

**Community Development Block Grant Program
Economic Development**

**CALIFORNIA COMMUNITY ECONOMIC ENTERPRISE FUND COMPONENT
Fiscal Year July 1, 2007 through June 30, 2008**

COUNTY OF GLENN



**STATE OF CALIFORNIA
Department of Housing and Community Development
Financial Assistance Division
State Enterprise and Economic Development Section (SEEDS)
Community Development Block Grant Program (CDBG)
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Sacramento, California 95811**

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California Department of Housing and Community Development



Application Summary
State Community Development Block Grant
Planning and Technical Assistance Allocations

1.a Applicant Information

Applicant Name: County of Glenn

Address: 420 East Laurel Street

City: Willows State: California Zip Code: 95988

County: Glenn

Check here if this is a Joint Application and complete a summary page for each applicant.

1.b Authorized Representative Information (Per Resolution)

First Name: Kim Last Name: Gaghagen

Job Title: Glenn County Human Resources Agency Director

X Check if the address information is the same as above in 1.1, if not fill in information below

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: 530-934-6730 Ext.: _____ Fax: 530-934-6521

E-mail: kgaghagen@hra.co.glenn.ca.us

1.c Applicant Contact Information

Check if the contact information is the same above in 1.b, if not fill in the information below

First Name: Jeff

Last Name: Lucas

Name of Agency: CDS

Job Title: Consultant

Address: P.O. Box 645

City: Glenhaven

State: CA

Zip Code: 95443

Phone: 707-998-9203 Ext.: 104

Fax: 707-998-9203

E-mail: jefflucas@mchsi.com

2. Requested Funding By Activity				
Activity	Activity Amount Requested (\$)	Activity Delivery Amount Requested (\$)	Result of CDBG PTA Grant?	Total Amount Requested (\$)
Business Assistance				
Loans	\$	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No PTA #	\$
Grants/Loans Supporting Infrastructure	\$	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No PTA #	\$
Microenterprise Assistance				
Technical Assistance	\$249,750	\$27,750	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No PTA #	\$277,500
General Support	\$	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No PTA #	\$
Loans	\$	\$	<input type="checkbox"/> Yes <input type="checkbox"/> No PTA #	\$
Activity Totals	\$249,750	\$ 27,750		\$277,500
General Administration (not to exceed 7.5 percent (%))				\$ 22,500
Total Amount Requested				\$300,000

3. Activity Leverage				
CDBG Activity	Name of Source	Type of leverage	Type of Documentation	Amount of Leverage (\$)
General Administration				
Business Assistance				
Business Assistance Activity Delivery				
Microenterprise Assistance				
	Tri-County EDC	Business Loans	Conditional Letter of Support	\$25,000
Microenterprise Activity Delivery				
TOTAL				\$ 25,000

4. Location Of Activities – U.S. Census		
Name of CDBG Activity	Jurisdiction-Wide or Target Area	Census Tract Numbers (all application) and Block Group Numbers (for Target Area and census Tract and Block Group Information. Label this attachment as “census Data Attachment
Business Assistance		
Business Loans	<input type="checkbox"/> Jurisdiction-Wide <input type="checkbox"/> Target Area	
Public Infrastructure	<input type="checkbox"/> Jurisdiction-Wide <input type="checkbox"/> Target Area	
Microenterprise Assistance		
Technical Assistance	X Jurisdiction-Wide	
General Support	<input type="checkbox"/> Jurisdiction-Wide	
Micro Business Loans	<input type="checkbox"/> Jurisdiction-Wide	

5. Proposed Activity(s) And Beneficiaries							
Activity	# of Business Expansions	# of Business Start-Ups	# Jobs Create/ Retained	# TIG Jobs	# TIG Clients (ME)	# TIG House-holds	CDBG National Objective – Check all that apply
Business Assistance							
Business Loans							<input type="checkbox"/> Slums/ Blight <input type="checkbox"/> TIG - Jobs
Supporting Infrastructure							<input type="checkbox"/> Slums/ Blight <input type="checkbox"/> TIG - Jobs
Microenterprise Assistance							
Technical Assistance	5	10			15		X TIG - Clients
General Support							<input type="checkbox"/> TIG - Clients
Business Micro Loans							<input type="checkbox"/> TIG - Clients

6. Proposed Business Assistance Activity (s) National Objective

Enter the projected number of businesses to be assisted and jobs created/retained by the proposed activity. Indicate N/A above if application is not proposing business assistance activity.

Not Applicable

Activity	# of Businesses Assisted	# of Jobs Created/retained	# of TIG Jobs
Business Assistance: Business Loans and Infrastructure Grants			

7. Proposed Business Assistance Activity (s) Public Benefit

Enter the amount of CDBG funding, the projected total number of jobs created/retained, and the projected cost per job. Check N/A above if application is not proposing business assistance activity.

Not Applicable

Activity	Amount of CDBG Funds	# of Jobs Created/Retained	Cost per Job Created/Retained
	a	b	a/b
Business Assistance: Business Loans and Infrastructure Grants			

8. Proposed Microenterprise Assistance Activity (s) Projected Beneficiaries

Enter the amount of CDBG funding, the projected number of microenterprise Targeted Income Group (TIG) clients to be served, the projected number of business startups, and the projected number of businesses expanded. Check N/A if the application is not proposing Microenterprise Assistance activities.

Not Applicable

Activity	Amount of CDBG Funds	# of TIG Clients Served	# of Business Start-ups	# of Businesses Expanded
Microenterprise Assistance - TIG	\$249,750	15	10	5

9. Other Projected Microenterprise Performance Indicators

Other Projected Microenterprise Assistance Performance Indicators: Enter the projected units of benefit related to other applicable performance indicators. Check N/A if application is not proposing Microenterprise Assistance activities.

Not Applicable

Projected Benefits	# of Beneficiaries
Clients entering Program	20
Clients receiving technical assistance and business support	15
Clients completing Program	15
Clients receiving General Support	
Business start-ups	10
CDBG loans to microenterprises	
Business expansions	5
Non-CDBG loans to microenterprises	1

10. Legislative Representative Information

Use the following links to verify your legislator's correct contact information:

California Assembly: <http://www.assembly.ca.gov/acs/acsframeset9text.htm>
 California Senate: <http://www.senate.ca.gov/~newsen/senators/senators.htm>
 Member of U.S. Congress: <http://www.house.gov/writerep/>

	DISTRICT #	FIRST NAME	LAST NAME
Assembly	2	Doug	La Malfa
Senate	4	Sam	Aanestad
Congress	2	Wally	Herger
Assembly			
Senate			
Congress			
Assembly			
Senate			
Congress			
Assembly			
Senate			
Congress			

11. TARGET POPULATIONS

Check all target populations that will be served by CDBG funds.

<input type="checkbox"/> Physically Disabled	<input type="checkbox"/> Seniors
<input type="checkbox"/> Persons with AIDS	<input type="checkbox"/> Mentally Ill
<input type="checkbox"/> Youths	<input type="checkbox"/> Veterans
<input type="checkbox"/> Single Adults	<input type="checkbox"/> Victims of Domestic Violence
<input type="checkbox"/> Single Men	<input type="checkbox"/> Substance Abusers
<input type="checkbox"/> Single Women	<input type="checkbox"/> Dually-Diagnosed
<input type="checkbox"/> Families	<input type="checkbox"/> Homeless
<input type="checkbox"/> Farmworker	<input type="checkbox"/> Other (specify):

14. Official (s) Authorized to Sign Application

Name: Kim Gaghagen

Title: Glenn County Human Resource Agency Director

Signature: _____

Date: 12/19/07

ADDITIONAL SIGNATURES REQUIRED FOR JOINT APPLICATIONS ONLY

Name: _____

Title: _____

Signature: _____

Date: _____

15. Hold Out Status of Applicant

Has the applicant received a Hold Out letter from the department?

Yes No

If yes, has the applicant cleared the hold out status and received a waiver letter from the Department?

Yes No

16. Growth Control Compliance

Has the applicant enacted limitations on residential construction, which limitations does not establish agricultural preserves, are not imposed by another agency, or are not based on a health and safety need?

Yes If Yes, see note below No

Note: If the applicant has a General Plan, ordinance, or other measure which directly limits by number either the building permits which may be issued for residential construction, or build-able lots which may be developed for residential purposes, and the measure does not meet any of the exceptions found in the Program Regulations, Section 7056(b)(2)(B), check "yes" above and attach a copy of the measure with this application

17. Housing Element Compliance

Statutory Authority: State of California Health and Safety Code Section 50829.

