

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY
(Applicant's Information)

Applicant's applying for Microenterprise Assistance Activity funding must complete and provide all the information requested in this section.

1.0 Need for Program

In this section of the Applicant is asked to provide the following information:

- 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.
- Enter the jurisdiction's annual average unemployment rate using Appendix L of the EF Application's Supplemental Information document.

| | |
|-------------------------------------|--|
| 1. Poverty Rate | 7.1% |
| 2. Annual Average Unemployment Rate | 11.1% |
| 3. Adverse Economic Event | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

- An Adverse Economic Event is an event that has occurred and has the effect of significantly reducing employment opportunities within the Applicant's jurisdiction.
- An adverse economic event must be documented with a detailed narrative and supporting data. Include the following to substantiate the event: the date the event occurred, and documentation and data to quantify the impact on the jurisdiction and resulting job loss.
- A condition that has existed longer than 18 months will not be considered to meet the above standard.
- The event can only be claimed one (1) time.

Note: Attach Adverse Economic Event" documentation in Section 3 Attachments.

| Examples of Documentation and Data Supporting an Adverse Economic Event | Yes | No |
|---|-------------------------------------|-------------------------------------|
| Name of event and date | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Presidential Declaration of Disaster | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Federally Designated Disaster | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Governor's Declaration of Disaster | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| State of California Designated Disaster | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Explanation of methodology used for determining job loss. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Percentage (%) of documented civilian labor force job loss. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Numbers of jobs lost resulting from the event. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

2.0 Local Program Capacity

In this section of the application the staff will review the following:

- The applicant's performance on CDBG Economic Development Allocation grants that have been funded under the 2005, 2006 and 2007 program years. Performance on these grants will be measured under four categories: (1) timely submittal of required program and fiscal reports; (2) rate of expenditure of CDBG funds; (3) leverage of other non-state and non-federal funds; and (4) unresolved monitoring or audit findings. An assessment of actual vs. projected leverage on grants will be conducted to determine how accurately each local program is in projecting it's leveraging of other funds.

2.1 Past Performance Forms Fiscal Year 2005 – 2007

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.

Instruction to Applicant: *The Applicant must complete the following forms for the following grant award years – 2005, 2006 and 2007. If an Applicant was not awarded a grant for any of the grant award periods check the appropriate box.*

Use column one for the applicant's Business Assistance Program, and column two for an applicant's Microenterprise Assistance Programs.

| 2.1 Performance on Past CDBG ED Grants – 2005 - 2006 | |
|---|---|
| Grantee: El Dorado County | Grant #: |
| <input checked="" type="checkbox"/> 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 <input type="checkbox"/> Business 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"/> Business Loans: \$ |
| Funds: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ <input type="checkbox"/> Leverage Expended: \$ | 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 – 2006 - 2007 | |
|---|--|
| Grantee: El Dorado County | Grant #: 06-EDBG-2767 |
| <input type="checkbox"/> Did not apply | <input type="checkbox"/> Held-out from applying |
| Contract Execution Date: 9/21/2007 | Contract Termination Date: 2/28/2010 |
| Business Assistance Loan Program | Microenterprise Assistance Activity |
| <input checked="" type="checkbox"/> Business Loans <input type="checkbox"/> Public Infrastructure in Support of Business | <input type="checkbox"/> Technical Assistance <input type="checkbox"/> Business Loans <input checked="" type="checkbox"/> Technical Assistance and Loans |
| Activity Budget: <input checked="" type="checkbox"/> Business Loans: \$214,200 <input type="checkbox"/> Public Infrastructure: \$ | Activity Budget: <input checked="" type="checkbox"/> Technical Assistance: \$ 178,925 <input checked="" type="checkbox"/> Business Loans: \$ 75,000 |
| Funds: N/A Open Grant <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ <input type="checkbox"/> Leverage Expended: \$ | Funds: N/A Open Grant 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: 2 Total funds disbursed: \$120,000 Total Program Income used: \$ Total number of jobs created: 4 Total number of jobs retained: | Activity Results: Technical Assistance: Total # of Entering Program: 13 Total # Completing Program: 11 Total Number of TIG clients: 13 <u>Micro Business Loans:</u> Number of loans approved: 1 Total funds disbursed: \$75,000 Total Program Income used: \$ Total number of start-ups: Total number of expansions: 1 |

| 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 – 2007 - 2008 | |
|---|---|
| Grantee: El Dorado County | Grant #: |
| <input checked="" type="checkbox"/> 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"/> Business 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"/> Business Loans: \$ |
| Funds: <input type="checkbox"/> 100% Expended <input type="checkbox"/> Returned: \$ <input type="checkbox"/> Disencumbered: \$ <input type="checkbox"/> Leverage Expended: \$ | 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 |

2.2 Relative Strength 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** should describe the activity, assess the local need, and demonstrate how the CDBG funding tool best accommodates the activity(s) designed to meet the Applicant's specific economic development needs.
- **Program Guidelines** should describe all the Applicant's CDBG activities, tasks, and roles that will be conducted by the applicant. The Guidelines must also include 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.). The applicant should refer to the Application Supplemental Information document for requirements and examples.

The Program Design and Program Guidelines should address the items listed below. Refer to the Application Instructions and Supplemental Information for information on environmental review and labor standards, content of Program Guidelines, and Task Matrix.

PROGRAM DESIGN:

1. Description of the activity(s), including:
 - a. Description of the proposed activity(s) that will be conducted by the Applicant under this application.
 - b. Description of the local need for the Program and how CDBG funds will and have in the past contributed to improving local economic conditions, specifically improving opportunities for TIG individuals, businesses and job creation or retention.
 - c. Description of how the Program Design relates to the local need such as the local economic development plan.
 - d. The estimated number of microenterprise beneficiaries and forms of assistance, as applicable.
 - e.

PROGRAM GUIDELINES:

1. Description of tasks related to Program implementation (Narrative of tasks included in the Task Matrix).
2. Description of staff roles necessary to implement program (Narrative of staff roles identified in Task Matrix)
3. Description of how Program meets CDBG eligibility requirements, including:
 - a. Description of how Program meets provision of assistance for microenterprise development; and

- b. Description of how Program meets CDBG national objective 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 segregate costs between the TIG and non-TIG clients served.
- 4. Description of how Program meets federal overlay requirements, including:
 - c. Environmental review requirements;
 - d. Labor standards requirements; and
 - e. Other (including Procurement, relocation, Equal Employment Opportunity, Fair Housing, Section 3).

Description of private equity requirements from owners for microenterprise loans, if applicable.

2.3 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.

The experience of program operators must address the items listed below.

- 1. Provide overall program organization chart and activity chart identifying all organizations and individuals who will be doing the work.
- 2. Describe why the program organization and activity structure will effectively and efficiently carry out the activity (s).
- 3. Provide complete duty statements of individuals performing work for the activity(s).
- 4. Provide full and complete resumes of all individuals that include relevant experience, education and special training.
- 5. Approved contracts for all subrecipients and consultants:
 - a. Letters of commitment or interest with resumes that include relevant experience of all individuals who will be doing the work, including experience, education and special training.

2.4 Other Local Organization Support (including other funding sources)

The applicant's local program capacity will also be measured by the applicant's ability and capacity to attract and use other local resources (cash and in-kind services) especially if the grant will be managed entirely in house. For example, the local workforce development agency 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 small business loan borrowers.

The applicant should include executed agreements for service or commitment letters from the contributing local organizations that describe the service and/or non-cash contribution. The applicant may also include cash or in-kind cash equivalent letters of support.

Letters of support from other local organizations must contain the following information:

1. All letters must be on the organization letterhead, dated and signed by the authorized representative of the organization.
2. Effective dates of the commitment.
3. Description of the nature of the contribution: (1) support only or (2) cash or in-kind cash equivalent.
4. Cash or in-kind cash equivalent letters can also be counted as a demonstration of "other local organizational support as well as commitment of other funding sources.

Place all letters of organizational support in Section 3, Attachments, Item 3, Other Local Organization Support or Section 3, Item 4, Commitment of Other Funding Sources.

Notes:

* Include all letters of in-kind non-cash support, cash and in-kind cash equivalent.

3.0 Program Effectiveness

The Applicant is asked to describe the extent to which the program complements local or regional economic development plans in this section.

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.**

3.1 Commitment of Other Funding Sources

Applicants should seek to maximize the contributions from other available funding sources such as the SBA, private banks, the EDC to complement their Enterprise Fund program activities. This criterion will assess the leverage committed from private and local sources to the Applicant's program.

List all sources and uses of funds that will be used in the activity. Include anticipated CDBG funding and non-CDBG funding. Place all leverage commitment letters and/or documents in Section 3, Leverage Attachments.

| USES | SOURCES | | | | | | |
|-------------------------------|------------|------|--------------|-----------------------|--------------|---------------------------|-----------------|
| | State CDBG | Bank | Jurisdiction | Other Local (specify) | Owner Equity | Private (specify) In Kind | Other (specify) |
| Business Loans | 50,000 | | | | 500 | | |
| Technical Asst | 75,000 | | | | | | |
| Activity Delivery | 16,800 | | 1,000 | | | 22,150 | |
| General Administration | 10,635 | | | | | | |
| Other (specify) | | | | | | | |
| TOTAL (\$) | 152,435 | | 1,000 | | 500 | 22,150 | |

Notes:

1. All commitment letters must be on the organization letterhead, dated and signed by the authorized representative of the organization. All letters must contain the following information: description of the commitment, the amount of the cash (\$) or in-kind cash equivalent of the commitment, and the term of the commitment.

3.2 Extent to Which Program Complements Local or Regional Economic Development Plan

The Applicant will be evaluated on how they describe the extent to which the program complements local or regional economic development plans. The Applicant is asked to describe and specify the link between the program's design and the existing economic development plan, and where the need for CDBG funding is cited.

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. How the proposed activity (s) will meet the goals and objectives of a local or regional economic development plan.
 - c. Cite the link between the program's design and the existing economic development plan, which will specifically identify CDBG-fundable activity, as well as include the appropriate pages from the plan.
2. If a Plan is 5 years or older, the applicant must submit the most current 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.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

2.3 Program Operator Experience

The following is a statement of the qualifications of El Dorado County staff responsible for the administration of Community Development Block Grant programs.

Qualifications:

Daniel Nielson, M.P.A., as Director of Human Services will be responsible for overall grant management and supervision of the Human Services staff work. He will supervise the monitoring of grant performance. Mr. Nielson will review all financial and performance reports, and other documents relating to the grant. Mr. Nielson will coordinate HCD's monitoring of the county's grant performance.

Mr. Nielson's resume is attached.

Shawna Purvines, as Senior Planner will be responsible for assisting the Director in overall grant management and supervision of the CDBG Program. Ms. Purvines is responsible for managing the everyday tasks related to CDBG activities along with performance reports and other documents relating to the grant. Ms. Purvines is responsible for monitoring of grant performance. Ms. Purvines was formerly the Economic Development Coordinator for El Dorado County and developed and managed the County's Economic Development Program in addition to planning and coordinating economic development activities including business outreach referrals, marketing and capital improvements programs.

Ms. Purvines' resume is attached.

Lynda Webb, as Chief Financial Officer, is responsible for oversight of the budget and financial recordkeeping, including the review and approval of monthly cash reports, semi-annual Financial and Accomplishment Reports and Annual Grantee Performance reports. She will provide oversight of grant expenditures and coordinate the annual audits of same. Ms. Webb is also responsible for overseeing the County's Revolving Loan portfolio.

Resume:

Ms. Webb was Senior Accountant for Human Services (formerly Community Services) between 1989 and 2004 when she was promoted to Chief Financial Officer overseeing all social services programs. In her position she has managed the financial recordkeeping and auditing for various state and federal grants, including CDBG/EDBG/HOME grants. Prior to working for El Dorado

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

County, Ms. Webb was a controller for Checkmate Management, Inc., where she managed the financial operations of fifteen companies.

Jeanne Hall as Department Analyst II for the department will provide loan underwriting, including but not limited to program eligibility, business plan and financial analysis, credit analysis, and presentation to the Loan Advisory Board. Ms. Hall has extensive knowledge in the banking industry and completed the National Development Counsel's ED101 – Economic Development Finance training in 2008 ensuring in-depth EDBG processes are followed.

Ms. Hall's Resume is attached.

Sharon Guth as Department Analyst for Human Services is responsible for the daily management of grant program and revolving loan fund activities. Ms. Guth is responsible for monitoring of program loan portfolios. Ms. Guth will be responsible for monitoring the progress of the construction through completion of each project. Ms. Guth will monitor the wage compliance reports against the personal interviews performed on the construction site. Ms. Guth is responsible for general implementation of the 2005 CDBG multi-year grant. Her related background includes experience in accounting and construction.

Ms. Guth's resume is attached.

