30/2022 | 8,000.00         |
| 1772    | 01/22/2023 | 8,000.00         |
|         |            | <b>16,000.00</b> |

| <u>CV-1</u> |            |                  |
|-------------|------------|------------------|
| <b>1726</b> | 01/13/2022 | 18,877.50        |
| <b>1736</b> | 04/11/2022 | 9,627.50         |
| <b>1745</b> | 07/12/2022 | 1,610.00         |
| <b>1760</b> | 10/14/2022 | 402.50           |
|             |            | <b>30,517.50</b> |

*Not linked to Contract in MUNIS \*\*\* deducted from total by Auditor*

**Financial Assistance Grants - CV1  
Granted Out of \$219,902**

|                     |                   |
|---------------------|-------------------|
| 352 Innovation, LLC | 20,000.00         |
| Journey to Wellness | 15,000.00         |
| Killa Teas          | 20,000.00         |
| My CA Food Truck    | 15,000.00         |
| Walnut Grove Café   | 20,000.00         |
| Good VYBZ LLC       | 20,000.00         |
|                     | <b>110,000.00</b> |



## EXHIBIT A

### DEFINITION OF SERVICES

CONTRACTOR shall provide the following services:

#### **Direct Program Administration will provide**

- Generate Fiscal / Performance Reports – Fiscal reports are generated monthly based on activity recorded in our database. This will include demographic and other required data to comply with CDBG annual and additional reporting requirements.
- CDBG Compliant Self certification per most recent HUD/HCD guidance and perform the tasks outlined in the program guidelines.
- Coordinate grant activities with Program Operator and Grantee
- Prepare and submit cost allocation plan
- We will participate in HCD workshops and budget for lodging, ground transportation and meals in the annually approved West BDC budget.
- All new and returning clients complete the CDBG Compliant Self Certification form to ascertain if client falls within the new HCD designations for CDBG eligibility. An active spreadsheet is maintained on CDBG eligible and ineligible clients to enable accurate reporting of end of project demographic information required by HDC.

#### **Outreach Development**

- Creation of a strategic marketing plan to engage eligible entrepreneurs to our programs
- Regular creation of relevant content for all digital media outlets including Facebook, Twitter, and Instagram.
- Development of a landing page for outreach promotion of our workshop trainings and networking salons. Engagement and development of the use of a variety of broadcasting tools including radio and video production
- Collateral development of postcards, flyers, newsletters, articles, and news releases about our services and the success of clients who have received Microenterprise Technical Assistance.
- Lectures and presentations to in-person networking organizations including but not limited to Rotary clubs, Women in Business Networks, Chamber of Commerce, City and County staff meetings, Mendocino College, workforce development providers, Hispanic and Native American tribal organizations.
- Upon contract award we will seek to co create direct mail campaigns with the County of Mendocino to attract CDBG compliant business license holders' and County residents in the mailers.

## **Microenterprise Technical Assistance**

**Ascertain Readiness/Orientation:** The initial meeting with a client investigates their general readiness to begin to work on their business growth. We ascertain their skill, work experience and education. Review of their financial standing and secure documentation on income qualification and other required demographic documentation before they begin their work.

**Creation of Service Plan (SOW):** Staff reviews client background and researches the appropriate areas of focus and creates a scope of work (SOW) with the client. During the first meeting with a newly enrolled participant, the counselor starts a business feasibility or business financial model review to determine the content for the service plan. Each SOW begins with a 10-hour contract period to complete a goal. In the case of an aspiring micro entrepreneurs, it is often to write a business plan. Existing business owners' service plans vary based on the interview and assessment.

**One-on-one consulting during the contract period.** Consulting is offered on a continuous basis. One-on-one consulting will advise clients in business feasibility, business planning, business management, financial management, profit and cash flow, marketing strategy development, and technology enhancement. One-on-one consulting also will include assisting program participants with website development planning and on-line selling fundamentals. Counseling sessions with eligible, enrolled participants comprise both the face time and preparation time needed to address the agreed upon goals. In the course of these sessions, barriers are identified which we may be able to offer a support service to address or a referral to fee for services vendors in the community. We have a 24 hour cancellation policy. In the event that the client does not show for scheduled counseling 50% of fee is invoiced.