Contents of the Housing Element are not reviewed by State CDBG staff. Except as otherwise provided in Section 50830 of the Health and Safety Code, no local application for funds shall be denied because of the content of the city or county's housing element or because of the Department's findings with respect to the city's or county's housing element but the proper adoption process must be followed, contact Paul McDougall at 916- 322-7995 to verify compliance.

As a condition of receiving an award, each jurisdiction's adopted Housing Element must be in compliance with CDBG statutes. **The Department will not award funds to any applicant who is not in compliance and applicants should have a housing element in CDBG statute compliance at application submittal.**

Is the applicant's Housing Element in State CDBG Compliance?

X Yes No (If No, then applicant can not apply.)

18. Maps

If the application is proposing targeted activities, please submit the following maps. Enter "No" if proposed activity is jurisdiction wide.

1. Yes, a location map is attached. Label the attachment and place in Section 1. Attachments
- X No, the proposed activity is jurisdiction wide

Note: A location map must include:

- a. The number and boundaries of census tract(s) or enumeration districts(s) within which CDBG funds will be spent;
- b. The general location of the proposed activities, including geographic; the boundaries of the target or service areas covered by each activity; and
- c. Attach census tape printouts showing income levels for targeted area.

2. Yes, an Ethnic/TIG Map is attached. Label the attachment and place in Appendix 1
- X No, the proposed activity is jurisdiction-wide.

Note: Based on the applicant's knowledge of the area and available data, the Ethnic/TIG Map should show:

- a. The location of concentrations of non-white persons and Hispanic persons within the entire city or county; and
- b. The location of concentrations of targeted income group families within the jurisdiction.

19. NEPA Environmental Clearance

A. Finding of Exemption

It is the finding of the County of Glenn that the activities proposed in this application for State Community Development Block Grant funds are exempt from environmental review requirements under NEPA because they are defined as exempt activities in 24 CFR Part 58.34. The activity(s) judged exempt consist(s) of:

List each Exempt Activity with a Brief Description	NEPA Citation 58.34 (a) (3)
1. General Administration	
2.	
3.	
4.	
<u>Dan Obermeyer</u> Printed Name of Authorized Official	_____ Signature
<u>County Planning/Public Works Director</u> Title	_____ Date

FORM 58.6

ACTIVITY DESCRIPTION FOR EACH PROPOSED EXEMPT ACTIVITY:

- 1) General Administration Activities
- 2)
- 3)

Level of Environmental Review Determination: Exempt per 24 CFR. 58.6

(Exempt per 24 CFR 58.34, Categorically excluded not subject to statutes per § 58.35(b), Categorically excluded subject to statutes per § 58.35(a), Environmental Assessment per § 58.36, or EIS per 40 CFR 1500)

STATUTES and REGULATIONS listed at 24 CFR 58.6

FLOOD DISASTER PROTECTION ACT

1. Does the project involve acquisition, construction or rehabilitation of structures located in a FEMA-identified Special Flood Hazard?

(X) No; Cite Source Document
This factor is completed

() Yes; Source Document:

2. Is the community participating in the National Insurance Program (or has less than one year passed since FEMA notification of Special Flood Hazards)?

(X) Yes (Flood Insurance under the National Flood Insurance Program must be obtained and maintained for the economic life of the project, in the amount of the total project cost. A copy of the flood insurance policy declaration must be kept on file).

() No (**Federal assistance may not be used in the Special Flood Hazards Area**).

COASTAL BARRIERS RESOURCES ACT

1. Is the project located in a coastal barrier resource area?

(X) No; Cite Source Documentation:

There are no coastal barrier resource areas in California

(This element is completed).

() Yes - **Federal assistance may not be used in such an area.**

AIRPORT RUNWAY CLEAR ZONES AND CLEAR ZONES DISCLOSURES

1. Does the project involve the sale or acquisition of existing property within a Civil Airport's Runway Clear Zone or a Military Installation's Clear Zone?

(X) No,

() Yes; **Disclosure statement must be provided** to buyer and a copy of the signed disclosure must be maintained in this Environmental Review Record.

Preparer Signature / Print Name /Date

Dan Obermeyer, County Planning/Public Works Director
Responsible Entity Official Signature / Print Name / Date

F. ADVERSE ECONOMIC EVENT

In December of 2007, the Johns-Manville Willows Plant laid off 60 employees. Glenn County has experienced a number of similar business restructuring measures and/ or business closures that prompted Workforce Investment Act (WIA) funded Rapid Response outreach services. Approximately 450 local employees have experienced either a lay-off or permanent dislocation from their jobs. This figure does not include the number of unemployed or under-employed individuals who have accessed the Resource Centers for employment information and job search assistance.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY FORM

Applicant's applying for Microenterprise Assistance Activity funding should complete this form with all the information requested.

1. NEED FOR PROGRAM

1.A Need For Program

1. Enter the jurisdiction's poverty rate using information contained in Appendix J of the Application Instruction for Countywide Poverty or using target area information as documented in the NEED section of the submitted Application.
2. Enter the jurisdiction's annual average unemployment rate using Appendix L of the Application Instructions.
3. Attach a description of an "Adverse Economic Event" in Section 1 Attachments. An adverse economic event is an event which has occurred in the past 5 years that has the effect of significantly reducing employment opportunities within the Applicant's jurisdiction.

1. Poverty Rate:	18.1%
2. Annual Average Unemployment Rate:	8.0 %
3. Adverse Economic Event: (check one)	X Yes <input type="checkbox"/> No

2. LOCAL PROGRAM CAPACITY

In this section of the application, the staff will review an applicant's performance on CDBG Economic Development Allocation grants that have been funded under the 2003, 2004 and 2005 program years. Performance on these grants will be measured under four categories: timely submittal of required program and fiscal reports; rate of expenditure of CDBG funds; leverage of other non-state and non-federal funds; and, unresolved monitoring or audit findings.

2.1 Performance on Past CDBG ED Grants 2003 – 2005

The staff will review the Applicant's performance on past CDBG Economic Development grants covering the following factors: achievement of job creation or job retention objectives specified in the grant agreement, leveraging of other funds as specified in the grant agreement, and the timely expenditure of CDBG funds.

The Applicant will complete the following forms for the following grant award years – 2003, 2004 and 2005. If an Applicant was not awarded a grant for any of the grant award periods check the appropriate box.

The applicant must complete the following forms for the following grant fiscal year agreements: 2003, 2004, and 2005. Use column one for the applicant's Business Assistance Program, or both columns for an applicant's combined application for Business Assistance and Microenterprise Assistance Programs.

2.1 Performance On Past CDBG ED Grants – 2003- 2004	
Grantee:	Grant #:
X Did not apply	<input type="checkbox"/> Held-out from applying
Contract Execution Date:	Contract Termination Date:
Business Assistance Loan Program	Microenterprise Assistance Activity
<input type="checkbox"/> Business Loans <input type="checkbox"/> Public Infrastructure in Support of Business	<input type="checkbox"/> Technical Assistance Loans <input type="checkbox"/> Technical Assistance and Loans
Activity Budget: <input type="checkbox"/> Business Loans: \$ <input type="checkbox"/> Public Infrastructure: \$	Activity Budget: <input type="checkbox"/> Technical Assistance: \$ <input type="checkbox"/> Micro Business Loans: \$
Funds: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$	Funds: Technical Assistance: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ Micro Business Loans: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$
Activity Results: Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of jobs created: Total number of jobs retained:	Activity Results: Technical Assistance: Total # of Entering Program: Total # Completing Program: Total Number of TIG clients: <u>Micro Business Loans:</u> Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of start-ups: Total number of expansions:

Reporting:	Reporting:
FARS: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:	FARS: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:
EDPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	EDPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
PI: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	PI: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
GPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	GPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored	Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored

2.1 Performance On Past CDBG ED Grants – 2004 -2005	
Grantee:	Grant #:
X Did not apply	<input type="checkbox"/> Held-out from applying
Contract Execution Date:	Contract Termination Date:
Business Assistance Loan Program	Microenterprise Assistance Activity
<input type="checkbox"/> Business Loans <input type="checkbox"/> Public Infrastructure in Support of Business	<input type="checkbox"/> Technical Assistance Loans <input type="checkbox"/> Technical Assistance and Loans
Activity Budget: <input type="checkbox"/> Business Loans: \$ <input type="checkbox"/> Public Infrastructure: \$	Activity Budget: <input type="checkbox"/> Technical Assistance: \$ <input type="checkbox"/> Micro Business Loans: \$
Funds: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$	Funds: Technical Assistance: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ Micro Business Loans: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$
Activity Results: Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of jobs created: Total number of jobs retained:	Activity Results: Technical Assistance: Total # of Entering Program: Total # Completing Program: Total Number of TIG clients: <u>Micro Business Loans:</u> Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of start-ups: Total number of expansions:

Reporting:	Reporting:
FARS: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:	FARS: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:
EDPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	EDPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
PI: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	PI: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
GPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	GPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored	Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored

2.1 Performance On Past CDBG ED Grants – 2005 -2006	
Grantee: County of Glenn	Grant #: 05-EDBG-1979
<input type="checkbox"/> Did not apply	<input type="checkbox"/> Held-out from applying
Contract Execution Date: 8/03/06	Contract Termination Date: 2/25/09
Business Assistance Loan Program	Microenterprise Assistance Activity
<input type="checkbox"/> Business Loans <input type="checkbox"/> Public Infrastructure in Support of Business	<input type="checkbox"/> Technical Assistance Loans <input type="checkbox"/> Technical Assistance and Loans
Activity Budget: <input type="checkbox"/> Business Loans: \$ <input type="checkbox"/> Public Infrastructure: \$	Activity Budget: <input checked="" type="checkbox"/> Technical Assistance: \$ 249,750 <input type="checkbox"/> Micro Business Loans: \$
Funds: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$	Funds: Technical Assistance: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ Micro Business Loans: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$
Activity Results: Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of jobs created: Total number of jobs retained:	Activity Results: Technical Assistance: Total # of Entering Program: Total # Completing Program: Total Number of TIG clients: <u>Micro Business Loans:</u> Number of loans approved: Total funds disbursed: \$ Total Program Income used: \$ Total number of start-ups: Total number of expansions:

Reporting:	Reporting:
FARS: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:	FARS: <input checked="" type="checkbox"/> 100% submitted <input type="checkbox"/> Number missing:
EDPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	EDPR: <input checked="" type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
PI: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	PI: <input checked="" type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
GPR: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	GPR: <input checked="" type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:	Wage Compliance: <input type="checkbox"/> 100% submitted <input type="checkbox"/> Some missing:
Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored	Monitoring Findings: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Cleared <input type="checkbox"/> Not Monitored

2 RELATIVE STENGTH OF BASIC PROGRAM DESIGN

Applications will be reviewed to evaluate whether the local program is designed to effectively and efficiently meet local economic development needs. The activity description component of the application asks for a two-fold description of the local program: Program Design and Program Guidelines.

The Program Design should describe the activity, assess the local need, and demonstrate how the CDBG funding tool best accommodates the activity (s) designed to meet the locality's specific economic development need.

The Program Guidelines should describe tasks and staff roles, include resumes clearly identifying CDBG Revolving Loan Fund experience by actual operators. The Guidelines must also incorporate a task matrix that dovetails with those tasks, roles and activities, in order to provide a framework for how the local program will ensure compliance with CDBG eligibility, national objective and federal overlay requirements (e.g., environmental review, labor standards, etc.)

2.B Relative Strength Of Basic Program Design
Program Design:
<ol style="list-style-type: none">1. Description of microenterprise activity, including:<ol style="list-style-type: none">a. Description of the Program Design and how it relates to the local need such as the local economic development plan.b. Description of local need for the Program.c. The estimated number microenterprise beneficiaries and forms of assistance.
Program Guidelines (place in Microenterprise Assistance Attachment):
<ol style="list-style-type: none">1. Description of tasks related to Program implementation (Narrative of tasks included in the Matrix).2. Description of staff roles necessary to implement program (Narrative of staff roles identified in Matrix)3. Description of how Program meets CDBG eligibility requirements, including:<ol style="list-style-type: none">a. Description of how Program meets provisions of assistance for microenterprise development; andb. Description of how Program meets CDBG national objectives requirements (100% TIG-limited clientele). Include a cost allocation plan and/or other documentation necessary to describe how programs that assist both TIG and Non-TIG clients will aggregate costs between the TIG and non-TIG clients served.4. Description of how Program meets federal overlay requirements, including:<ol style="list-style-type: none">a. Environmental review requirements;b. Labor standards requirements; andc. Other (including Procurement, relocation, Equal Employment Opportunity, Fair Housing, Section 3).5. Description of private equity requirements from owners for microenterprise business loans, if applicable.

Insert Program Design description here and place Program Guidelines in Section 3 Attachments and label Attachment B, Program Guidelines.

PROGRAM DESIGN

The program has been designed to provide in-depth, hands-on business consulting and technical assistance necessary for microenterprises of five or fewer employees located within the unincorporated area of Glenn County and to move successfully through the business development and the expansion process. The primary functions inherent within the program include:

- Identification of microenterprise located within the unincorporated area of Glenn County interested in either developing a business or expanding their existing business.
- Income verification of TIG microentrepreneurs.
- Assessment of business needs.
- Determination of those microenterprises best suited for intensive one-on-one business consulting, mentoring services and/or course participation.
- Referral to local or regional business services provider when appropriate, including the Tri-County EDC for financial consideration.
- Provision of day-to-day, hands-on business support and high level business technical assistance and mentoring services.
- Technical Assistance and training provided in Spanish

MORE SPECIFIC INFORMATION ON PROGRAM TASKS RELATED TO EACH OF THE ELEMENTS OF THE PROGRAM IS PROVIDED IN THE MATRIX OF TASKS/RESPONSIBILITIES PROVIDED IN MICROENTERPRISE ASSISTANCE PROGRAM DESIGN MATRIX, SECTION II, PART II, B. 5.

Microfirms are 58% of businesses in Glenn County and microenterprises make up 73% of businesses based on the US Census data. The 1997 US census of Hispanic nonemployer firms is 394, and we know 204 women were self-employed. The growth rate of microenterprises statewide since 1997 has been 32.08% according to the US Department of Commerce non- employer Statistics Bureau of Census: 1997-2005. The County of Glenn has nearly kept pace with the state in developing microbusinesses, with an increase from 1997 to 2001 of 9% compared to the state of 10%. The current Glenn County Microenterprise Incubation Program is on target to reach 10 of the microbusinesses in Glenn County.

Existing business assistance models in operation in Glenn County have achieved moderate success and are building capacity to provide in-depth, intensive services to microbusinesses with owners who are Hispanic. These areas of need include revenue enhancement, in the form of marketing and access to market, sales and product development support, cost containment, in the form of business operations diagnostics, accounting advice and financial analysis, as well as workforce recruitment and management. The Glenn County Microenterprise Incubation Program is designed to fill this void, while at the same time providing day-to-day business management assistance tailored to each participating entrepreneur's needs.

Glenn County has a population of 28,767 with a near equal distribution to incorporated and unincorporated areas. The population of the unincorporated area is 15,227.

The following table provides information on the Microenterprise Program beneficiaries:

Program Component	Estimated # of TIG Benefit per Business	# of Benefiting Businesses	Total TIG Jobs Created/Retained
Businesses introduced to the Program	1	30-40	-----
Businesses that meet program guidelines and enter the Program	1	20	-----
Businesses that receive in-depth business consulting/ mentoring services to meet their specified need as identified through the Program	1	15	10

As outlined above, it is anticipated that of the 30-40 microenterprise businesses interested in the program, 20 will meet CDBG guidelines and be accepted. Of those 20 accepted into the Program, it is estimated that 15 will complete the Program receiving in-depth business consulting/mentoring services provided by an integrated mentoring/consulting team with up to five businesses obtaining start-up or expansion capital.

Microenterprise business owners and start-ups assisted through the Glenn County Microenterprise Incubation Program will be TIG income verified prior to receiving the in-depth mentoring services by the Glenn County Human Resource Agency (HRA). It has been estimated that a total of 10 TIG businesses will complete the program. Therefore, the total number of TIG jobs retained/created as a result of the Glenn County Microenterprise Incubation Program will be 10. This equates to a total of \$24,975 in CDBG funds per job for each of the TIG business owners assisted.

It is anticipated that additional benefits of the Program will include: (1) area job growth, (2) reduced reliance on traditional economic development models, (3) expanded awareness for Glenn County as part of an emerging region known for innovative entrepreneurial business development, and (4) continued development of a successful model of Business Support for duplication in other communities within the region.