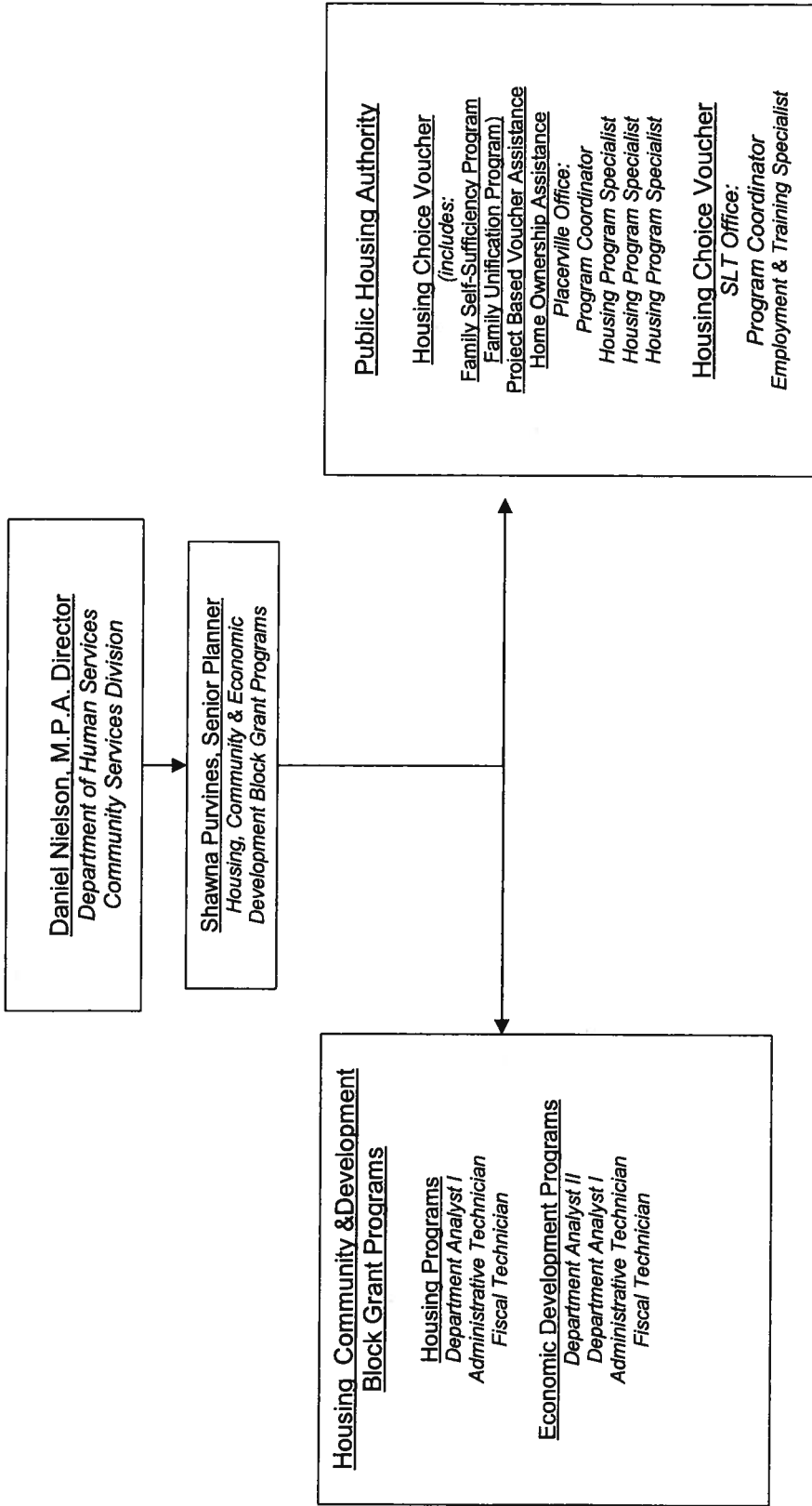
Cynthia Freeland as Administrative Technician for the Department is responsible for day to day activity delivery including but not limited to marketing, applicant eligibility, processing and training.

Ms. Freeland's resume is attached.

Sam Driggers is the Economic Development Coordinator for the County of El Dorado. Mr. Driggers will assist the Economic Development Block Grant Enterprise Fund Program through marketing to Businesses and Corporations the potential financing, training, and technical assistance opportunities through our program.

Mr. Driggers' Resume is attached.

Housing, Community & Economic Development Block Grant Programs
 El Dorado County
 Organizational Chart



DANIEL L. B. NIELSON

530-642-7275 (w)
530-409-1125 (c)

EDUCATION

| | |
|---|---------------|
| Master of Public Administration <i>Advanced Public Management</i> University of Utah | December 2004 |
| Graduate Certificate in Public Administration <i>Personnel Administration</i> University of Utah | March 1990 |
| Management Certificate University of Utah | March 1987 |
| B.S. Sociology University of Utah | June 1984 |
| B.S. Family and Consumer Studies University of Utah | June 1984 |

EMPLOYMENT

EL DORADO COUNTY DEPARTMENT OF HUMAN SERVICES
July 2009 to present

Director.

MERCED COUNTY HUMAN SERVICES AGENCY **October 2006**
to July 2009

Deputy Director.

COMMUNITY HEALTH CENTERS **November 2002 to September**
2006

December 2004 to September 2006: **Project Director.**

November 2002 to December 2004: **Case Management Supervisor.**

COUNTY OF SANTA CLARA August 1999 to August 2002

July 2001 to August 2002: **Prevention Program Analyst II.**

May 2001 to July 2001: **Social Work Supervisor.**

October 2000 to May 2001: **Social Work Supervisor.**

August 2000 to October 2000: **Social Work Coordinator II.**

July 2000 to August 2000: **Social Work Coordinator I.**

August 1999 to July 2000: **Social Worker II.**

SALT LAKE LEGAL DEFENDER ASSOCIATION May 1995 to August 1999

May 1995 to August 1999: **Social Services Coordinator/Mitigation Coordinator.**

STATE OF UTAH, DEPARTMENT OF CORRECTIONS November 1989 to May 1995

November 1994 to May 1995: **Staff Supervisor**, Bonneville Community Correctional Center.

June 1992 to November 1994: **Adult Probation and Parole Officer**, Region III.

January 1992 to June 1992: **Licensed Social Service Worker**, Utah State Prison.

September 1990 to March 1991: **Adult Probation and Parole Officer**, Region II-D.

November 1989 to September 1990: **Licensed Social Service Worker**, Utah State Prison.

ST. MARY'S HOME April 1988 to November 1989

April 1988 to November 1989: **Program Director**, Transitional Housing Program.

HOUSING AUTHORITY OF THE COUNTY OF SALT LAKE
August 1985 to April 1988

June 1987 to April 1988: **Self Sufficiency Coordinator.**

August 1985 to June 1987: **Eligibility and Occupancy Specialist.**

**LICENSE/
CERTIFICATION**

Licensed Social Service Worker 1989-2010
Utah # 135416-3503

MEMBERSHIPS

Pi Alpha Alpha (National Honor Society for Public Affairs and Administration)

Pi Sigma Alpha (National Political Science Honor Society)

American Public Human Services Association

National Association of Public Child Welfare Administrators

National Association of Counsel for Children

American Society for Public Administration

American Political Science Association

SHAWNA LAHEY PURVINES

WORK HISTORY

May 2006 - Present County of El Dorado, **Senior Planner**

Responsibilities & Accomplishments

- ◆ Lead Staff on the 2008-2013 Housing Element Update; Adopted July 2008 with Certification anticipated by June 2009
- ◆ General Plan Amendments to increase Floor Area Ratio for Commercial, Industrial and R&D, including Supplement to the General Plan EIR
- ◆ General Plan and Zoning Ordinance Amendment to encourage higher density Mixed Use Development in Commercial Zones
- ◆ Housing Element Implementation including Grant application and management
- ◆ Current Case Planning (CEQA, Staff Report, exhibits, etc)
- ◆ Lead staff in updating, implementing and monitoring County's General Plan and Zoning Ordinance
- ◆ Coordinated General Plan Fee Study and Public Facilities and Services Financing Plan
- ◆ Act as liaison to other County departments, regional agencies, state/federal agencies, and local organizations
- ◆ Work closely with elected and appointed officials
- ◆ Prepare all CEQA required documents
- ◆ Prepare and present Board of Supervisors and Commission presentations
- ◆ Development of District Design Guidelines
- ◆ Coordinate with all County departments to ensure a comprehensive and consistent approach to Customer Service
- ◆ Permit Plan Check; Residential and Commercial
- ◆ Completed Redevelopment Project Area Study for 6 potential project areas

2001 to April 2006 County of El Dorado, **Economic Development Coordinator**

Responsibilities & Accomplishments

- ◆ Developed and manage the County's Economic Development Program
- ◆ Plan and coordinate economic development activities including business outreach referrals, marketing and capital improvements programs
- ◆ Assisted in the negotiation of development agreements, contracts, resolutions and requests for proposals
- ◆ Coordinated grant-securing efforts that total more than \$4 million. Funds benefit Business Development, Workforce Development, Recreation and Small Business Health programs
- ◆ Manage the County's Promotions program for Film and Tourism
- ◆ Assisted in the reorganization of the local and regional Workforce Development System
- ◆ Act as liaison to other County departments, regional agencies, state/federal agencies, and local organizations
- ◆ Designated LAFCO annexation negotiator for the Board of Supervisors
- ◆ Coordinate with the County's Planning, Building and Transportation departments to ensure a comprehensive and consistent approach to Customer Service
- ◆ Work closely with elected and appointed officials

1997-2001 City of Santa Ana, **Economic Development & Planning**

Responsibilities for Planning included:

- ◆ Most planning counter duties
- ◆ Current Case Planning
- ◆ Research of long range development projects
- ◆ Assisted in updating City's General Plan
- ◆ Commission and Council Presentations
- ◆ Drafting and Design work as needed
- ◆ Review and Complete Certificate of Occupancy, Variances, and Conditional Use Permits Application
- ◆ Prepared CEQA required documents

Responsibilities for Economic Development include:

- ◆ Implemented Empowerment Zone program by managing the development of and staffing for governance structure that includes a 23 member Board of Directors, 3 Board Task Forces, 5 Committees, and 8 sub-committees
- ◆ Contract Management for more than 50 Empowerment Zone Sub-recipient contracts
- ◆ Budget and Administrative Management for the Empowerment Zone program
- ◆ Developed Request for Qualification and Proposals
- ◆ Grant Writing & Report Writing
- ◆ Staff reports for Council, Commissions, and Board
- ◆ Developed a Monitoring and Procedure Policy for the allocation of Empowerment Zone funds
- ◆ Implement and Facilitate Business focus groups, forums and trainings
- ◆ Numerous public presentations on Agency programs
- ◆ Prepare CEQA and NEPA required documents
- ◆ Coordination of activities with developers of commercial and industrial projects
- ◆ National Representative for the 25 Western Regional Federal Empowerment Zones and Enterprise Communities
- ◆ Portfolio Management of over 100 Top Revenue generating companies actively utilizing the California State Enterprise Zone Program and Federal Empowerment Zone Programs
- ◆ Statistical and Trend Analysis,
- ◆ Citywide Assessment and Agency Database Management
- ◆ Launched Business Outreach Programs for retention/attraction
- ◆ Facilitate a Business Community Watch Program
- ◆ Web Page design & updating
- ◆ Citywide Tax Incentive Marketing
- ◆ Coordinated and Facilitated Redevelopment Projects located within Empowerment Zone Boundaries

1992-1997 Desert Community Bank & Wells Fargo Bank, Covina & Victorville, CA, **Operations Officer, Customer Service Manager,**

Responsibilities Banking and Finance include:

- ◆ Managed staff, general operations, auditing, state and federal compliance, security, purchasing, and payroll for mid-size branch.
- ◆ Prepared and executed commercial, real estate, business, auto and consumer loans. Certified in Money Market Fund Accounts.
- ◆ Managed local community marketing plans for Wells Fargo Bank.
- ◆ Develop and implement marketing projects to meet branches sales objectives.
- ◆ Represent Desert Community Bank and Wells Fargo Banks support of the community by participating in local business and social groups. Act as liaison for both institutions as a member of the Chamber of Commerce and Leads Group.

PROFESSIONAL PROFILE

- ◆ Excellent presentation, planning, organization, communication and time management skills
- ◆ Computer skills include: Microsoft Office (Word, Excel, Access, PowerPoint, Publisher), GIS ArcView
- ◆ Recipient of the City of Santa Ana's Top Award for *Exceptional Quality Customer Service* for my individual work on the 1998 Federal Empowerment Zone Application. Santa Ana was designated an Empowerment Zone on January 13, 1999 entitling the City to receive up to \$100 Million Dollars over a 10 year period.
- ◆ Member of the Board of Directors for the California Association of Local Economic Developers (CALED) from 2001 to 2006.
- ◆ Member of National American Planning Association and the California Chapter of APA

EDUCATION

1989-1994 **California State Polytechnic University, Pomona**
Bachelor of Science Major: Economics

1997-2003 **California State Polytechnic University, Pomona**
Master of Urban and Regional Planning

JEANNE HALL

PLACERVILLE, CA 95667

WJEANNE@SBCGLOBAL.NET

EXECUTIVE PROFILE

BANKING MANAGEMENT CONSULTANT, capitalizing 36 years of highly successful experience. Available to guide managers toward outstanding sales and unparalleled customer service. Areas of expertise include:

- Growth and development strategy.
- Training development and implementation.
- Team leadership.
- Bank merger conversions.
- Project planning and execution.
- Due diligence.

BANKING EXPERIENCE

Union Bank of California ~ Placerville, CA (1969 - 2006)

Gained comprehensive knowledge in all aspects of branch banking during 36 years of loyal service. Initially hired by **Bank of California** (1969 - 1984); earned continual promotions and a reputation for excellence while adapting during numerous mergers and acquisitions. Key roles and accomplishments are listed below.