## **Goal Attainment & Training**

**Business Training / Workshops designed for a one to many experience.** Two or more eligible microenterprises and micro-entrepreneurs can attend any of our offerings through the contract period.

**Specialized Group Facilitation** provide specialized services to microenterprises and micro- entrepreneurs to keep up with new strategies used by industry experts to help grow their business. In addition we will provide vision and goal setting to new entrepreneurs wishing to build their business in the County of Mendocino but are at the early stages of development. We will provide these types of services to eligible program participants through serial based in person workshops.

[END OF DEFINITION OF SERVICES]



**EXHIBIT B**

**PAYMENT TERMS**

CONTRACTOR shall submit quarterly reports to COUNTY, itemizing work performed in accordance with this Agreement. COUNTY will pay CONTRACTOR for services provided, in four equal quarterly payments, within 30 days upon receipt of quarterly report and invoice.

| <b>Microenterprise Assistance Cost Matrix</b>           |                       |             |                  |
|---|-----------------------|-------------|------------------|
| <b>Direct Program Administration</b>                    | <b>Hours</b>          | <b>Rate</b> | <b>Total</b>     |
| Performance Reports /Compliance Tracking and Monitoring | 509                   | \$70.00     | \$35,630         |
| <b>Outreach Development</b>                             |                       |             |                  |
| Planning and Outreach development                       | 1520                  | \$100.00    | \$152,000        |
| <b>Microenterprise Technical Assistance</b>             |                       |             |                  |
| 1 on 1 consulting during the contract period            | 1040                  | \$170       | \$176,800        |
| Ascertain Readiness                                     | 200                   | \$225.00    | \$45,000         |
| Creation of Service Plan (SOW)                          | 225                   | \$225.00    | \$50,625         |
| <b>Goal Attainment &amp; Training</b>                   | <b>Per Occurrence</b> | <b>Rate</b> | <b>Total</b>     |
| Specialized Group Facilitation                          | 7                     | \$3,200     | \$22,400         |
| Business Training / Workshops                           | 7                     | \$2,500     | \$17,500         |
|   |                       |             | <b>\$499,955</b> |

[END OF PAYMENT TERMS]

**Attachment A-2**

**SCOPE OF SERVICES**

**Implement CDBG CV-1 Funds for Microenterprise Technical and Financial Assistance**

1. The technical and financial assistance to be provided by the CONTRACTOR will address the barriers many microenterprise and microenterprises experience. The program will provide by remote one-on-one and webinar-based training including business plan preparation, financial forecasting, cash flow management, Ecommerce, cybersecurity, and marketing locally and regionally.
  
2. The financial assistance provided by the CONTRACTOR will include,
  - a. Originate microenterprise financial assistance grants;
  - b. Market the Program;
  - c. Accept and process applications;
  - d. Conduct HCD CDBG LMI verification including review of 2019 tax return, review of current year to date P&L, run a credit report to determine business debt and for ME LMI eligibility determine owner operator is LMI or that 51% of employees are LMI;
  - e. Determine financial need and use of funds is reasonable and appropriate and recommend approval of grants;
  - f. Ensure timely grant approvals and disbursement of funds;
  - g. Maintain participant files and fiscal records;
  - h. Provide technical assistance to improve the likelihood of success for the participant;
  - i. Work with program participants and ensure compliance with these program guidelines.

| <b>Cost Matrix</b>     |                  |
|------------------------|------------------|
| Financial Assistance   | \$239,902        |
| Technical Assistance   | \$14,715         |
| General Administration | \$17,159         |
| <b>Total:</b>          | <b>\$271,776</b> |