Local Need for Program

Background

In early 2003, recognizing a need for expanded small business and economic development services, the Human Resource Agency, Community Action Division, established the Glenn County Business Services Office, and retained a consulting group, Community Development Services (CDS), to implement an integrated approach to business assistance, job creation, and economic development services. Over the past five years, the program has assisted new and existing businesses with labor market trends and facilitation of county services and organizations. The Office has also worked on the implementation of the North Central Counties Consortium (NCCC) Business Services Plan in Glenn County, as well as job development through in-person contact, outreach, coordination with the Rapid Response Coordinator, and coordination of countywide job development efforts.

Key elements of this work include workshops and one-on-one consultations to entrepreneurs, HRA staff training, coordination and integration of business services, assistance with the Willows and Orland airport development projects, program marketing, assisting with enhancements to the Glenn County and HRA web sites, pursuing local and regional grant opportunities, and other related tasks. The purpose of this work is to provide immediate, ongoing assistance to local businesses and increased opportunities for new business development, while helping to lay the groundwork for future, long-term economic growth and job creation.

Customer Needs Business Survey Results

In partnership with the North Central Counties Consortium (NCCC) Workforce Investment Act (WIA) Administrative Office, the Glenn County Human Resource Agency mailed 1,470 business needs surveys in March of 2004. A total of 148 surveys (10%) were returned to the HRA Business Services Office; of these, 25 requested more information about services provided. In response, business services staff and consultants completed site visits and interviews with these business owners. A majority of the technical assistance provided during these sessions addressed cash flow and finance issues, but also included marketing and promotions, renovation and remodeling plans, expanding product lines or services, developing clear cut business goals (business planning) and human resource issues.

The business survey has been a reasonably effective tool to gather basic information about local business needs. More importantly, the survey provided a means to market coordinated business services and either create new business relationships or reaffirm existing relationships. The survey provided a means to assess business needs and respond with targeted services to existing businesses and new entrepreneurs.

Business Workshops

In order to increase the awareness of our business services and provide technical assistance, HRA staff and consultants have worked closely with the Willows Chamber of Commerce and Orland Chamber of Commerce, using their organization newsletters and membership lists to market our services. The workshops also provided a forum for business-to-business interaction and often lead to one-on-one consultations. The workshops are a significant business service provided by the County, which are helping to strengthen the local business community. The workshops have been successful because of the topics addressed and the quality of the presenters, which included CDS associates, HRA Business Services representatives, Tri-County EDC staff, and U.S. Bank and Umpqua Bank representatives.

One-on-One Business Consultations

A key element of the business services program is one-on-one consultations at the business site. The business needs survey, workshops, public service announcements, and word-of-mouth are all program marketing tools which generate requests for one-on-one technical assistance. Inquiries are channeled from our various partners to the Glenn Business Services Office. The Business Services Coordinator, who is receiving training from program consultants in business diagnostic skills, obtains background information, determines client needs, and schedules appointments. Depending on needs, program consultants, in tandem with local service providers, provide technical assistance with starting a business, business expansion, marketing, customer service, human resource, and financing issues.

One-on-one technical assistance has been provided to over 250 businesses and entrepreneurs since the program began. Sessions run from one to three hours depending on the complexity of the client's needs. As the program matures, long-term relationships are developing with individual businesses as we respond to their changing needs.

As with all of our services, we coordinate with other service providers, in order to be more effective. For example, program consultants provide one-on-one financial review and guidance in order to better prepare the business client for accessing private and/or public program loan financing. This grooming and preparation process generates more access to capital for our business community and does so in a way that benefits our local banks and public financing partners. The very important partners in the system are Umpqua Bank, US Bank, and Tri-County Economic Development Corporation. We also coordinate services with the Butte SBDC, part of the Chico State University Center for Economic Development Network.

Recent Microenterprise Specific Needs

During the course of this last year the Glenn County Business Microenterprise Incubation Program staff have spoken with several microbusinesses that most likely would be eligible for services but are reluctant at this time to work with a consultant possibly due to a lack of trust or language barrier. The success of the 10 businesses will create greater interest in the Program. Glenn County is experiencing an unemployment rate of 8% (2006) ranking it 50th in the state. Self-employment and wage plus self-employment become a viable path to increasing household income when unemployment is high. Areas of increase in the nonemployer statistics are in typically home based businesses that are operated by a person of the household to supplement income. In Glenn County we have seen a receipts increase of 2% in nonemployer Retail Sales. The increase is in Miscellaneous and Non Store Retailers comparing the 1997 census to 2001 US census. However we have seen a decrease in the number of these nonemployer retailers. The average receipt per nonemployer retailer for 2001 is approximately \$17,000.

An anecdotal view of Glenn County shows a Hispanic/Latino Flea Market, several Hispanic/ Latino retail establishments in downtown Orland and Willows. Lodging establishments have increased by 40% since 1997 to 2002 and sales by 84%. Offering technical assistance to the home based sellers of the Flea Market to reach the increase of transient customers could potentially raise the receipts of nonemployer retailers. Other NAIC codes that show low average sales in the range of \$17,000-32,000 are other services code 811, code 71 Arts, Entertainment and Recreation, recreation seemingly to have the most potential of growth with the National Forest and Thunderhill Raceway providing significant attractions to the County. Based on historic and recent firsthand experience and statistical information, specific microenterprise needs include technical and financial assistance to Hispanic, retail, and service home-based businesses.

Relevance of Claggett-Wolfe Study Outcomes

A study completed in 2002 by Claggett-Wolfe Associates entitled, "*Capital Opportunities for Small Businesses in Rural California: A Summary of Equity and Non-Conventional Debt Instruments*", funded through a CDBG P/TA grant, provided a thorough analysis of equity and debt capital needs in rural Northern California. The Program team held interviews and focus groups that identified the needs or desires for capital in three industry categories: manufacturing, technology and agri-business. The Claggett-Wolfe study noted that not only are there capital needs for growing businesses in rural Northern California, but there are also other needs just as important as capital to the overall success of the business.

An overview of the non-financial needs outlined in the study is provided below:

Management: New businesses, and many of the existing businesses, lack the management expertise needed to launch and sustain growth.

Mentoring: Businesses in rural areas have limited access to individuals with expertise in the formation and operation of businesses that could serve as mentors to the founders.

Technical Assistance: Rural areas have limited technical resources (e.g., accounting, legal, marketing, cash flow management, financial, sales, operations, etc.) suitable to support businesses, especially in industry categories that do not have a strong presence in the region.

Training: Management training that deals with issues encountered in entrepreneurial, high-growth businesses is lacking in rural areas, especially at the graduate business degree level. This is a phenomenon throughout much of California.

As indicated in the Claggett-Wolfe study, solving the problems facing businesses in the rural areas of Northern California, such as Glenn County, will likely require a combination of support from the public and private sectors, either independently or in a joint effort. This approach is being implemented as a team effort aimed at addressing the non-financial and financial needs of businesses within the unincorporated areas of Glenn County.

How Program Design Relates to Needs Described in Claggett-Wolfe Study

The Glenn County Microenterprise Incubation Program directly addresses each of the non-financial obstacles faced by businesses within rural California identified in the Claggett-Wolfe study. It is based on local experience with the existing needs of small businesses.

Management:

Issue - New companies, and many of the existing companies, lack the management expertise needed to launch and sustain a successful business.

Response – The Glenn County Microenterprise Incubation Program addresses this issue in several ways. The Program will provide management training, technical assistance, and mentoring to qualifying microenterprises. Businesses completing the training learn what types of decisions need to be made during the start-up and expansion stages, and what tools they need to develop in order to adequately address the management issues identified. In certain cases, we may even directly perform the management functions necessary on behalf of the business.

Mentoring:

Issue - Businesses in rural areas have limited access to individuals with expertise in the formation and operation of high-growth ventures that could serve as mentors to the founders or senior management team.

Response – The Program staff, Mentors, and consultants selected to work with businesses through Glenn County will possess the business skills necessary to assist with a variety of start-up/expansion efforts. The Mentors possess expertise in a variety of business sectors and skill sets, and will have actual experience in forming and growing entrepreneurial ventures. If there is a business that enters the Program that requires assistance we do not possess, the staff will work to identify and contract with other service providers outside the area to provide the necessary help.

Technical Assistance:

Issue - Rural areas have limited technical resources (e.g., accounting, legal, marketing, financial, sales, operations, etc.) suitable to support high growth businesses, especially in industry categories that do not have a strong presence in the region. This weakness is especially so in Glenn County.

Response – One of the first steps in the Glenn County Microenterprise Incubation Program is to identify business needs and determine if the technical resources necessary to address their current needs exist within the County. If such services are not available, and the microenterprise qualifies for the program, we will arrange for assistance from outside service providers.