VICE PRESIDENT/BRANCH MANAGER

Assigned to the Placerville Branch as an Acting Branch Manager and then Branch Manager, charged with determining whether this failing branch could thrive. Utilized strong analytical problem-solving and turnaround management skills to overhaul operations, and turned it into one of the most successful branches in the state. Directed all aspects of strategy and growth, boosting revenues through aggressive business development, relationship management, brand marketing, networking, and outreach through community service. Created and implemented effective sales and revenue-generating programs with a focus on consumer and small business lending. Established aggressive goals and instituted structure, policies, and staffing changes to attain those goals. Trained and motivated staff to deliver the top caliber customer service that ensured satisfaction and loyalty.

Accomplishments:

- During the acquisition of Security Pacific Bank, chosen to transition one of its branches to the Union Bank system. Trained and supported the Branch Manager, ensured that due diligence was adhered to, assisted customers through the conversion, and performed and transferred all audits.
- Boosted commercial loans from \$300K sub-prime to \$15M A-Grade commitments with over \$10M outstanding.
- Increased deposits from \$6M to \$40M and installment loans from \$5M to \$20M.
- 100% operational audits. (2005 and 2006)
- Top Business Loan Producer. (2005)
- Top Consumer and Small Business Loan Producer. (2004)
- Extreme Sales and Service manager of the Year for Edmiston Division. (2003)
- Branch Manager of the Year for Edmiston Division. (2002)
- Rated amongst the top 10 Union Bank branches in Standards of Excellence for customer service shops. (1995 - 2002, consecutively)
- Branch Manager Top Performer award in the Ross Division. (1996)
- Award of Excellence Honoree, one of 35 chosen from 250 offices. (1995)

TELLER TRAINING COORDINATOR

Designed, developed and coordinated Bank of California's first Financial Services Representative School in San Francisco. With a commitment to excellence, created a training program that enhanced tellers' interpersonal communication, sales and customer service skills. Recruited and hired an Instructor to implement the program.

ADDITIONAL EXPERIENCE

El Dorado County ~ Placerville, CA (11/06 - Present)

BUSINESS SERVICES REPRESENTATIVE

Hired by reputation to market a little-known business loan program in which the county partners with banks to spur economic development and facilitate start-up and expansion capital accessibility for businesses. Cold-call on bank Branch Managers and conduct informational presentations regarding opportunities to partner with the county for client loans. Network with CPAs, who familiarize their business clients with this supplemental source of funding. Evaluate and verify applicant's eligibility, collateralize and underwrite the loan, and present the package to the loan committee for final decision, and book and disburse loans upon approval.

Accomplishment:

- The Business Services Rep function had previously been outsourced to an entity outside of El Dorado County. County businesses were largely underserved and no loans had been generated since 2005. I quickly utilized my expansive network to educate the business community and stimulate referrals.

COMMUNITY SERVICE

Committed to giving something back to my community, I've served in numerous regional leadership roles, including those listed below.

El Dorado County Chamber of Commerce ~ Board Member (1988 - Present)

Served the Chamber of Commerce in all officer positions including Board Director, Vice President, Financial Vice President, President and Past-President.

- **Chair, Small Business Week** (2001 - 2005)

Spearheaded and chaired the annual EDC Small Business Week observance, which included training sessions, a trade show to promote local shopping, and a job fair. Trained and transitioned several Chamber members to continue this highly successful week-long event.

- **President** (2000)

As the hallmark of my term, established a Small Business Resource Center to assist local business owners.

- **Chair, Economic Development Council** (1989 - 1999)

Awards

- Named **Outstanding Community Service Individual** (2004)

- Recipient of the **President's Award**. (2001)

Job One OneStop Employment Resource Center ~ Board Member (1998 - Present)

In response to the Workforce Investment Act, El Dorado County established Job One, a nonprofit umbrella corporation comprised of Social Services, EDD, and other related organizations to streamline the process for unemployed and underemployed individuals.

Bank Administration Institute ~ Board Member (1977 - 1989)

Held each board position up to and including Board President (1988).

Optimist International ~ Charter Member (1988 - Present)

- **President** (1993 - 1995)

REFERENCES

References provided upon request.

Sharon Guth
Placerville, CA 95667

WORK HISTORY

Department Analyst, El Dorado County Housing Authority

September 2004 to current

- Administer grant programs for First-Time Homebuyer, Housing Rehabilitation, and Economic Development activities to ensure compliance with grant objectives
- Work with business owners, realtors, lenders, title companies, contractor and homeowners to meet program objectives
- Maintain program budgets for personnel and grant activities and provide budget projections to supervisor
- Submit required grant reports to State
- Assist in preparation of grant applications
- Prepare Board packets including public notices and resolutions
- Prevailing Wage compliance monitoring

Fiscal Technician, El Dorado County Housing Authority

April 2002 to September 2004

- Manage financial data for multiple Housing Programs
- Disburse monthly housing assistance payments to landlords
- Complete monthly reconciliations for ten program budgets
- Provide state and federal agencies with quarterly and annual financial data
- Establish and manage escrow accounts for first-time homebuyer and housing rehabilitation programs
- Assist building contractors, realtors, lenders, landlords and clients

Accounting Manager, Track 'n Trail

October 1996 – October 2001

- Supervised a team of Inventory Analysts
- Developed and implemented training programs for field personnel
- Reported inventory results to upper management
- Interviewed and trained new employees
- Reconciled petty cash, miscellaneous cash accounts, and store bank accounts

Inventory Analyst, Track 'n Trail

October 1993 – October 1996

- Tracked and processed shipping and receiving documents weekly for twenty retail stores
- Trained store personnel on paperwork procedures
- Reconciled and researched perpetual counts to physical counts for each store
- Generated inventory results reports

Assistant Buyer, Track 'n Trail

June 1988 – October 1993

- Managed merchandising of men's sandals and western boots, women's sandal, socks and accessories
- Maintained an open-to-buy purchasing budget
- Developed sales and delivery budgets
- Generated purchase orders
- Met with vendor sales representatives to select new merchandise and negotiate prices and terms
- Developed a line of private label merchandise

Office Assistant, Accurate Tax Service

January 1988 – April 1988

Customer Account Processor, California Furniture Rental

June 1987 – October 1987

Data Entry Operator/Supervisor, ADP Autotrak

December 1984 – June 1987

Sharon Guth
Placerville, CA 95667

EDUCATION

Folsom Lake College, GPA 3.87

Associate of Arts Degree, Accounting, December 2005

Associate of Arts Degree, Business, May 2006

Nan McKay & Associates - September 2003, September 2006

Section 8 Financial Management Training Certificate

National Development Council – January 2008

ED101 – Economic Development Finance

SKILLS

Proficient in Word, Excel, Outlook, Lotus 1-2-3, and Lotus Notes

Experienced in Internet applications

Trained in Peachtree and Axcent Accounting software

Mrs. Cynthia ("C.J.") Freeland
Rescue, California 95672

SUMMARY:

Extensive background in administration providing support to executive management in support of specialized programs to meet the needs of participants in the community. Highly successful in abilities related to creativity, organization and details. I have demonstrated ability to maintain cooperative working relationships with staff, the general public as well as State, Federal, corporate and out of agency personnel. I am a dedicated professional who enjoys problem solving.

AREAS OF EFFECTIVENESS:

| | |
|--------------|--------------|
| Management | Organization |
| Writing | Editing |
| Budgets | Accounting |
| Planning | Creativity |
| Fund Raising | Marketing |

COMPUTER SKILLS:

| | |
|------------------|--------------------------|
| Microsoft Word | Data Base Programs (QSS) |
| Microsoft Excel | Internet |
| Typing – 72+ wpm | Microsoft PowerPoint |
| WordPerfect | Microsoft Publisher |
| Eudora | Microsoft Outlook |
| Lotus Notes | |

SELECTED ACCOMPLISHMENTS:

ADMINISTRATIVE: Extensive experience in key support of administrators in the coordination and execution of complex administrative duties including preparation, organization and performance of supportive responsibilities with state and federal child development grant programs under minimal supervision.

ORGANIZATION: Supervised and coordinated staff and suppliers for major projects while providing clear schedules, budgets and plans to senior management and clients.

COMPUTER SKILLS: Extensive experience in learning and applying software while providing training in many applications. Design forms and develop tracking documents. Able to assemble, analyze and report statistical data. Have combined a wide assortment of information from a variety of software programs to prepare complex reports for a broad group of audiences.

PUBLIC SPEAKING: Experience in speaking to large and small groups, professionals, and students including training, new business and marketing presentations.

ACCOUNTING: Extensive budgetary experience for a wide range of businesses on both an annual and project basis including AR, AP and payroll.

CREATIVITY: Developed award winning public awareness, marketing and fund raising campaigns and programs utilizing my skills in concept, copy writing, design, and layout. Successfully apply my creative skills to solve administrative problems.

PUBLIC RELATIONS: Developed press relations and special event programs for Andy Warhol (Pop Artist), Don Page (World Class Runner), and Jim Palmer (Hall of Fame Baseball Pitcher) on behalf of the Sacramento Weinstocks department store. Other clients have included Kirkwood Ski Resort, Waterworld USA, The Sacramento International Auto Show, Ridgeview Estates, and American Aerobatics Air Shows. Developed award winning public service anti-truancy campaign in Southern California.

HUMAN RESOURCES: Five plus years in Merit System Office of Education with supervisory experience and skills in recruitment, position control, budget, classified and certificated issues, benefits, research, reports, class specification development, state and federal mandates. Interpreted contract language and applied same for classified, certificated and administrative personnel. Experience working in highly confidential areas and sensitive to organizational climates.

MEDIA PRODUCTION: As a production manager I have experience with black and white through four color process print production including magazines, brochures, newsletters, programs, fliers and direct mail materials. Strong layout and design skills including use of digital photography and clip art also applied to reports and presentations. Experience with development and production for radio and television marketing.

EDUCATION:

Teaching Credential Program, Chapman College, Diamond Springs Campus
Bachelor of Arts Degree, Communications/Public Relations, CSU, Fullerton
Associate of Arts Degree, Sociology, Santa Ana Community College
Diploma, Villa Park High School, Villa Park, CA

SUMMARY OF WORK HISTORY:

El Dorado County Department of Human Services
Housing and Economic Development Department
937 Spring Street
Placerville, CA 95667
Cynthia Wallington, Program Manager

Administrative Technician
Housing Element
5/2007 to present
(530) 642-7276

El Dorado County Office of Education
6767 Green Valley Road
Placerville, CA 95667
Kaye Medellin, Executive Director

Office Manager
Child Development
8/2006 to 5/2007
530-295-2270

| | |
|--|--|
| El Dorado County Office of Education 6767 Green Valley Road Placerville, CA 95667 Current Executive Director, Jeremy Meyers | Program Assistant (conf.) Human Resources 3/2000 to 8/2006 530-295-2219 |
| Blue Ribbon Temps, Placerville EID Customer Service - temp position | Temp Assignments 1/2000 to 3/2000 |
| American Aerobatics, Inc. (Air Shows) Cameron Park, CA Julie E. Clark, President | Project Manager 2/93-11/99 530-677-0634 |
| The Mountain Democrat | Sales Consultant |
| El Dorado Office of Education | Substitute Teacher |
| DDB Needham Worldwide Advertising | Account Supervisor |
| Executive Place Magazine , Sacramento | Production Manager |
| Sacramento Savings & Loan | Advertising Assistant |
| Weinstock's Department Stores | Ad Copywriter & P.R. |
| Bower Communications, Advertising/PR | Media Director |
| Disneyland | Cast - Christmas Parade |

AWARDS AND RECOGNITION:

Certificate of Accomplishment, Leadership Training, EDCOE 2004
 Outstanding Service Award, EDCOE 2003
 Certificate of Appreciation, EDCOE Personnel Commission, 2000
 Sacramento Women in Advertising Woman of the Year, 1987

PROFESSIONAL AND COMMUNITY AFFILIATIONS:

Rescue Community Center, Rescue Day Committee
 Shingle Springs Community Center
 Ponderosa High School Athletic Boosters Club, Fund Raising Committee
 Golden Sierra Private Industry Council, Private Sector Member
 Sacramento Advertising Club, Second Vice President, 1989
 Sacramento Women in Advertising, President 1986
 Sacramento Area Special Olympics, Print Production Manager
 American Heart Association Advisory Committee
 Student Public Relations Society of America (SPRA), Officer

SAM DRIGGERS

3266 Treasure Island Road • West Sacramento, CA 95691 • Cell: 916-761-7821
Driggers_Sam@hotmail.com

SUMMARY OF QUALIFICATIONS

- More than fourteen years experience in economic and business development, international trade promotion, and sales/marketing.
- Experience promoting business relocation, expansion, and investment in California.
- Successful relationships with leading educational, commercial, non-profit, and community stakeholders.
- Strong leadership and motivational ability; exceptional entrepreneurial and marketing skills.
- Languages: conversational German, some Spanish, and French.

EXPERIENCE

El Dorado County, Office of Economic Development

ECONOMIC DEVELOPMENT COORDINATOR

04/07 - Present

- Responsible for Economic Development Activities throughout the County.
- Developed & implementing County Econ-Dev. Strategy, BOS adopted Oct. 2, 2007
- Developed Barriers to Business Development report, Board of Supervisors adopted Jan. 29, 2008
- Established and managed first El Dorado Hills Business Walk – 169 businesses visited
- Kick-started deployment of county-wide Business Retention and Expansion program (Metro Pulse) resulting in regulatory reform and market development opportunities.
- Organize and coordinate successful Promotional Awards program for Arts, Recreation & Tourism, Business, and Film development, \$535,000 annual budget
- Created consensus and multi-jurisdictional support for Lake Tahoe basin-wide Prosperity Plan, seeking pre-application funding from US Department of Commerce, Economic Development Administration
- Established and coordinate successful Community Forum public outreach campaign
- Manage activities of County's Economic Development Advisory Commission
- Formulated and managed all aspects of Leadership El Dorado – Economic Development Day

Sacramento Metropolitan Chamber of Commerce

DIRECTOR of BUSINESS and ECONOMIC DEVELOPMENT

01/04-04/07

- Reestablished and managed Economic Development and Small Business Assistance programs
- Developed regional consensus for the Sacramento Regional Business Retention and Expansion (BRE) program – Metro Pulse
- Established and managed Metro Chamber Business and Economic Development programs:
 - Business Walk, taking the pulse of business along commercial corridors
 - Chamber Pulse, Metro Chamber's membership survey program
 - Chamber 411/911 business assistance program, issue and problem solving
- Managed all aspects of six internal and two external, public policy committees
- Successfully established and coordinated Regional Economic Forum events
- Responsible for five Cap-to-Cap public policy teams and advocacy issues coordination
- Organized and led first International Study Mission - Dublin, Ireland

ECONOMIC DEVELOPMENT CONSULTANT

05/03-12/03

- Awarded Phase One - Manufacturing Attraction Strategy, City of Brentwood, California (10/02)
- Appointed to the Yolo County Economic Development Council by Yolo County Board of Supervisors

- Independent proposal reviewer, State of California Manufacturing Technology Program (2002 & 2003)

Sam Driggers

Resume, Page 2

Burlington Northern & Santa Fe Railway

REGIONAL SALES MANAGER – INDUSTRIAL PRODUCTS

11/02-05/03

- Executed B2B sales, identified, and captured small to medium sized enterprise rail freight capacity opportunities in Northern California and Nevada – *Estimated FY 03-revenue growth of \$6.2 million*
- Leveraged existing network of alliances and forged new relationships with State and local economic development officials, port directors and staff, and key trade associations
- Developed Northern California and Nevada strategic sales plan
- E-tools: *Zephyr™*, Siebel based CRM program, *iPower™* suite of web-enabled interactive freight shipment tools

Economic Development Division, City of Stockton

BUSINESS ATTRACTION and STRATEGIC ALLIANCES MANAGER

11/01-07/02

- Secured \$956,000 from the California PUC to assist small and medium sized enterprises in the Stockton area
- Sponsored and co-authored a regional strategic plan for San Joaquin County outlining the development, promotion, and adoption of information technologies
- Coordinated the activation of the Port of Stockton Foreign Trade Zone with the Port of Stockton, San Joaquin County Airport Authority, San Joaquin Partnership, and C-level executives of Cost Plus
- 71 manufacturing opportunities for estimated 3,192,920 sq. ft. of new construction valued at \$31,735,000 and estimated to create 1,229 new jobs
- E-Tools: Proficient with *Landmaster™* Property Management Software, and *CoStar™* Commercial Real Estate

California Technology, Trade, and Commerce Agency (TTCA)

PROGRAM MANAGER, MANUFACTURING TECHNOLOGY PROGRAM

12/00-11/01

- Successfully managed a \$3.2 M Federal/State partnership program
- Cultivated successful strategic partnerships resulting in bioscience and technology business creation
- Developed customer communications including technology themed exhibition booth, and marketing materials
- Developed budget change proposals and administered annual RFP process
- Represented State of California on MANEX and CMTTC Boards of Directors

GLOBAL BUSINESS DEVELOPMENT MANAGER

06/98-12/00

- Secured export actions - clients reported generating \$46 M in export sales FY 99-00; \$26 M FY 98-99
- Recruited 131 firms for California Trade Delegations attending 13 international trade events
- Promoted global expansion of California ICT, biotech, medical, E-business, and telecom firms
- Crafted and executed California export promotion campaigns
- Built and maintained relationships with international trade organizations, C-level executives, and foreign officials

Volunteers in Overseas Cooperative Assistance (VOCA)

INTERNATIONAL DEVELOPMENT RECRUITER

03/94-06/96

- Recruited U.S. agribusiness consultants for more than 180 international business and cooperative development and technical assistance projects throughout 31 emerging democracies and middle-income nations
- Marketed VOCA programs to national agribusinesses, land grant universities, agricultural cooperatives, international trade, and domestic development groups, along with state agriculture departments and county extension agencies
- Coordinated development and training efforts with World Bank, Peace Corps, and national governments from transitioning economies, emphasizing market development and transnational linkages

EXPERIENCE PRIOR TO 1994

International Election Research Analyst, International Republican Institute, Washington, D.C.
Development Specialist, Republican National Committee, Washington, D.C.
First-Tier Opposition Research Analyst, National Republican Senatorial Committee, Washington, D.C.
Economic - Political Research Assistant, International Freedom Foundation, Washington, D.C.
International Trade Consultancy Assistant, Samuels International Associates, Washington, D.C.
Nature Reserve Game Warden, Sea Farm Nature Reserve, Betty's Bay, South Africa
Agriculture Exchange Student, National Future Farmers of America, Germany, and Australia

EDUCATION

| | |
|---|----------------------|
| Oklahoma University – Economic Development Institute | 2006-2008 |
| Year Three Indianapolis, IN | December 2008 |
| Year Two Reno, NV | December 2007 |
| Year One Oklahoma City, OK | April 2007 |
| International Economic Development Council (IEDC) | 2004-Present |
| Economic Development Credit Analysis Course Atlanta, GA | June 2006 |
| Economic Development Finance Course Princeton, NJ | January, 2006 |
| Business Retention & Expansion Course Chicago, IL | September 2005 |
| Pursuing CEcD certification | |
| Keys to Successful Economic Development (CALED) | January 2005 |
| Basic Economic Development Course Sacramento, CA | |
| MA, International Policy Studies (Marketing and Trade), | December 1997 |
| Monterey Institute of International Studies | |
| African Regional Studies Coursework, National Security Department, | Fall 1997 |
| United States Naval Postgraduate School | |
| BA Honors, International Relations, | December 1990 |
| Rhodes University, South Africa | |
| BA, African Economic History and Political Studies, | December 1989 |
| University of Cape Town, South Africa | |

RECENT AWARDS/HONORS/MEMBERSHIPS

| | |
|--|---------------------|
| State of California, Office of Small Business Advocate, | 2008 |
| Workforce Development/Education, Pod member | |
| California Association of Local Economic Developers, Member | 2004-Present |
| California Association of Local Economic Developers, Awards Reviewer | 2006-2009 |
| International Economic Development Council, Member | 2007-2009 |
| Yolo County Economic Development Council, Appointed Member | 2003-2007 |
| German Ministry of Economics and Technology, Transatlantic Program | Fall 2002 |
| California Technology, Trade and Commerce Agency, | 2000 |
| Agency Secretary Recognition Certificate | |
| Monterey Institute of International Studies, Presidential Scholarship | 1996 - 1997 |
| American Marketing Association – Sacramento Valley Chapter, Member | 1996 - 2004 |

SECTION 2. BUSINESS ASSISTANCE ACTIVITY

2.3 Program Operator Experience

The following is a statement of the qualifications of El Dorado County staff responsible for the administration of Community Development Block Grant programs.

Qualifications:

Daniel Nielson, M.P.A., as Director of Human Services will be responsible for overall grant management and supervision of the Human Services staff work. He will supervise the monitoring of grant performance. Mr. Nielson will review all financial and performance reports, and other documents relating to the grant. Mr. Nielson will coordinate HCD's monitoring of the county's grant performance.

Mr. Nielson's resume is attached.

Shawna Purvines, as Senior Planner will be responsible for assisting the Director in overall grant management and supervision of the CDBG Program. Ms. Purvines is responsible for managing the everyday tasks related to CDBG activities along with performance reports and other documents relating to the grant. Ms. Purvines is responsible for monitoring of grant performance. Ms. Purvines was formerly the Economic Development Coordinator for El Dorado County and developed and managed the County's Economic Development Program in addition to planning and coordinating economic development activities including business outreach referrals, marketing and capital improvements programs.

Ms. Purvines' resume is attached.

Lynda Webb, as Chief Financial Officer, is responsible for oversight of the budget and financial recordkeeping, including the review and approval of monthly cash reports, semi-annual Financial and Accomplishment Reports and Annual Grantee Performance reports. She will provide oversight of grant expenditures and coordinate the annual audits of same. Ms. Webb is also responsible for overseeing the County's Revolving Loan portfolio.

Resume:

Ms. Webb was Senior Accountant for Human Services (formerly Community Services) between 1989 and 2004 when she was promoted to Chief Financial Officer overseeing all social services programs. In her position she has managed the financial recordkeeping and auditing for various state and federal grants, including CDBG/EDBG/HOME grants. Prior to working for El Dorado

SECTION 2. BUSINESS ASSISTANCE ACTIVITY

County, Ms. Webb was a controller for Checkmate Management, Inc., where she managed the financial operations of fifteen companies.

Jeanne Hall as Department Analyst II for the department will provide loan underwriting, including but not limited to program eligibility, business plan and financial analysis, credit analysis, and presentation to the Loan Advisory Board. Ms. Hall has extensive knowledge in the banking industry and completed the National Development Counsel's ED101 – Economic Development Finance training in 2008 ensuring in-depth EDBG processes are followed.

Ms. Hall's Resume is attached.

Sharon Guth as Department Analyst for Human Services is responsible for the daily management of grant program and revolving loan fund activities. Ms. Guth is responsible for monitoring of program loan portfolios. Ms. Guth will be responsible for monitoring the progress of the construction through completion of each project. Ms. Guth will monitor the wage compliance reports against the personal interviews performed on the construction site. Ms. Guth is responsible for general implementation of the 2005 CDBG multi-year grant. Her related background includes experience in accounting and construction.

Ms. Guth's resume is attached.

Cynthia Freeland as Administrative Technician for the Department is responsible for day to day activity delivery including but not limited to marketing, applicant eligibility, processing and training.

Ms. Freeland's resume is attached.

Sam Driggers is the Economic Development Coordinator for the County of El Dorado. Mr. Driggers will assist the Economic Development Block Grant Enterprise Fund Program through marketing to Businesses and Corporations the potential financing, training, and technical assistance opportunities through our program.

Mr. Driggers' Resume is attached.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

2.2 El Dorado County Microenterprise Assistance Program Design

I Description of Activity

The County of El Dorado Microenterprise Technical Assistance program has been designed to encourage entrepreneurship and provide economic benefit to potential new local business owners. The effort is targeted to assist the low to moderate Targeted Income Group (TIG) community. The program will continue the efforts the County has established through the delivery of services at the One Stop to provide training, technical assistance, and advisory services for enterprise development throughout the county. The County has developed a strategy to assist small businesses with training, technical assistance, advisory services, and potential loans through the gap financing to encompass a greater focus on the needs of small business owners and entrepreneurs. The focus of this strategy are that promising TIG small business owners and entrepreneurs are provided training either virtually or on-site, and have the opportunity to grow their start-up and small businesses rapidly. With a new funding award, the goal is to provide a base of services the community businesses, entrepreneurs, and job seekers can depend upon.

II Program Goals

The primary goal of the El Dorado County Microenterprise Assistance program is to stimulate private investment through timely and appropriate assistance to businesses. Through a community wide effort, the County will recruit CDBG eligible applicants who will be trained to develop new businesses, which will provide supplemental and/or full time employment. This program will seek to overcome traditional obstacles involved in start-up or newly established businesses by establishing learning and funding opportunities for small businesses in local communities. Training will provide the skills and knowledge necessary to organize, manage, market and finance a small business. The Program will also provide the technical assistance and advisory services that will assist the business through start-up and/or expansion to maintain viable operations.

Persons developing microenterprise businesses are defined as persons who are actively working toward developing businesses, or persons who have an interest or are expected to be actively working toward developing businesses. For the purposes of this program, a Microenterprise is defined as a business that has five (5) or fewer employees, one or more of whom owns the business.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

The County of El Dorado will seek applicants and participants to meet the following target goals:

| | |
|---|----|
| Program participants | 15 |
| Participants receiving Technical Assistance | 15 |
| Projected Program Graduates | 7 |

Technical Assistance (TA) to businesses includes a wide range of knowledge and skill development essential to business and entrepreneurial success. There are three ways or settings in which TA will be delivered to clients:

- a. One-on-one: One client and one or more counselors, consultants, and/or mentor
- b. Workshop setting: Multiple clients, all of whom are verified TIG, and one or more counselor, consultant, and/or mentor
- c. Virtual setting: Individual or multiple clients, all of whom are verified TIG, and one or more counselors, consultants and or mentor assisting with online training seminar.

Several technical assistance course topics can be delivered in each setting, and each type of setting more or less suited to the delivery of a specific component to meet the individual needs of a client. The Program Operator will select the setting most cost effective and conducive to the technical assistance.

III Description of Local Need

El Dorado County has been adversely affected by the overall economic decline. Over 300 jobs have been lost in less than 12 months due to layoffs by some of the County's major employers. In January 2007 El Dorado County reported an annual average unemployment rate of 3.8%. The current annual average unemployment rate has grown to 11.1%, an increase of nearly 300%.