Training:

Issue - Management training that deals with issues encountered in entrepreneurial, lifestyle, and high-growth businesses is lacking in rural areas, especially at the graduate business degree level. This is a phenomenon throughout much of California. This lack of management capacity is not limited to high-growth businesses exclusively, but rather to all emerging businesses.

Response – Program staff and consultants will possess the management training skills necessary to assist businesses with a wide variety of issues related to business start-up, expansion, and retention.

The Great Valley Center Reports, Creating An Incubator Without Walls

In a 2003 report funded by the Great Valley Center entitled *The Economic Future of the Sacramento Valley - Regional Pathways to Prosperity*, it is noted that in order to grow the economic base in the region, there needs to be the creation of an “incubator without walls”. It states that, “finding and clustering entrepreneurial firms in creative ways

across the region is key". The Glenn County Microenterprise Incubation Program addresses this need directly, creating an "incubator without walls" for microenterprise.

As presented in the 2004 Great Valley report, *The Entrepreneurial Sacramento Valley, Regional Economic Development Impacts and Implications*, entrepreneurship plays a critical role in regional economic development, and entrepreneurs and entrepreneurial firms need support from their regions to succeed. In a national study called *Mapping Rural Entrepreneurship* (2003) published by The Corporation for Enterprise Development, in collaboration with the W.K. Kellogg Foundation, it was concluded that entrepreneurial development is best promoted by following four fundamental principles:

- Community-driven - Local communities need the tools and resources to identify and build upon their assets, to make choices that appropriately balance economic, social, and environmental imperatives, to learn from the experiences of others, and to be open to experimentation and innovation. It requires that all sectors of the community are invited to and expected to contribute.
- Regionally-oriented - Only through regional cooperation across multiple jurisdictions and through regional institutions can there be sufficient scale, resources, and expertise to enable individual communities to play their full role. There are issues and concerns common to both urban and rural areas that can best be addressed through regional solutions: regions represent the economic engines and markets that rural enterprises have to serve.
- Entrepreneur-focused - Systems thinking is required to align the plethora of training, technical assistance, and financing programs to meet the variety of needs of entrepreneurs and their different levels of education, skills, and maturity.
- Continuously learning - Networks for peer support and learning are essential for entrepreneurs and practitioners, community leaders, and policymakers. Learning about entrepreneurship should be part of the school curriculum. The need for rigorous evaluation of the effectiveness of entrepreneurial strategies and returns on investment is pressing.

The Glenn County Microenterprise Incubation Program, emulating the successful Butte County Program, and West Company experience, is also designed to follow the above fundamental principles through the development of local capacity and regional connections. The Program is community driven, utilizing the experienced staff and consultants with the Glenn County HRA Business Services Office as the foundation. The Office has established a close working relationship with the Tri-County Economic Development Corporation. The County of Glenn is a member of the Tri-County EDC Economic Development District composed of Butte, Glenn, and Tehama counties.

The Program is also designed to be regionally oriented, building on the relationship with Tri-County EDC and enhancing interaction with the regional Small Business Development Center, managed by the Chico State University Center for Economic Development (CED). It is our intent to draw on University expertise as needed to provide direct services to local microenterprise.

The Program is also designed to be entrepreneur focused as staff and consultants will continue to adhere to basic customer service principles. By this we mean that entrepreneur needs will drive our response for services, thus, the design and existing support infrastructure will continue to be flexible and responsive, targeting service to HCD/CDBG eligible microenterprise within the broader business services network we have established. The Program is designed to include continued learning for operators and policy makers as we pull in regional expertise as needed and advise policy makers of our activities, providing them with the information necessary to evaluate and adjust strategies.

“The Entrepreneurial Sacramento Valley, Regional Economic Development Impacts and Implications, October, 2004,” study also describes the kind of environment or “habitat” entrepreneurs need to be successful. These are:

- Assets – the education, research, and financial institutions, the physical infrastructure, including broadband internet capabilities as well as specialized business services and support, necessary for success.
- Connections – the networks that connect entrepreneurs with assets, such as industry associations, angel capital networks, specialized programs to link university assets and entrepreneurs (e.g., UC-Connect).
- Culture – the tangibles of attitude and mindset that determines how accepting and conversant a region is towards innovation and entrepreneurship.
- Quality of life – the environment and amenities that attract and retain talented entrepreneurs and how a region deals with major issues such as transportation bottlenecks, crime, or poor schools.
- It is how these ingredients are combined, through regional leadership that makes the difference. Without the proper “recipe,” regions that have strong assets, connections, culture, and quality of life can still under-perform in terms of entrepreneurship and innovation.

It is the assets, connections, and the combination of local and regional resources, which this Program intends to continue to build upon, diversify, and provide to motivated Glenn County microenterprise.

2C. RELATIVE EXPERIENCE OF PROGRAM OPERATORS

The applicant should identify the parties responsible for implementing the program. This may include local staff or private consultants. The application should also document the experience of the implementing parties. This should be in the form of an executed subrecipient agreement or program operator contract in circumstances where the applicant has an ongoing contract with a subrecipient or a previously procured contractual relationship with a consultant.

Existing contracts must meet a completeness test for Department–approved language required in Subrecipient and/or Program Operator Agreements. An applicant without an existing program operator or subrecipient must supply either resumes of local staff and/or letters of interest and resumes from potential consultants or a subrecipient. Resumes should include all relevant experience and emphasize actual CDBG. Revolving Loan Fund and or microenterprise grants management experience where appropriate.

2.3 Program Operator Experience:

1. Provide the following organization charts that describe the function and relationship of the program and organizations involved with the program.
 - a. Overall program organization chart; and
 - b. Program operator chart indicating responsible organizations and individuals conducting activities.
2. Description of party responsible for program implementation tasks identified in guidelines, i.e., local staff, subrecipient or consultant
3. If local staff is responsible, provide a copy of the duty statement and full resume of all staff persons, if position is filled.
4. Resumes should include similar programs, special training and relevant experience.
5. If a consultant or subrecipient is responsible, include the contract or letters of interest that include full resumes from prospective consultants or subrecipient.

Insert Program Operator Experience description, organization charts, and resumes here.

The Glenn County Human Resource Agency Business Services Office will conduct Program management and implementation activities. The Business Services Office is a division of the Human Resource Agency which oversees the operation of the following County functions: Adult Services, Child and Youth Services, Employment Services, Housing and Energy, Public Assistance, Emergency Services, and In Home Supportive Services. The Human Resource Agency has managed successful CDBG General

Allocation granted funded activities for over 17 years as well as provided oversight and direction for economic development allocation projects. The Agency has a history of diligent CDBG funding management and has developed capable in-house staff capacity.

The Business Services Office team supported by the Agency's array of administrative, service providers, and management staff, is made up of Agency employee Yassi Lam, who provides business assessment, referral, business planning services, as well as services coordination, marketing, and personnel related services.

The Agency has contracted with Community Development Services (CDS), an experienced consulting group that provides business assessments, one-on-one consultations, and workshops addressing cash flow management, marketing, media relations, business management, business planning, accessing capital, and other related topics. West Company currently provides all microenterprise services on behalf of Glenn County.

The Business Services Office team members have a very good working relationship in house, locally, and with regional business service providers. Information regarding the current microenterprise consultant, West Company, is provided below.

West Company has provided training and technical assistance to microenterprises since 1988 mostly focusing its efforts in Mendocino County. Throughout the near 20 years West Company has been acknowledged by the industry as a leader in serving special populations, and piloting and developing specific programs to assist to micro entrepreneur that span a service spectrum of addressing personal development needs to business development needs. Currently West Company's CEO, Pamela Patterson is working with CAMEO's (California Association of Micro Enterprise Organizations) rural initiative to identify ways in which microenterprise development organizations can serve the ever increasing number of microbusinesses, provide services to more by building capacity and sustainability.

West Company is a founding member of the Association for Enterprise Opportunity (AEO) and the California Association for Microenterprise Opportunity (CAMEO). The CEO serves on the Board of Directors of both of those trade associations. West Company is one of 45 microenterprise development organizations participating in MICROTEST, a project to define performance measures for the microenterprise field.

We have been delivering services using the CDBG Microenterprise Program allocation since our first award in 1994. In that period we have grown our capacity to manage these funds to provide the maximum use for the intended beneficiary.

West Company assist local microbusiness to grow creating self-sufficiency and wealth. It is our vision the microenterprises have a place in mainstream economies of rural communities.

Tracking

As West Company is currently providing microenterprise services to other jurisdictions using CDBG funds, we are well aware of the reporting and data collection requirements. An application packet for CDBG eligible clients has been created and will be utilized for this program. All data is then transferred to a client information database which tracks a client's work with West Company and any business milestones the client may reach. West Company maintains policy and procedures that support these requirements.