The most recent available information shows the annual average earnings per worker in El Dorado County at \$ 38,200 . According to the Self Sufficiency Standard for California (2008), a single adult with two young children must earn \$ 53,976 or \$ 25.56 an hour in order to be self-sufficient. Most of the county's Cal WORKS recipients are one-parent families located in the more rural parts of the county. The County has an active caseload of _____ families on the Cal WORKS program, _____ families receiving food stamps and _____ families receiving Medi-Cal. By providing the Microenterprise Training and Technical Assistance Program from the One-Stop Service Center where a significant number of these individuals must register to meet eligibility requirements, many participants can access and benefit from the Microenterprise opportunities.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

Current economic strains have made it more difficult for new business owners to obtain credit lines from traditional lenders for start up or expansion capital. In May 2009, the County Board of Supervisors recognized the need for a focused economic plan of action and adopted a 12-Month Economic Development Action Plan to address critical economic issues facing the county. A major focus of that plan is to provide economic development tools to encourage new business located in, or relocating to, the unincorporated area of the county. The Program will support the plan with CDBG-EF grant funds to provide economic stability and job growth.

IV How Program Design Relates to Local Need

The Microenterprise Technical Assistance Program is designed to provide opportunities in the TIG community not easily accessed in the traditional environment. Outreach and program training will be directed at persons in the target income group that have an interest in learning what it takes to become a small business owner and for those looking to expand their current business but unsure of how to reach that goal.

The program will assist the target income group community in developing businesses, which will provide services and products necessary to local communities and to the larger businesses in the area.

The County of El Dorado will meet local need by providing a program which:

- Improves the County's local employment base by providing self-employment opportunities to the targeted income group;
- Encourages diversification of the economic base, especially in resource dependent rural locations;
- Provide technical assistance and support services to new and recently established businesses to expand knowledge and management practices; and,
- Improve the economic viability of participating business ventures by providing advisory services and loan funding opportunity for qualified program participants.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

3.2 Extent to Which Program Complements Local or Regional Economic Development Plan

On May 18, 2009, The El Dorado County Board of Supervisors recognized the need for a focused economic plan of action and adopted a 12-Month Economic Development Action Plan to address critical economic issues facing the county and to strengthen the Economic Development Strategy adopted by the Board on October 30, 2007. The El Dorado County Microenterprise Assistance Program will complement the Plan by playing an integral role in providing economic development tools to TIG entrepreneurs and business owners located in the unincorporated area of the county by utilizing CDBG-EF grant funds to support economic stability and job growth and economic self sufficiency.

Within the Economic Development Element of the El Dorado County General Plan there are Goals, Objectives, Policies, and Measures. The main Goals of the Economic Development Element are 10.1 Cooperation and 10.2 Public Service and Infrastructure.

Goal 10.1: Cooperation

The county shall work with all levels of government and with the various economic development organizations including the business community to cooperatively identify and promote the County's positive opportunities and strength.

Goal 10.2: Public Service and Infrastructure

Provide adequate levels of public services and infrastructure for existing residents and targeted industries and establish equitable methods to assure funding of needed improvements to existing infrastructure and services and new facilities to further economic development consistent with the County's custom, culture, and economic stability.

These goals are echoed in the Economic Development Strategy's Primary Objectives. Objective 3, Build Service Provider Support Network for Business Retention and Expansion Program, specifically sites the need for a collaborative effort to establish financing programs.

The Department of Human Services and California Department of Housing and Community Development are key partners in the success of the County's Economic Development Plan by providing needed business tools in the form of technical assistance and loans through the CDBG Enterprise Fund for the County's Microenterprise Assistance Loan Program.

SECTION 3. MICROENTERPRISE BUSINESS ATTACHMENT

This Section contains:

- 4.1 Task Matrix Attachments
- 4.2 Program Guidelines
- 4.3 Cost Allocation Plan (required if serving both TIG and non-TIG clients)
- 4.4 Other Local Organizational Support Attachments
- 4.5 Leverage Attachments
- 4.6 Adverse Economic Event

Microenterprise Task Matrix

Note: "X" - identify organization responsible for task.

| Task | General Admin COUNTY | Activity Delivery COUNTY | Microenterprise Assistance Activity COUNTY |
|---|----------------------|--------------------------|--|
| Approve RLF Guidelines | X | | |
| Clear Special Conditions | X | | |
| Prepare Funds Requests | X | | |
| Monitor Grant Expenditures | X | | |
| Generate Fiscal/Performance Reports | X | | |
| Coordinate grant activities with Program Operator and Grantee | X | | |
| Oversee program implementation and activities | X | | |
| Compile official grant project files | X | | |
| Monitor achievement of goals | X | | |
| Report on progress to Grantee and local governing body | X | | |
| Meet with local econ developers to solicit referrals | | X | |
| Create and distribute program flyers and newsletters | | X | |
| Write press releases; Market Microenterprise services | | X | |
| Participate in Loan Advisory Review | | X | |
| Loan Servicing and Accounting | | X | |
| Create and update the program website | | X | |
| Income screen for TIG status | | X | |
| Determine business size and eligibility as a microenterprise | | X | |
| Ascertain readiness of potential participant | | X | |
| Ascertain readiness in eligible, enrolled participant | | | X |
| Gather baseline data on potential participant | | X | |
| Gather baseline data on eligible, enrolled participant | | | X |
| Field calls from potential participant | | X | |
| Create service plan for eligible, enrolled participant | | | X |
| Coordinate course offerings with community colleges and other providers | | X | |
| Set up courses and schedules for eligible, enrolled participants | | | X |
| Assist in preparing business plan and marketing strategy | | | X |

| Task | General Admin | Activity Delivery | Microenterprise Assistance Activity |
|--|----------------------|--------------------------|--|
| Conduct courses | | | X |
| Curriculum Development | | X | |
| Class/Training Preparation | | X | |
| Guide eligible, enrolled participants in resolving business issues | | | X |
| Field calls from enrolled, eligible participants | | | X |
| Meetings/counsel sessions with eligible, enrolled participants | | | X |
| Assist in preparing loan application | | X | |
| Collect and input eligible, enrolled participant data | | X | |
| Prepare and submit cost allocation plan | X | | |
| Report on program outcomes | X | | |
| Determine indicators for tracking | X | | |
| Evaluate program effectiveness | | X | |
| Create database to match participant data collection | X | | |
| Attend HCD Workshops | X | | |
| | | | |

Note: "X" indicate party responsible for task.

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

4.2 Program Guidelines

**EL DORADO COUNTY
MICROENTERPRISE ASSISTANCE PROGRAM GUIDELINES**

I. Program Description

The El Dorado County Microenterprise Assistance Program requires a community effort to identify and recruit TIG applicants for the program. Qualified and interested individuals will be invited to attend introductory sessions explaining the scope and purpose of the program. They will assess their willingness to seek self-employment and determine their family and personal commitment to program participation.

Participants accepted into the Program will attend training and seminars designed to enlighten and teach basic business skills and provide opportunity to review the overall feasibility of their business concept. Following the training, participants will be provided an opportunity to create a business plan with one-on-one technical assistance which can guide the business start-up in establishing funding for the new venture. The Program will provide continuing support to participating businesses with advisors and counselors for specific issues.

II. Eligible Applicants

Eligible applicants include all community members considered low to moderate income or TIG eligible (total household incomes at or below 80% of county's median income) who either own or plan to own a Microenterprise business located within the unincorporated areas of El Dorado County. A Microenterprise is defined as a business with five or fewer employees, one of whom is the owner/operator. Program activities will begin with recruitment and screening for participants who have the potential to become future business owners or have existing businesses but still meet targeted income group guidelines.

Recruitment will continue with existing agencies serving the County of El Dorado including but not limited to:

- El Dorado County Office of Economic Development
- El Dorado County Human Services Department Social Services Division
- Job One of El Dorado County of El Dorado
- State Department of Employment Development
- State Vocational Rehabilitation Department
- County Chambers of Commerce including but not limited to:
 - El Dorado County Chamber of Commerce
 - El Dorado Hills Chamber of Commerce
 - Cameron Park/Shingle Springs Chamber of Commerce
 - Coloma Chamber of Commerce
 - Georgetown Chamber of Commerce
 - Pollock Pines Chamber of Community
 - South Lake Tahoe Chamber of Commerce
- Small Business Associations
- Civic Groups

In addition to income verification, program applicants will be screened for prior skills and experience levels, self-determination to improve and gain control of their environment, willingness to commit to full participation in training and counsel as well as overall family and/or household support for entrepreneurship. Program application and eligibility documents are included as attachments to this application.

III. CDBG Eligibility Requirements

The County of El Dorado Microenterprise Program will meet CDBG eligibility requirements by offering training, counsel and loan opportunities to members of the low to moderate income groups residing with the unincorporated areas of El Dorado County.

National CDBG objectives will be met by serving one of two goals:

- Limited clientele, participants, either individual seeking business start-up or business owners with existing small businesses will demonstrate TIG eligibility. Participants will create or maintain self-employment, and/or create new jobs through business expansion;

For the purposes of this proposal, Microenterprise is defined as a business that has five or fewer employees, one or more of whom owns the enterprise.

IV. Program Content

The County of El Dorado Microenterprise Assistance Program will provide training and technical assistance through the One-Stop Service Delivery system. Technical assistance (TA) to business includes a wide range of knowledge and skill development essential to business entrepreneurial success. There are two ways or settings in which TA will be delivered to clients.

1. One-on-One: One client and one or more counselors, consultant, and/or mentor;
2. Workshop: Multiple clients, all of whom are verified TIG, and one or more counselors, consultant, and/or mentor;

Various Technical Assistance content can be delivered in each setting, and each setting more or less suited to delivery of a particular content to a particular client. The Program Operator will select the setting most cost effective and conducive to the Technical Assistance. It is anticipated the majority of workshops and seminars will be held at the One-Stop Service Center in Placerville. However outreach will be provided in South Lake Tahoe, El Dorado Hills and Georgetown.

V. Technical Assistance

The classroom training will offer ten modules that provide necessary training and counsel for all selected participants. The program will include:

- Skills Entrepreneurs Need: What it Takes to Survive in Business
- Deciding on a Business
- Business Plan; Your Roadmap to Success
- Communication Tools and Organization
- Marketing Analysis
- Marketing Strategy
- Management Skills
- Operations: Running the Business
- Licenses, Permits, Business Names and Insurance
- Keeping the Books – Accounting and Cash Flow
- How to Finance Your Business – What Lenders Want to See
- Location and Opening Your Business
- Tools to Forecast Business Needs and Sound Cash Management

Participants in the program will be expected to attend training sessions and meet regularly with counselors and trainers to develop a business plan. Training will be offered with two complete cycles planned within 12 months of program approval. Additional programs may be determined on a geographic basis to meet community and countywide need.

It is expected that many participants may decide to seek regular employment opportunities or determine they do not wish to complete the program. These individuals will likely gain from attendance and may become more qualified job applicants through the program participation. Although program objectives are established for completion and potential loan funding, a review of individual circumstances will be sought from all participants, which demonstrates factors impacting program participation.

VI. Implementation Plan

The client selection recruitment is handled through the El Dorado County Department of Human Services in conjunction with El Dorado County Job One One-Stop Resource Centers. All participants are screened for income verification using the Microenterprise Assistance application. All existing CalWORKS recipients are given an assessment of skills and interest in the entrepreneurial training. Notices will also be sent to clients who have been screened for acceptance in the El Dorado County Housing Rehabilitation and Housing Acquisition Programs.

Additional recruitment for qualified applicants will be made through media coverage and marketing brochures. Local lenders will recommend clients and projects through working with Business Services Representative when appropriate. In addition the Office of Economic Development and County Chambers of Commerce will refer potential applicants.

All candidates will be screened for Targeted Income Group (TIG) eligibility prior to enrollment in the program. Individuals not qualified as TIG will be referred to other business resource assistance programs, including the Greater Sacramento Small Business Development Center and Sierra Economic Development District (SEDD) SBA funded Microenterprise program. The prescreening process will also assess possible barriers to attending training such as transportation, childcare needs and language barriers.

VII. Training Program and Technical Assistance Program

Implementation of the training program will commence with informational meetings where applicants and interested individuals will learn of the content and operation of the entire training and loan program. Meetings will be held in local communities to reach the widest audience, while actual training may take place in Placerville, Cameron Park, and potentially South Lake Tahoe. Training sessions will take place according to the training curriculum with a minimum of two complete cycles offered during the grant period.

The County has a Resource Center developed in both Placerville and South Lake Tahoe One-Stops Resource Centers where participants may use a personal computer to research the Internet and/or prepare the text and numbers necessary for the construction of a formal business plan. Participants will be able to schedule appointments for the El Dorado County Chamber of Commerce to utilize the resources of the local Chamber, the Greater Sacramento SBDC for compiling information and data necessary to complete their tasks and plan.

VIII. Delivery of training programs, One-on-One Technical Assistance, and Business Support

The County or its subcontractor will provide comprehensive workshops to the participants that cover all of the elements of how to start their own business. These classes are appropriate

for those individuals who have an idea to begin their own business and those that have recently started their business. We are proposing the workshops to consist of 6 classes that are designed for 3 hour sessions, and consist of classroom teaching, classroom activities, and speakers from the local community who have started their own businesses or have pertinent expertise to impart to the new business owner/entrepreneur. The classes are designed to deliver a completed business plan for the participant that will guide them through the first years of operations and prepare them for funding requests.

The technical assistance to be provided to the targeted income population will consist of one on one consulting to assist them in their area of need. The assistance will not be confined to the participants in the Business Start-up workshop, but also to businesses that request it as long as their income falls within the target income group (TIG) to participate in the program. The services will consist of consulting in all areas of their startup needs. All participants in the Business Start-up Workshop are included in the one-on-one technical assistance. Each class participant will be scheduled for individual one-on-one assistance as part of class participation.

Business support will consist of assistance with printed materials and brochures for access to the internet through the One-Stop Resource Center. Other assistance could be computer classes or other specialized support. The assistance will be provided on a one on one basis and will be offered to all participants in the classes and to all qualified businesses. Other business support may be provided as identified through the classes.

During the final phase of the training process, the County or Subcontractor, with the assistance of mentors, will guide entrepreneurs through the process of preparing an application for funds under the grant program. Entrepreneurs will then have the opportunity to make a presentation to the Loan Advisory Board demonstrating their ability in start-up businesses.

IX. CDBG Monitoring

CDBG monitoring requirements will vary depending on the use of funds and the applicable federal overlays. Environmental review procedures are included with this application.

Job Creation/TIG Benefit

All participants will be screened for Target Income Group (TIG) benefit eligibility. The El Dorado County Department of Housing, Community and Economic Development will be responsible for the income verification processes. All participants receiving assistance with CDBG funds will be 100% verified.

Labor Standards Requirements

Although not an activity under this application, CDBG loans may trigger compliance with Federal Labor Standards and Provisions. The following CDBG-assisted projects may be subject to the payment of Federal Prevailing Wage Rates:

- New construction or Rehabilitation
- On site improvements in support of new construction
- Installation of equipment

When a project is determined to be subject to Federal Labor Standards, the County will be responsible for assigning in-house or contract staff to monitor compliance with this requirement.

Other Monitoring Requirements

Other requirements that apply to CDBG funding and may need to be monitored for compliance include:

- Acquisition, Anti-Displacement, and Relocation. If the County uses CDBG funds to acquire property, then it must comply with CDBG acquisition procedures. The County must minimize the displacement of persons (families, individuals, businesses, non-profit organizations, and farms) that may result from CDBG-funded activities. (24 CFR 570.606). If the displacement occurs, then the grantee must insure that the affected parties are provided with adequate relation assistance (24 CFR 570.606).
- Equal Opportunity/Section 3. The County must insure that no one is being excluded from participating in, or benefiting from, the CDBG program on the basis of race, color, religion, national origin, or sex (24 CFR 570.602). The County must have a system in place for tracking the "protected class" status of loan applicants, loan recipients, job applicants, and job recipients (24 CFR 570.607).
- Procurement. The County will utilize procedures in procuring services, supplies, equipment and construction contracts that maximize free and open competition and the efficient, economical use of the CDBG funds (24 CFR 85.36).
- Contractor Eligibility and Certification. The County will ensure that any contractors and/or subcontractors are not on the federal list of ineligible contractors and that they are licensed and in good standing (24 CFR 570.609).

X. Matrix

El Dorado County Microenterprise Loan Fund Program Roles and Responsibilities

Key: County Staff - El Dorado County Department of Human Services and Economic Development
 County - El Dorado County Chamber of Commerce

| TASK | COUNTY STAFF | COUNTY |
|-------------------------------------|--------------|--------|
| Audit | X | |
| Business Forums | X | X |
| Clear Grant Conditions | X | |
| Client Assessment and tracking | X | X |
| Conduct Environmental Review | X | |
| Content Development | X | X |
| Equal Opportunity Compliance | X | |
| Federal Overlay Compliance | X | |
| Fiscal/Performance Reporting | X | |
| Identify & Recruit Clients | X | X |
| Income Screening | X | |
| Procurement | X | |
| Program Marketing | X | X |
| Program Monitoring & Record keeping | X | |
| Program Oversight & Evaluation | X | |
| Project Management | X | X |
| Public Participation | X | |
| Set-up & maintain public files | X | |
| Tracking/Monitoring | X | |
| Trainer Recruitment/Coordination | X | X |
| Training/Technical Assistance | X | X |
| Workshops | X | X |
| Clear Special Conditions | X | |
| Income Screening/TIG Benefit | X | |

| TASK | COUNTY STAFF | COUNTY |
|--------------------------------------|--------------|--------|
| Conduct Appeal Process | X | |
| Attend HCD Workshops | X | |
| Refer for Business Counseling - SBDC | X | X |

**EI DORADO COUNTY
MICROENTERPRISE LOAN PROGRAM GUIDELINES**

I. PURPOSE:

The El Dorado County Microenterprise Assistance Loan Program (MLP) is designed to provide the critical and necessary capital needs of businesses and development projects in El Dorado County. The MLP is capitalized with funds from the State of California Community Development Block Grant (CDBG) Program. The intent of the MLP is to provide appropriate assistance to business and development projects, which in turn will create and/or retain jobs, along with increasing the commercial and industrial base of the community.

The MLP provides loans in which repayments are “revolved” or “recycled” to be loaned again in the same program. Therefore, the initial funds that capitalize the program will be used again to create additional jobs, assist more businesses and projects and provide significant benefits beyond the MLP’s initial loans.

The MLP is designed to provide need-based funding as some percentage of a project's total financing requirements. The MLP is targeted to businesses and projects that have the greatest potential for long-term job creation/retention, particularly jobs created and/or retained for low and moderate income persons.

The MLP will assist businesses and projects that start-up, expand, and/or locate within the unincorporated county limits of El Dorado. The MLP funds can be used to finance:

- Working Capital/Lines of Credit,
- Inventory Purchase,
- Equipment Acquisition,
- Furniture/Fixtures.

II. POLICY:

The following elements are critical in the selection of loans for the MLP Program:

- Existence of a documented need that hinders the business or project from obtaining or affording the project without the MLP injection.
- The loan meets the MLP’s underwriting criteria.
- Business owner qualifies as a CDBG Microenterprise (i.e. owner(s) is TIG, and the business has five or fewer employees, including the owner(s).
- The terms and conditions of the project are appropriate.

III. SOURCE OF FUNDING:

The source of funding for the MLP is the State of California Community Development Block Grant Program Enterprise Fund Component Program. Loans are not made from the El Dorado County General Fund.

IV. DESCRIPTION OF FUNDING

4.1 Guidelines

Loans will range from a minimum of \$1,000 to a maximum of \$25,000. However, MLP loans

above \$25,000 will require additional approval by the State Department of Housing and Community Development (HCD), Economic Development Advisory Committee (EDAC).

- **Leveraging:** Minimum 10% of total project costs.
- **Loan Terms:** Up to ten years, depending on the asset being financed and the demonstrated need for the MLP funds. The length of the loan shall not exceed the economical life of the equipment/asset being financed.
- **Interest Rate:** The interest rate is set based on the demonstrated financial need of each borrower. If the financial need is the availability of capital, the interest rate shall be near market rates for the asset being financed. If the financial need is the cost of capital (rate, term or collateral requirements), then the interest rate is set by evaluating the financial information to determine at what interest rate the project would be viable.
- **Loan Fee:** Borrowers will pay for any direct costs incurred in loan processing and closing, such as recording fees, attorney fees, escrow fees, etc.
- **Prepayment Penalty:** None
- **Deferral of Payments:** On a case by case basis, determined based on the financial gap."
- **Collateral Requirements:** All MLP loans shall be fully secured by collateral in order to maintain the Microenterprise Loan Program. No unsecured loans shall be made. Collateral will usually be in the form of liens on the assets financed including fixed assets such as machinery, accounts receivable, inventory, and lease assignments. Liens upon other non-project assets of the borrower may also be used to secure the loan. Personal guarantees will be required of all person/entities holding a 50% or more interest in the applicant's business. Types of collateral may include
 - Liens on real property,
 - Deeds of Trust,
 - Liens on machinery, equipment, or other fixtures,
 - Lease assignments, as appropriate,
 - Personal and/or corporate guarantees, as appropriate, and
 - Other collateral, as appropriate.

4.2 General Administrative Features

The Microenterprise Loan Program will comply with all CDBG requirements, including, but not limited to:

- Confidentiality of Client Financial Information, as allowed by law;
- Equal Opportunity/Affirmative Action Policy;
- Attorney review of all contracts and legal forms;
- Monitoring and Reporting Forms;
- Collection and Foreclosure Policy;
- Labor Standards (where applicable);
- Clearing CDBG Special Conditions;
- Relocation assistance (where applicable);
- Section 3 requirements;
- Fair Housing requirements;
- Environmental reviews;
- El Dorado County staff will be responsible for overall project marketing, loan evaluation, loan packaging, and monitoring.

4.3 Project Evaluation Criteria

The following evaluation criteria will be adhered to during the course of the Microenterprise Loan Program:

- The number of jobs created/retained and the percentage benefiting members of the Targeted Income Group.
- The amount of private dollars leveraging MLP funds.
- The financial viability of the proposed project.
- The demonstrated need for the MLP funds.

4.4 General Credit Requirements

A loan applicant must:

- Show ability to operate a business successfully,
- Have enough borrowing ability or equity to operate, with the MLP loan, on a sound financial basis,
- Show the proposed loan is of sound value or reasonably secure to assure repayment, and
- Show that the past earning record and future prospects of the firm indicate ability to repay the loan and other fixed debt, if any, out of the profits.

4.5 Loan Packaging

County staff will be responsible for MLP loan packaging activities, including review of all proposals presented to the Loan Advisory Board (LAB).

4.6 Loan Review

The Loan Advisory Board (LAB) shall be responsible for reviewing funding proposals and making recommendations to County staff. The El Dorado County Housing and Community Development Agency will decide terms and conditions of loan agreements. The LAB shall be comprised of:

- One representative of County Staff;
- One Certified Public Accountant;
- Two representatives of a El Dorado County lending institution, and
- Two representative of the business community appointed by the County.

HCD/CDBG will make the final loan determination after County LAB approval.

4.7 Length of Review Process

On average, the MLP review process takes six to eight weeks from submittal of a complete loan application through LAB review. Loan funds can be disbursed two to three weeks after signing the MLP documents, depending on the financing and approval by HCD. Conditional commitments can be made prior to final approval from another funding source. Every effort will be made to facilitate the process to coincide with the other funding source and the project's requirements.

4.8 Linking Jobs with Long-Term Unemployed

County staff will work closely with the Workforce Investment Act (WIA) programs and services that provide assistance to the unemployed and low and moderate income persons. Early and consistent involvement with each loan applicant will be an integral policy of the MLP Program.

V. ELIGIBILITY

5.1 Eligible Applicants

In order to be considered for financing through the MLP, applicants must meet the following requirements:

- Have a completed business plan which includes a competitive market analysis and qualify as a Microenterprise (owner(s) is TIG and the business has five or fewer employees, including the owner(s))
- Be an on-going or start-up private, for profit Microenterprise business concern, partnership, sole proprietorship licensed and located (or planning to locate) within the unincorporated areas of El Dorado County. Businesses operating out of a residence are eligible.
- Be in compliance with all county, state and federal financial obligations, including taxes with zoning regulations.
- Loan monies may NOT be used to satisfy any existing debts.

Conflict of Interest

When the County's program contains Federal funds, the following shall be addressed: in accordance with title 24, Section 570.611 of the Code of Federal Regulations, no member of the governing body and no official, employee or agent of the local government, nor any other person who exercises policy or decision-making responsibilities (including members of the loan committee and officers, employees, and agents of the loan committee, the administrative agent, contractors and similar agencies) in connection with the planning and implementation of the Program shall directly or indirectly be eligible for this Program. This ineligibility shall continue for one year after an individual's relationship with the County ends. Exceptions to this policy can be made only after public disclosure and formal approval by the governing body of the locality.

5.2 Eligible Uses

The project must be commercial or industrial. MLP funds can be used for construction and permanent financing, working capital, inventory, equipment, real property acquisition, construction and rehabilitation.

5.3 Ineligible Uses

Projects must be located in the unincorporated areas of El Dorado County. Projects cannot be residential in nature. Projects must have reasonable assurance of repayment. Projects are not eligible if they create a conflict of interest pursuant to California Government Code S87100 *et seq* for any current El Dorado County or Business Development Corporation employee or Loan Advisory Board (LAB) member. Projects must create or retain jobs, primarily for the Targeted Income Group and must leverage private or equity funds.

5.4 Eligible Costs

- Finance of inventory, furniture, fixtures, machinery and equipment.
- Working capital, supplies and start up costs.

5.5 Ineligible Costs for CDBG Loans

Costs incurred prior to CDBG grant execution, submittal of the loan application, and environmental review requirements, except for private leverage as specified in Section 4.1. and costs other than those listed as eligible in Section 5.5.

VI. ROLE OF THE COUNTY

6.1 County staff will, as required

- Publicize and market the MLP; screen all applicants for loans;
- Refer candidates that are not eligible, do not meet the MLP criteria or need technical assistance to the Small Business Development Center;
- Ask promising candidates to submit preliminary information and an application, along with accompanying financial information;
- Prepare package, along with recommendation to loan advisory;
- If approved, assist with loan processing and closing;
- Once closed, monitor the loan, maintain the loan records, and monitor compliance with job objectives.

The County staff will make the daily decisions called for or implied regarding the activities of the MLP. Decisions to foreclose and declare defaults will be the responsibility of the El Dorado County Housing and Community Development Agency, in consultation with legal counsel, based upon recommendations of staff. County staff will monitor on-going operations of the loan recipient. Staff will consult and monitor program operator during the term of the contract. Staff will review all reports, financial information and performance reports on each loan during the term of the loan. Staff will serve as the contact for the State Department of Housing & Community Development for the MLP.