The tracking of clients begins with entry into the program, using the forms referenced in the previous section. The information gathered with those "in-take" forms is entered into a database in which individual client records are maintained. The database is updated weekly to document the services provided and the progress of the client through the program. The Client Business/Benchmark Register is completed by the client and/or consultant to provide updated information for that client's database record.

Throughout West Company's history, we have tracked client progress and measured their success. Indicators include but are not limited to: writing a business plan, opening a business, increased personal and business assets, increased household income, employee hiring, expansion into new markets, positive changes in sales and profits. Documentation and measurement of the changes occurring in assisted businesses will be achieved through monthly check-ins, quarterly benchmarking. The tracking system identifies: client characteristics, type of business, new or existing business, type of assistance provided, outcome, and measures of economic impact including job creation. TIG status is consistent with West Company's Income Verification..

Monitoring

As West Company has managed the Microenterprise Assistance contracts for both the City of Fort Bragg, the County of Mendocino CDBG/EDBG grants and County of Glenn, we are very familiar with the requirements for data collection and organization set for by the CDBG policy. West Company maintains policies and procedures that stress the importance of this aspect of the program.

West Company Roles and Responsibilities

Position	Outreach	Mgmt and maintenance of project /client tracking/Files	Reporting	Training and Technical Assistance	Consultant/ Staff Development	Peer Support/ Counseling
CEO	X	X	X		X	
Program Director	X	X	X		X	
Glenn County Business Dev Manager	X		X	X		X
Program Manager Latino Markets	X		X	X		X
Administrative Assistant		X				
Fiscal Manager		X				

2.D Other Local Organizational Support

The applicant's local program capacity will also be measured by the availability of other local resources if the grant will be managed entirely in house. For example, the local workforce developers may be willing to provide income-eligibility screening services for the program. The local Small Business Development Center may provide referrals to the program or may provide other assistance to prospective EF borrowers.

The application should include executed agreements for service or commitment letters from the contributing local organizations which describe the service and/or contribution assign a dollar value and include the effective dates of the commitment as well as the specific program the local support will fund.

Provide letters of commitment from other local organizations willing to assist in implementing the program. Commitment letters must contain the following information:

1. Dated and on organization's letterhead.
2. A description of the contribution(s);
3. The dollar amount of contribution or value of in-kind contribution; and
4. The effective dates of the commitment.

Place local organizational support documentation in the Section 2, Attachments and label Attachment C, Other Local Organizational Support.

3. PROGRAM EFFECTIVENESS

Describe below the extent to which the program complements local or regional economic development plans. Specify the link between the program's design and the existing economic development plan.

All applicants are required to submit a current local economic development plan (Plan) that will be used to evaluate, and rate and rank each applicant's application. A Plan must have been locally adopted and is considered current if it is not older than 5 years old. One copy of the plan should be placed in Section 4 of the original copy of the application.

3.A Commitment Of Other Funding Sources

Applicants should seek to maximize the contributions from other, available funding sources to complement their Enterprise Fund program activities. This criterion will assess the leverage committed from private and local sources to the local program. It is important to note that as leverage is a commitment that is included by source and dollar amount in the grant agreement and therefore held up as a monitoring standard should the application be funded, the proposed figure should be a realistic one that will be expended during the term of the grant.

1. List all sources and uses of funds which will be used in the activity. Include anticipated CDBG funding and non-CDBG funding.
2. Include letters identifying the specific source and amount of the funding.

USES	SOURCES						
	State CDBG	Bank	Jurisdiction	Other Local (specify)	Owner Equity	Private (specify)	Other (specify)
Micro Business Loans				Tri-County EDC 50,000			
Technical Assistance and Business Support	249,750						
General Support (child care, transportation and counseling)							
Activity Delivery	27,750						
General Administration	22,500						
Other (specify)							
TOTAL	300,000			50,000			

Place local organization support documentation in the Section 2, Attachments and label Attachment C, Other Local Organizational Support.

3.B Extent To Which Program Complements Local Or Regional Economic Development Plan

1. The applicant should describe the following:
 - a. How will the Enterprise Fund business assistance activities will contribute towards the goals and objectives that have been identified in local and regional economic development plans.
 - b. Cite the link between the program's design and the existing economic development plan, which will specifically identify a CDBG-fundable activity, include the appropriate pages from the plan.

2. If a Plan is 5 years or older, the applicant must submit the most current economic development plan in addition to a detailed description of the current local economic conditions in the community and the specific need for CDBG funding to support local economic development programs, businesses and jobs.

Place the local economic plan in Section 4 Local Economic Plan and label Attachment A, Local Economic Development Plan. Place supplemental information in Section 4 Local Economic Plan and label Attachment B, Supplemental Economic Development Information.

The program design is based on observations, interaction, and business survey work during the past several years. The Glenn County Microenterprise Incubation Program is designed to enhance and compliment existing business services. The Program fits nicely into the following vision statement adopted by the Tri-County Economic Development District (Butte, Glenn and Tehama Counties) Comprehensive Economic Development Strategy 2005-2010. *“In the year 2015, the Tri-County Economic Development District will be a diversified, sustainable regional economy utilizing collaborative private/public partnerships that support entrepreneurial development and innovation within existing and emerging industry clusters while maintaining an enduring quality of life.”*

In addition, the number one priority goal outlined for Glenn County in the CEDS is further development of business services, business retention, and business expansion.

PROGRAM GUIDELINES

Description of Tasks Related to Program Implementation

The following narrative describes the activities associated with each of the tasks as outlined in the attached Program Matrix.

Task 1 – Candidate Recruitment

In order to ensure that an adequate number of quality microenterprise businesses participate in the incubation program, extensive recruitment will take place. The County of Glenn does not have a business license system, so identifying qualified businesses will require the utilization of all potential outlets for business contact within the County. The key recruitment agent will be the Glenn HRA Business Services Office and Hispanic outreach staff. It is anticipated approximately 20-30 companies will be identified through the following means as potential candidates for the Glenn County Microenterprise Incubation Program.

Print media within Glenn County provides coverage of local business assistance programs and general economic development activities. Contacts with print and web-based media have been established in order to create public awareness of the Program. A relationship has also been made with key contacts from the various local newspapers and Chambers. Each contact will receive a regular distribution of press releases about the Program in order to heighten interest and awareness.

During the past several years, the Business Services office has developed a recruitment and referral network connected to Tri-County EDC, local banks, the Chambers of Commerce, the business community at large, and the Workforce Investment Act staff. The Business Service Office is part of the larger Human Resource Agency organization with routine day-to-day interaction occurring between program staff. In fact, the Program will rely on income screening and referrals from WIA program staff to the Business Services Office. Also, the SBDC is advised of the Program and the cross referral network is to be further developed.

In addition to the business service providers within the County, local professional service providers may have clients that could benefit from participating in the Program. Relationships will be further developed with the local and regional professional service providers such as accountants, lawyers, financial advisors, public relations consultants and marketing personnel. These individuals will assist the Program in identifying potential referral candidates. These professional service providers will obtain regular communication to update players on Program activities, requirements, and achievements.

Task 2 – Determination of Need

By assessing the business' needs prior to accepting candidates into the Program, the Business Services Office will ensure that microenterprise that will be best suited for assistance will be properly routed and those that require in-depth, hands-on assistance will enter into the Glenn County Microenterprise Incubation Program. The Business Services Office Team is experience with the needs assessment and evaluation techniques necessary to make referral and participation decisions.

During one-on-one interviews, the Business Services Office staff and consultants will be able to obtain accurate information on the stage of the microenterprise inquiring about Program services (i.e. are they a start-up, do they have a history within the County, are they an at-risk business, etc.). This information is essential in order to provide the business with adequate and targeted services.

Through the use of diagnostic interviews outlined above, the Business Services Office staff and consultants will be able to obtain accurate information on the level of need of the business. By asking the business a series of specific questions, the program obtains the basic information necessary to make a preliminary determination of the business' assistance needs.

Task 3 – Referral to Appropriate Business Service Provider

In order to provide the most efficient and cost effective services to Glenn County businesses, a preliminary determination is made as to the best suited business service provider for the business. In some cases it may be that the business is best served through existing Business Services Office network, or a determination may be made that the business would benefit most by participating in the Glenn County Microenterprise Incubation Program. It is estimated that from the original 20 -30 businesses that are identified in Task 1, approximately 15 businesses, will meet the program guidelines, be accepted into the Program, and 10 will actually complete the Program.