County staff will meet with each MLP applicant to ensure that the applicant maintains the documentation required. Staff will brief each applicant on his obligations and requirements of the Program. Additionally, County staff will conduct an environmental review of the project as necessary. County staff and program operator will refer potential applicants, including those ineligible or denied MLP financing, that need technical and management assistance to the appropriate organization. As a condition of the loan, the County or LAB may require that applicants receive pre- and/or post-loan counseling.

County staff and/or the program operator may require applicants who have received loans to undertake business counseling if it appears that the applicant's financial position is declining and the MLP loan may become delinquent.

6.2 Role of the Loan Collection Agent

The County will conduct the duties of the loan collection agent. The duties will include the following:

- Loan servicing and accounting;
- Provide monthly receipts of loan payments
- Provide quarterly statements on each loan
- In concurrence with the jurisdiction's legal counsel, undertake loan collections, including asset liquidation;
- Obtain credit reports on all loan applicants

VII. LOAN SELECTION & APPROVAL PROCESS

7.1 (A) Marketing

The marketing of the MLP Program will be accomplished by a variety of means. There will be media coverage, marketing brochures, and joint marketing through program operator's existing loan packaging and financial services. Local lenders will recommend clients and projects, when appropriate. The Small Business Development Center, local Realtors, and business associations will also refer potential applicants. The County will also use existing business and community networks to market the MLP Program.

7.1 (B) Procedure

Once a potential project has been identified, County staff will conduct a preliminary review for

eligibility with the MLP criteria. If another lending source is more appropriate, or the project does not meet the MLP criteria, the staff will refer the prospective borrower to another organization for assistance.

If the project appears to meet the criteria, the applicant will be asked to submit preliminary information. Preparation and submission by an applicant of preliminary information and supporting documents include, but are not limited to: business and personal tax returns for the last three years or since commencement of operations (whichever is less), business financial statements (balance sheet and income statement) for current year and prior three years, current personal financial statement, credit history, and proposed project summary. Start-up businesses must submit proforma financial statements for the first five years. Real estate projects must submit pro forma projections for the first five years, and pre-leasing information.

The preliminary information will be reviewed by County staff. If the project is viable, a draft loan analysis will be prepared by program operator. If the decision is to decline the request, the program operator will provide the applicant with a written explanation of the denial. If appropriate, referrals to other organizations will be made.

If the review is positive, the applicant will be invited to an application conference with program operator and to submit a formal application to program operator, which will be presented to the LAB for their recommendation. At the application conference, program operator will review with the applicant the formal MLP checklist and required information, forms and financial schedules deemed necessary the County to complete the loan package. The County will determine project needs/conformance with local requirements, as well as determine the necessary environmental review for the project. The County will begin the environmental review as necessary.

The applicant, in conjunction with the County will develop the employment plan. Upon completion of the necessary information, applications will be presented by the program operator to the LAB. The presentation will include a completed MLP Project Evaluation Form. If the private funds are from equity, then the commitment letter must be from the applicant. The program operator presentation will include a recommendation. This recommendation will include the proposed terms and conditions, based upon the identified financial need and the "appropriate" analysis undertaken by program operator, along with a checklist insuring that the loan meets the MLP guidelines and criteria.

The LAB will decide to recommend approval or to decline the loan request. If declined the applicant will be informed in writing by the County as to the reason. If recommended, the LAB's recommendation can be under the terms and conditions proposed by program operator, or the LAB can recommend alternative terms and conditions. The LAB recommendation is the presented to the County Staff. County staff will review the loan package for completeness and regulatory compliance, as well as final review for compliance with MLP guidelines and criteria.

When the County approves or denies the loan request, the applicant will be notified in writing. If denied, the reasons for denial will be included. County approval shall include a certification statement that, based on his/her review of the staff report and LAB recommendation, the County finds that the CDBG loan is appropriate and that the assistance is commensurate with both the needs of the borrower and public benefits stemming from the project.

7.1(C) Loan Closing

Upon approval by the County will prepare for the loan closing. After final approval from HCD/CDBG the Borrower will sign all the necessary documents and agreements. The County will request a drawdown of funds from the State Department of Housing & Community Development (the timing of the request may vary depending on the project). The County will prepare the loan closing documents, prepare title and lien searches, and UCC-1 filings, if appropriate. County legal counsel will review all agreements and documents, as necessary.

Loan closing will be undertaken by the County. At the time of closing, the Borrower will be provided with a checklist outlining their obligations under the MLP Program. At closing, or another specified time, funds will be disbursed to the Borrower. The County will complete any

remaining legal, regulatory or other items. Monitoring and compliance files will be set-up at this time.

7.1(D) Loan Monitoring

Two separate loan files will be maintained. The first is the legal file which holds all the original loan documentation, along with the original documents. This file shall be kept in a fireproof vault for safekeeping. The second is a credit file which shall contain the day-to day administrative records of the loan. At a minimum the legal file shall include:

- Note
- Loan Agreement, including Non-Financial Employment Plan
- Mortgage
- General Security Agreement
- Personal Guaranty
- Corporate Guaranty
- Subordination Agreement
- Life Insurance Policy and Assignment
- Hazard Insurance Policy and Assignment
- General Resolution
- Certificate of Secretary
- Opinion of Counsel
- Intercreditor Agreement

The credit file shall contain, at a minimum, the loan application and financial information associated with the application, credit memo, LAB recommendation, final local approval, disbursement records, reports of site visits, updated financial information provided by borrower, job creation/retention data, etc.

A reporting system will be established for each loan and the loan portfolio as a whole. The report should be up-dated at least quarterly. The County shall be responsible for preparation of this report. The report will be used by the County to monitor the loans and identify problems. The report will contain the following:

- **Fund Report Balance:** A monthly summary of the beginning fund balance, principal and interest recaptured during the month, disbursements made during the month and funds committed but not yet disbursed, and amount remaining in the MLP which is unencumbered. The monthly receipts from the lender on each loan will serve as the basis for this report.
- **Portfolio Summary Report:** A quarterly summary of the total loans outstanding and authorized loans. The report shall include a quarterly statement on each loan, prepared by the lender. The quarterly report shall include the last payment date and loan balance. Delinquent loans shall be identified and a summary of actions to date to collect delinquent loans shall be included.
- **Employment Report:** A quarterly report on each project detailing the jobs created/retained, and where applicable those hired that meet the Targeted Income Group.
- **Loan Loss and Delinquent File:** A list of all loans that have been classified as uncollectible and a summary of foreclosure procedures to date on the loan. Loans that are delinquent will also be listed, along with a summary of recommended steps, and steps taken to date.
- **Tickler File:** A listing of the current loan portfolio and dates for receipt of financial statements, employment information, renewal of UCC-1 filings, review date, dates for insurance renewal and other information.

In addition, a loan monitoring file will be established which will include a summary of the monitoring requirements of the State Department of Housing and Community Development. A tickler file will be part of this overall file to insure that loan and MLP monitoring is undertaken and completed

VIII. LOAN UNDERWRITING

The loan underwriting policies of the El Dorado County Microenterprise Loan Program (MLP) are designed to insure the program's ongoing viability, assist businesses that could not proceed without the MLP, and ensure that the MLP assistance is appropriate.

8.1 HUD Underwriting Guidelines

The County has adopted the HUD underwriting guidelines for the MLP to determine whether a proposed CDBG subsidy is appropriate to assist with business expansion or retention. In addition, the project will be reviewed to determine that a minimum level of **public benefit** will be obtained from the expenditure of the CDBG funds in support of the project.

The objectives of the underwriting guidelines are to ensure that:

- Project costs are reasonable;
- All sources of project financing are committed;
- To the extent practicable, MLP funds are not substituted for non-Federal financial support;
- The project is financially feasible;
- To the extent practicable, the return on the owner's equity investment will not be unreasonably high;
- To the extent practicable, MLP funds are disbursed on a pro rata basis with other financing provided to the project; and
- Sufficient public benefit will be received from the expenditure of MLP funds.

8.1(A) Project Costs are Reasonable

All project costs will be reviewed for reasonableness, and to avoid providing either too much or too little MLP assistance. The amount of time and resources expended evaluating the reasonableness of a cost element shall be commensurate with its costs. In some instances, it will be necessary to obtain third-party, fair-market price quotations or a cost element. Particular attention will be documenting the cost elements in non-arms-length transactions.

Procedures:

1. Start with Sources and Uses of Funds.
2. For each Use of funds, determine if costs are reasonable.
 - a. For machinery, equipment. Determine if the costs are estimated by a third-party (e.g. architect, engineer, equipment supplier, etc.). Determine if the estimates are included in the application. Determine if the contingency is adequate.
 - b. For working capital, compare the amount of working capital to industry averages, risk, historical needs of the business and the projected need. Analyze business financial statements, projections, operating cycle and financial ratios.
3. A higher level of review will be required if there are no third party estimates.
4. Sources of information:
 - Sources and Uses of Funds Statement;
 - Financial Statements and Projections;
 - Industry Averages (Robert Morris);
 - Third Party Costs Estimates;

- Building Department/Public Works;
- Realtors;
- Appraisers;
- Architects/Engineers;
- Contractors;
- Equipment Suppliers; and
- Other similar projects.

8.1 (B) Commitment of All Sources of Project Financing

Prior to the commitment of MLP funds to the project, a review shall be conducted to determine if sufficient sources of funds have been identified and committed to the project, and the participating parties have the financial capacity to provide the funds to ascertain if the project is viable and will move ahead in a timely manner. In certain circumstances, the MLP may commit its funds in advance of final commitments from other funding sources. However, to conduct the underwriting analysis, the approximate terms and conditions of the other funding sources should be known. Final commitments from the other funding sources will be required, with substantially similar terms and conditions as used in the underwriting analysis, prior to any loan closing or disbursement of funds.

Procedures:

1. Start with Sources and Uses Form.
 - a. For all sources of funds, determine if there is evidence verifying commitment or intent to commit.
 - b. For debt sources, be in receipt of letters of intent or interest, which specify the level of commitment and terms/conditions of the loan. The proposed terms should be reflected in the business projected debt schedule and in the financial projections. Determine if actual loan packages have been submitted to lenders.
 - c. For equity sources, determine if the equity injection is verified on the business or personal financial statements. Or if an investor provides the equity, obtain evidence of the level and terms of commitment (e.g. letter of intent with accompanying financial statement verifying availability of funds).
2. Sources of information:
 - a. Sources and Uses of Funds,
 - b. Business and Personal Financial Statements, and
 - c. Letters of intent/interest form lenders, partners and investors.

8.1 (C) Avoid Substitution of CDBG Funds for Non-Federal Financial Support

The project will be reviewed to ensure that, to the extent practicable, MLP funds will not be used to substantially reduce the amount of non-federal financial support for the project to make the most efficient use of the MLP funds.

8.1 (D) Financial Feasibility of the Project

Each project will be examined to determine the financial viability of the project, and thus the reasonable assurance that the public benefit will be realized. The current and past financial statements for both the business and individuals must be analyzed, along with tax returns and projections. The assumptions behind the projections must be critically analyzed. Income and expense costs shall be evaluated and compared historically, where applicable, and compared to industry averages (using guides such as Robert Morris' Annual Financial Statements). Project costs, including both hard and soft costs, must be determined to be reasonable. Accurate project costs are vital to determining project feasibility.

As part of the financial analysis, the past, current, and projected financial data shall be

analyzed to determine if the job estimates are reasonable and supportable. Labor costs shall be looked at the break-even point. In addition, labor costs shall be checked against industry averages. Variations should be explained in the loan analysis.

The terms and conditions of the MLP loan must be appropriate. In general, the interest rate shall be set at a rate where available cash flow is able to meet debt obligations, after other obligations are met, with enough cash flow remaining to operate successfully. The loan term typically is based in the asset being financed. The term should not exceed the economic life of the asset being financed. However, a longer loan amortization schedule, with the loan due at the end of the economic life may be justifiable

Each loan shall include a written explanation of the appropriate analysis that was undertaken, and the reason the terms and conditions of the loan were approved.

8.1 (E) Financial Analysis

Historical and projected financial statements will be subject to financial analysis to determine the gap, and structure the terms and conditions of the MLP loan, as discussed above, but also to determine that the project is feasible. In addition, use prudent underwriting guidelines, demonstrating that the proposed loan is of sound value, and note how past earnings and future prospects indicate an ability to meet debt obligations out of profit.

Information that will be required to be submitted by the applicant will depend on the project, ownership structure and whether it is an ongoing or start-up business. In general, the information required is outlined in the MLP checklist in the exhibits.

The financial analysis will differ depending on whether the business is a start-up or existing business. The analysis will include for existing businesses a spread of the current and financial statements to determine trends. The pro forma statements will then be compared to these past statements. Financial ratios will be analyzed. The statements and ratios will be compared to industry averages. For start-up business the projections will be analyzed and ratios developed, and both compared to industry averages.