By analyzing the information that is obtained through the interview process with the candidate, the Business Office team determines which of the existing programs available to Glenn County businesses is best suited to provide the necessary business support assistance. Most of business assistance work being done now is provided through the Business Services Office staff and consultant team, with support and assistance provided by Tri-County EDC.

The interview may determine that the business has specialized needs that can not be met through one of the existing program delivery platforms. If that is the case, and it is shown that the business has five or fewer employees and meets

the program TIG income eligibility criteria, then the business will be enrolled in the Glenn County Microenterprise Incubation Program.

Task 4 – Program Enrollment

Once the businesses are identified that would benefit from the Program services and they have been screened to determine they have five or fewer employees and meet the TIG income eligibility criteria, they will begin work with consultants and mentors to assist them with their start-up, expansion, or retention needs. Through participation in the Program, the ten companies will be able to receive high-quality business assistance in the areas of need determined in Task 2. The Program will provide the company with the services necessary to: (1) complete the planning and implementation of their start-up program, (2) develop and implement their expansion plan, or (3) evaluate and implement a program for microenterprises at-risk of downsizing or closure. The cost savings and expedited action will allow the company to more efficiently compete and allow the company a higher rate of success in meeting their business goals.

Description of Staff Roles Necessary to Implement Program

If the Program receives continued funding, it is proposed that the Glenn HRA Business Services Office will subcontract work with the existing service provider (West Company) or an equivalent service provider in order to diversify services to Hispanic microenterprises. The selection of the subcontract service provider will follow HCD/CDBG State and Federal procurement requirements as described in the CDBG Grant Management Manual.

General program oversight, candidate recruitment, client screening, as well as technical assistance and business services would be provided by the Business Services Office team. Specifically, the HRA will be responsible for Program management and implementation, including general oversight of all program tasks, assuring that the necessary timelines of the Program are met, including general administration duties associated with the CDBG grant.

Business Support Services & Technical Assistance

The Business Services Office will work in conjunction with the regional and local consultants/ mentors in providing high-quality technical assistance, and business support services to Program participants. If the existing consultants are unable to provide the services necessary to assist the business, the Office will determine the appropriate outside party to provide such services and work with that outside party to make sure that the services are adequately provided. This is the importance of working with Tri-County EDC and the Chico State Center for Economic Development.

Business Support Mentoring

The local and region-based mentoring provided through this Program helps in providing regular contact and expert advisory services to the microenterprise in order to foster business development or business expansion. In addition, the Mentors assist the microenterprise in preparing for investment whether through regional loan programs, angel investment opportunities, or other sources.

The Program team composed of the Business Services Office and consultants will be highly qualified to provide implementation and management of the proposed program. Please see Section II, Part II, B.6 Program Operator Experience Attachment, for letters of interest from each organization as well as statements of qualifications and staff resume.

Description of How Program Meets CDBG Eligibility Requirements Including:

Description of how program meets provision of assistance for microenterprise development.

As outlined in Tasks 1-4 above, specific criteria are provided for determining acceptance into the Program, including number of employees and TIG income verification. The Business Services Office, part of the HRA/WIA One Stop Employment Center will provide the necessary income verification. Since only income verified TIG business owners will be served by the Program, job monitoring will not be a necessary component.

Description of how program meets underwriting and public benefit requirements.

The Glenn County Microenterprise Incubation Program does not include a CDBG lending component, therefore underwriting will not be necessary. However, a key element of the Program is grooming microenterprise for access to flexible financing programs made available through the Tri-County EDC and local banks.

Business owners assisted through the Program will be TIG income verified by WIA staff and verified by Program staff prior to receiving the in-depth mentoring and consulting services. It has been estimated that a total of at least 10 TIG businesses owners will participate the Program. Therefore, the total number of jobs retain/created as a result of the Program will be 10. This equates to a total of \$24,975 in CDBG funds per job for each of the TIG business owners assisted.

Description of How Program Meets CDBG National Objective Requirements

The National Objective being met through this Program is ***Limited Clientele and/ or Job Creation/Retention.***

The following table provides information on the Glenn County Microenterprise Incubation Program beneficiaries:

Program Component	Estimated # of TIG Benefit per Business (Owner)	# of Benefiting TIG Businesses	Estimated # of Jobs/employees retained per Business (including Business Owner)	Total Jobs Created/Retained
Businesses introduced to the Program	1	30-40	-----	-----
Businesses that meet program guidelines and enter the Program	1	20	-----	-----
Businesses that receive in-depth business consulting/mentoring services to meet their specified need as identified through the Program	1	15	2	20

As outlined above, it is anticipated that of the total microenterprise businesses interested in the program, 10 will ultimately meet the program guidelines and be accepted into the program and receive Program services.

The TIG income verification services will be provided by the Glenn Human Resource Agency Business Services Office and One Stop WIA Program. Allocation of resources for this purpose will be managed in-house by Glenn HRA.

Description of How Program Meets Federal Overlay Requirements

There will be no direct financial assistance provided to businesses under the Program, therefore, the Federal Overlay Requirements are not applicable.

MICROENTERPRISE ASSISTANCE PROGRAM DESIGN MATRIX

GLENN COUNTY MICROENTERPRISE INCUBATION PROGRAM MATRIX

TASK 1 – CANDIDATE RECRUITMENT			
Task Name	Task Description	Proposed Responsible Party	Expected Outcome
Candidate Recruitment	Marketing, PR and networking activities targeted to identify, contact and attract prospective microenterprise located in the unincorporated area of Glenn County.	Glenn HRA Business Services Office Program Operator	Coverage of Program in Glenn County by local media. Approximately 20-30 leads of microenterprise interested in participating.
Media Outreach	Establish journalist contacts with print, and web media providers to create public awareness of the Program.	Business Services Office	Identify relationships with all key local media players/ services. Regular distribution of press releases on the Program.
Existing Economic Development Organization Databases	Work with local and region-based economic development organizations to distribute information about the Program to eligible microenterprises identified through existing databases.	Business Services Office	Identify relationships with all key economic development organizations within the region. Regular communication to update players on Program activities, requirements and achievements.
Professional Service Provider Outreach	Identify and further develop relationships with County and region-based professional service providers—accountants, lawyers, financial advisors, PR consultants, marketing, and executive search personnel	Business Services Office	Identify relationships with broad base of professional service providers in the region. Regular communication to update players on activities, requirements and achievements.

TASK 2 – DETERMINATION OF BUSINESS SUPPORT AND TECHNICAL ASSISTANCE NEEDS			
Task Name	Task Description	Proposed Responsible Party	Expected Outcome
Determination of Need	Assessment of microenterprise needs prior to accepting candidates into the Program, will ensure that businesses are properly routed to the appropriate resource.	Business Services Office Program Operator	Candidates will be properly referred to the appropriate consultant or service provider ensuring an effectively run program.
Utilization of Business Evaluation Instrument	A hard copy instrument is used to collect information for both the owner to determine their needs and for the consultant to address needs not considered by the owner.	Business Services Office Program Operator	Determination of business needs and eligibility for the program.

Identification of Business Stage	Business consultants will evaluate the microenterprise candidates to determine the existing stage of the business (start-up, expansion, at-risk).	Business Services Office Program Operator	Based on the outcome of the business survey and personal interviews, a determination will be made as to the business stage of each microenterprise.
Determination of Specific Level of Need	Business consultants will work with the microenterprise to evaluate obstacles to growth and determine the general needs of the business and complete a services agreement.	Business Services Office / Program Operator	Based on the outcome of the business survey and personal interviews, a determination will be made as to the specific needs of the microenterprise interested in participating. TIG eligibility will also be determined at this step.

TASK 3 – BUSINESS SUPPORT AND TECHNICAL ASSISTANCE REFERRAL			
Task Name	Task Description	Proposed Responsible Party	Expected Outcome
Refer Business to Existing Service Providers	When appropriate, the microenterprise business will be referred to existing service providers that meet the company's needs.	Business Services Office Program Operator	Businesses best served by existing business service providers will be referred to the appropriate provider. Follow-up will be completed to ensure that the expected level of assistance was received.
Refer Business to the Program	If the Business Office determines that in order for the microenterprise to obtain the level of service necessary to grow they will need one-on-one detailed assistance, the business will be entered into the Program	Business Services Office/ Program Operator	Businesses best suited for in-depth assistance not available from other sources will be enrolled; if it has been determined they are TIG eligible.

TASK 4 – BUSINESS SUPPORT AND TECHNICAL ASSISTANCE THROUGH PROGRAM			
Task Name	Task Description	Proposed Responsible Party	Expected Outcome
Local Business Support & Technical Assistance Mentoring	The local Business Support & Technical Assistance mentoring component of the Program will provide regular contact and expert advisory services to participants in order to foster business development or business expansion. In addition, the Business Office staff, Mentors and consultants will assist the microenterprise in preparing for investment whether through local loan programs or angel investment opportunities.	Business Services Office Program Operator	It is anticipated that 15 microenterprises will complete the program. Business Services Team and Mentors to work with company as staff in order to provide high quality assistance with start-up/expansion projects.

External Business Support & Technical Assistance Mentoring	Active professional service providers from the local and regional areas will be identified and brought into the Program to augment the Local Business Services Team and Mentor component of the Program	Business Services Office and Program Operator	Establish relationships with qualified external parties to mentor Program participants in areas of expertise not covered by the local Business Office staff, consultants, and Mentors.
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Glenn County Microenterprise Incubation Program Beneficiary Tracking and Cost Allocation Plan

Target Market

Assist suitable potential entrepreneurs, new microenterprise business start-ups, and existing microenterprise who meet Community Development Block Grant (CDBG) targeted income eligibility guidelines (TIG) and reside in the unincorporated area of Glenn County.

To qualify as a “microenterprise,” a business must employ five or fewer employees, including the owner.

Documentation supporting TIG eligibility may include: Tax Form 1040 and Schedule C, Passport to Services, Section 8 Voucher, Disability Award Letter.

Goals

Prepare fifteen, five of Hispanic ethnicity, residents meeting Targeted Income Group (TIG) and microenterprise specifications as defined by the Department of Housing and Urban Development for the purpose of developing individual economic self-sufficiency.

Marketing of Services

The Glenn County Microenterprise Incubation Program will be marketed through a number of distribution points. These informative channels include the Glenn County Human Resource Agency (HRA), administrators of the Glenn Social Services and Community Resources programs, HRA-Business Services Office, the network of local Family Resource Centers (FRCs), California Tribal TANF Partnership-Grindstone Indian Rancheria, local banks and financial institutions, area Chambers of Commerce, City and County Planning Departments, the Orland Economic Development Commission, the Tri-County Economic Development Corporation (TCEDC), the Butte College Small Business Development Center (Butte College SBDC), Chico State University Center for Economic Development, members of the local Workforce Investment Board (WIB), ongoing announcement through the County of Glenn and HRA websites, and regular press releases in local news publications. In addition, having established existing relationships with the local business community, the Glenn County Microenterprise Incubation Program anticipates a number of individual self-referrals.

While the more traditional marketing approach described above has been effective, we recognize that reaching emerging Hispanic home-based microbusinesses will require targeted outreach efforts. Therefore, the current program operator, West Company, has brought on a Hispanic consultant to compliment existing staff and diversify marketing and service activities. Outreach to the Hispanic community will include

attendance and information provided to vendors at the Hispanic flea market and visits to Hispanic restaurants, markets, and gathering places.

Screening/Assessment/Referral Process

1. Program coordination with the County's Social Services and Community Resources programs is streamlined and efficient as the Glenn County Human Resource Agency (HRA) serves as administrator for both. The HRA-Business Services Office is conveniently co-located and further simplifies the referral process. Regular ongoing communications with local WIB members (and all the entities noted above) facilitate the transfer of information, program assistance, and service delivery. Program operator attends regular staff meetings at HRA and with Business Services Office to facilitate the ongoing communication and referral process.
2. Participating entrepreneurs and microenterprise businesses will be screened for income eligibility upfront. Confirmation of CDBG eligibility will be completed by Program Operator staff. Following an orientation meeting, those who do not qualify (i.e. those who fall outside of the TIG) will be referred to the HRA-Business Services Office for one-on-one consultations. Those individuals and existing microenterprise businesses who do meet and can document their income eligibility, will be referred to the business needs assessment step of the Program.
3. The Glenn County Microenterprise Incubation Program will screen for suitability and verify income eligibility at the initial point of contact. Verification documents include current public assistance records (i.e. Passport to Social Services), recent Tax Form 1040 and supporting Schedules and attachments, valid Section 8 Voucher, and/or recent Disability Award Letter, or other accepted income verification.
4. Evaluation and assessment of participants needs will occur through direct interviews and dialogue with the prospective entrepreneur and existing microenterprise business owner.

The initial needs assessment session between Business Services staff and consultants and the Program participant will include discovery and documentation of the following areas of need: applicant's name and contact information, residence, type and size of business, market for product and services, cash invested, business growth goals, business experience, number of employees, existing relationship with financial institutions, credit issues, and personal income.

5. Based on mutual agreement, the Program Operator representatives and the participant will develop the specific objectives and services to be pursued. It will

be the responsibility of the Program Operator to arrange for the provision of services based on reasonable needs and the obligation of the participant to cooperate and complete work assignments as agreed upon. It is important to note that Business Development Plan is a commitment from both parties to work together toward obtaining economic self-sufficiency and improved business capacity. The Business Development Plan agreement will be periodically revisited, updated, and amended as the entrepreneur moves through the Program's development process.

Services Tracking System

The Business Services Office will maintain oversight responsibility for the provision of services, orchestrating service providers as needed, monitoring progress, adjusting tasks, providing guidance and managing Program Team meetings on a monthly basis. The team meetings will consist of a review of the issues and challenges of the participant, development of solutions to service needs, documentation of progress and updating each individual's Microenterprise Work Plan. All service providers will participate in person and/or through conference calls. The intent is to provide an umbrella of flexible support and assistance for the participant utilizing local and regional consulting and mentoring resources.

Tracking/ Reporting/ Evaluation of Progress

1. The Business Services Office will utilize the existing, straight-forward beneficiary tracking database utilizing Excel software for the purpose of entering activities provided, time frames, and progress made during the term of participation. The tracking system provides beneficiary identification, services provided, estimated costs, actual service costs, and participation outcomes. A services summary format will be generated as part of this database for reporting purposes to include name, business name, mailing/physical address, phone, fax, email, TIG verification, course participation, one-on-one and mentoring consultations (type, date, and duration), and a services/progress summary narrative.
2. Business Services Office staff will report monthly to HRA/CDBG administrative staff regarding budget allocations, use of funds, and drawdown requests.
3. Representatives from the Program will provide monthly updates to the Glenn County CDBG Reuse Committee. This Committee provides oversight to County departments with CDBG activities, economic development activities, and business services functions. It is chaired by the Glenn County Human Resource Agency Executive Director.

**Glenn County Microenterprise Incubation Program
Development Work Plan
Version _____**

Consultant Name _____ HRA/BSO Approval: Yes No Date _
 Client Name _____ Business Name _____
 Start Date _____ Anticipated End Date _____
 Jobs Retained (including business owner) _____ Anticipated New Jobs Created _____

Services to be Provided	Detailed Description of Services to be Provided	Estimated Hours to Complete	Estimated Date of Completion

I have read and approve the Development Work Plan for _____. During the course of this engagement, I understand that my company is eligible to receive _____ hours of professional business consulting services from _____. I understand that all tasks outlined in the Development Work Plan will be provided to my company free of charge under the terms of the Glenn County Microenterprise Incubation Program. I understand that any work that I specifically request from the consultant that has not been approved through this Development Work Plan will be considered outside the scope of services and will not be covered under this Plan. If it is determined by the Program that the requested services are within the scope of services the Glenn County Microenterprise Incubation Program can provide, a revised Development Work Plan will need to be completed by the consultant, approved by the Program, and I, the business owner, will be required to sign the revised Plan acknowledging the changes prior to the commencement/resumption of work on this engagement by the consultant. On behalf of my company, I commit to cooperate as necessary with the consultant(s) and all representatives of the Program so that assistance to my company may be provided in the most efficient and effective way possible.

I also understand the Glenn County Microenterprise Incubation Program *does not* provide for any services related to legal issues, tax accounting, web hosting, or loan fees/charges. These types of services are outside of the scope of work that can be provided to businesses through the Program referral network.

Business Owner

Date

Consultant

Date

Glenn HRA Business Services Office

Date

Glenn County Microenterprise Incubation Program Development Work Plan Contract Budget

Consultant _____
 Client Name _____ Business _____ Name _____
 Start Date _____ Est. Completion _____ Date _____

Service Provided	Total Budgeted Hours	Hourly Billing Rate	Total Budgeted
Total Approved Budget			

 Service Provider _____ Date _____

 Glenn HRA Business Services Office _____ Date _____