Ratios that will be analyzed include:

- **Current Ratio:** Current assets/current liabilities. This ratio is a rough indication of a firm's ability to service its current obligations. A ratio of 2:1 is considered secure.
- **Quick Ratio:** Cash & equivalents plus accountants & notes receivable/current liabilities. The ratio is a refinement of the current ratio. A ratio of 1:1 usually indicates ample liquidity.
- **Cash Flow Coverage:** Net profit & depreciation & depletion-amortization expenses/current portion of long term debt. This ratio is a measure of the ability to service long term debt.
- **Another coverage ratio is:** Earnings before interest and taxes/annual interest expenses. This ratio is a measure of a firm's ability to meet interest payments. A Cash Flow Coverage of 1.25 debt service shall be used as a guideline.
- **Debt to Worth:** Total liabilities/tangible net worth. This ratio is the relationship between debt and a businesses net worth. A lower ratio is an indication of greater long-term financial safety and greater flexibility to borrow. In general, a Debt to Worth ratio of higher than 5:1 should not be exceeded as an underwriting policy. There are exceptions when the industry average is high due to its capital intensive nature or when projections show the ratio lowering quickly.
- **Collateral Coverage:** The value of collateral as compared to the amount of the loan. Typical underwriting guidelines suggest that 125% of loan balance be used. However, this is highly dependent on the quality and security of the

collateral. In addition, collateral requirements are a cause of “financial gaps”. The MLP shall use 125% as a guideline, which shall only be lowered with specific and detailed analysis and explanation.

- **Break-Even Analysis:** The analysis of the project’s ability to support the projected labor costs and additional debt service at its break-even point (BEP) will be analyzed to determine what proportion of the jobs can be supported at that BEP. This will serve as a worst case look at the business’ prospects for success, ability to service new debt, etc.

The financial and ratio analyses must be supported by the business plan. The business plan must provide a clear understanding of the project, competition, market strategy, sales estimates, management capacity and other factors.

Lastly, to ensure project feasibility, an evaluation will be conducted of the experience and capacity of the business principals to manage the business and achieve the projections.

Procedures:

1. Perform financial underwriting analysis.
 - a. Spread historical financial statement sand projections. Identify any significant differences and compare to industry averages.
 - b. Review assumptions to projections. Determine if projections are reasonable and supported by market studies, business plan, and historical trends.
 - c. Review financial ratios for project and compare to industry averages. If significantly different, determine the reasons and impact on feasibility.
 - d. Review cash flow for project. Determine if there is adequate working capital.
 - e. Determine break-even point for project, and how much the projections are above the break-even point. Determine if the public benefit will be realized at the break-even point.
2. Review the business plan, market information, historical financial statements, projections, ratio analysis, break even analysis, spreadsheet analysis, and management capacity to determine the project feasibility.
3. Sources of information:
 - a. Historical Financial Statement;
 - b. Financial Projections;
 - c. Business Plan;
 - d. Market and Industry information; and
 - e. Industry Averages.

8.1 (F) Return on Equity Investment

The return on equity investment is the amount of cash that the investor/business owner is projected to receive in relation to their initial equity. For a sole proprietor, this equates to salary plus net income. To the extent practicable, the MLP should not provide more than a reasonable return on investment to the business owner. This will help ensure that the MLP will maximize the use of MLP funds and not unduly enrich the business owner. However, care shall be taken to ensure that the rate of return will not be too low, so that the business owner’s motivation remains high to pursue the business with vigor.

If the project’s financial returns are projected to be too low to motivate the business and/or investor to proceed with the project then risks of the project outweigh the returns. An inadequate rate of return, adjusted for industry and location risks, is a third method to determine the gap appropriate to be funded with MLP funds. To analyze this gap, the projected return on investment must be compared to the return on investment on similar projects. If it is shown that a gap does exist, then the MLP financing rate and terms must be set at a rate that provides a return equal to the “market rate”. Real estate appraisers and lenders are important sources of information on “market rate” returns.

Procedures:

1. Review projections.
 - a. Review revenues, expenses (including officer's salary/owners' draw), debt service and net operating income, and compare to historical financial information and to industry averages. Determine if these items are reasonable.
 - b. Review indicators of owners' return on equity, including officers' salary, owners' draw, and net operating income. Given the project's risk and local conditions, determine if the return on equity is reasonable compared to industry averages.
2. Review the business and personal obligations. Determine what return on equity is necessary to meet personal and business obligations.
3. If return on equity is above industry averages, adjusted for risk and local conditions, take steps to reduce the return to within a reasonable rate by restricting owners' draw/officers' salary, or adjusting the MLP loan terms.
4. If return is below average, adjust MLP subsidy to bring the rate of return closer to the industry average.
5. Sources of information:
 - a. Financial projections;
 - b. Historical financial statements;
 - c. Personal financial statements; and
 - d. Industry averages.

8.1 (G) Disbursement of MLP Funds on a Pro Rata Basis:

To the extent practicable, MLP funds should be disbursed on a pro rata basis with other funding sources to avoid placing MLP funds at a greater risk than other funding sources. When it is determined that it is not practicable to disburse MLP funds on a pro rata basis, other steps shall be taken to safeguard MLP funds in the event of a default.

Procedures:

1. Review Sources and Uses of Funds. Determine when MLP funds will be expended as compared to other funds.
2. Determine other funding sources' policies towards expenditure of funds. These policies may require the use of MLP funds first. If so, may need to negotiate with other funding sources.
3. If MLP funds are to be expended first, consider actions to safeguard MLP funds (e.g. performance or completion bonds).
4. Sources of information:
 - a. Sources and Uses of Funds
 - b. Construction Contracts; and
 - c. Lender Requirements/Policies.

8.1 (H) Standards for Evaluating Public Benefit:

Each project will be reviewed to determine if a minimum level of public benefit will be obtained from the expenditure of MLP funds. The minimum standards are:

- ~~The business owner must be a member of a low-moderate target income income group. qualify as a TIG individual; or~~
- ~~The project must lead to the creation or retention of at least one full-time equivalent job per \$35,000 of MLP funds used; or~~
- ~~The project must provide goods or services to residents of an area, such that the number of TIG persons residing the areas served by the project amounts to at least one TIG person per \$350 of MLP funds used.~~

Procedures:

1. Review historical financial statements.
 - a. Review historical labor costs as a percentage of revenues. Compare the percentage to projected labor costs. Determine if the two figures are consistent. If not, obtain an explanation.

- b. Determine if the number of projected jobs is consistent with the projected increase in labor costs. Compare the labor costs percentage to industry averages.
 2. Review the projections.
 - a. Determine if the assumptions used to project revenues and labor costs are reasonable. Determine if market/industry information and historical financial statements support revenues and labor costs.
 3. Determine if project meets minimum public benefit requirements (business owner is TIG individual, ~~one full-time equivalent job for every \$35,000 in MLP funds, or one TIG resident per \$350 in MLP funds residing in the area served by the project).~~

IX. MICROENTERPRISE LOAN PROGRAM (MLP) TASK MATRIX

| TASK | COUNTY STAFF | COUNTY |
|--|--------------|--------|
| Establish and Maintain Program Loan Files | | X |
| Legal Review of Loan Documents | | X |
| Approve MLP Guidelines | | X |
| Prepare Fiscal/Performance Reports | | X |
| Review Fiscal/Performance Reports | | X |
| Monitor County Staff | | X |
| Conduct Environmental Reviews | | X |
| Participate in LAB Review | | X |
| Loan Servicing and Accounting | | X |
| Provide Monthly Receipts of Loan Payments | | X |
| Provide Quarterly Statements on Loans | | X |
| Implement Collections and Foreclosures | | X |
| Approve Reuse Plan | | X |
| Meet with Participating Lenders | | X |
| Publicize and Market the MLP | | X |
| Screen and Assist Loan Applicants | | X |
| Refer Ineligible Applicants to Others | | X |
| Request Preliminary Loan Information | | X |
| Get Credit Report, Other Documentation | | X |
| Prepare Loan Package and Recommendation with Appropriate Determination | | X |
| Present Loan to LAB | | X |
| Close Loan with Other Lenders | | X |
| Monitor Loan and General Compliance | | X |
| Prepare and Sign all HCD Reports | | X |
| Prepare Cash Requests and HCD Reports | | X |
| Clear Special Conditions | | X |
| Site Visits to Borrowers | | X |
| Track Jobs/Benefit (EEO) | | X |
| Monitor Labor Standards | | X |
| Income Screening/TIG Benefit | | X |
| Conduct Appeal Process | | X |
| Planning, Building & Public Works Reviews | | X |
| Attend HCD Workshops | | X |
| Refer for Business Counseling - SBDC | | X |
| Provide Overall Review and Liaison Between MLP Components, County Staff, County and CDBG Program | | X |

X. CDBG MONITORING

10.1 Environmental Review

Once a loan is determined to be viable under the CDBG criteria, staff will work to initiate the Environmental Review process for the project specific activity. Environmental review procedures are included.

CDBG monitoring requirements will vary depending on the use of funds and the applicable federal overlays.

10.2 Public Benefit Requirements

Job Creation/TIG Benefit

See **Section 8.1 (H)** for project evaluation criteria. The El Dorado County Department of Housing, Community and Economic Development will be responsible for the Income Certification processes.

10.3 Labor Standards Requirements

CDBG loans may trigger compliance with Federal Labor standards and provisions. The following CDBG-assisted projects may be subject to the payment of Federal prevailing wage rates:

- New construction or rehabilitation
- On-site improvements in support of new construction
- Installation of equipment

When a project is determined to be subject to Federal labor standards, the County will be responsible for assigning in-house or contract staff to monitor compliance with this requirement.

10.4 Other Monitoring Requirements

Other requirements that apply to CDBG funding and may need to be monitored for compliance include:

- **Acquisition, Anti-Displacement, and Relocation.** If the County uses CDBG funds to acquire property, then it must comply with CDBG acquisition procedures. The County must minimize the displacement of persons (families, individuals, businesses, non-profit organizations, and farms) that may result from CDBG-funded activities. (24 CFR 570.606). If the displacement occurs, then the grantee must insure that the affected parties are provided with adequate relation assistance (24 CFR 570.606).
- **Equal Opportunity/Section 3.** The County must insure that no one is being excluded from participating in, or benefiting from, the CDBG program on the basis of race, color, religion, national origin, or sex (24 CFR 570.602). The County must have a system in place for tracking the “protected class” status of loan applicants, loan recipients, job applicants, and job recipients (24 CFR 570.607).
- **Procurement.** The County will utilize procedures in procuring services, supplies, equipment and construction contracts that maximize free and open competition and the efficient, economical use of the CDBG funds (24 CFR 85.36).
- **Contractor Eligibility and Certification.** The County will ensure that contractors are not on the federal list of ineligible contractors and that they are licensed and in good standing (24 CFR 570.609).

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

4.4 Other Local Organizational Support Attachments

4.5 Leverage Attachments



*A non-profit partnership of public and private
members organized to create jobs and foster a
strong economic climate in the
County of El Dorado*

July 15, 2009

Shawna Purvines
Senior Planner
County of El Dorado
937 Spring Street
Placerville, CA. 95667

Dear Mrs. Purvines,

The El Dorado County Economic Development Corporation strongly supports the application of the County of El Dorado for funding under the State Department of Housing and Community Development, California Community Economic Enterprise Funds program. The proposed Micro-enterprise Technical Assistance and Business Loan Fund program will assist low-income individuals and local businesses in their needs and be a valuable tool for improving the economic base of El Dorado County.

The El Dorado County Economic Development Corporation will assist the County in the recruitment and prescreening for eligible applicants. We will assist in marketing this program and providing coordination of trainings and other support services necessary to ensure participation in this program.

We estimate the commitment provided to this program by our publication, help with programs, seminars, counseling service, marketing and use of our facility for meetings will equate to at least \$ 15,000 in-kind contribution over the two year duration of the grant.

Sincerely,

A handwritten signature in cursive script that reads "Laurel Brent Bumb".

Laurel Brent-Bumb
Chief Executive Officer

**Economic Development
Corporation
of El Dorado County**

542 Main Street
Placerville, CA 95667
(530) 621-5885

09-0866.2E.63



Shawna Purvines
Senior Planner
County of El Dorado
937 Spring St.
Placerville, CA 95667

Dear Mrs. Purvines,

Umpqua Bank strongly supports the application of the County of El Dorado for funding under the State Department of Housing and Community Development, California Community Economic Enterprise Funds program. The proposed Microenterprise Technical Assistance and Business Loan Fund program will assist low income individuals and local businesses in their needs and be a valuable tool for improving the economic base of El Dorado County.

Patti Pitts and Umpqua Bank will assist the County in recruitment and prescreening for eligible applicants. We will assist in marketing this program and providing coordination of trainings and other support services necessary to ensure participation in this program.

We estimate the commitment provided to this program by our publication, help with programs, seminars, counseling service, marketing and use of our facility for meetings will equate to at least \$5,000 in-kind contribution over the two year duration of the grant.

Sincerely,

A handwritten signature in black ink, appearing to read "Patti A. Pitts". The signature is fluid and cursive, with a large initial "P".

Patti A. Pitts
Manager
3970 J Missouri Flat Rd
Placerville, CA 95667
530-295-3085



Still Finding Gold In El Dorado County

July 15, 2009

Shawna Purvines
Senior Planner
County of El Dorado
937 Spring Street
Placerville, CA. 95667

Dear Mrs. Purvines,

The El Dorado County Chamber of Commerce strongly supports the application of the County of El Dorado for funding under the State Department of Housing and Community Development, California Community Economic Enterprise Funds program. The proposed Micro-enterprise Technical Assistance and Business Loan Fund program will assist low-income individuals and local businesses in their needs and be a valuable tool for improving the economic base of El Dorado County.

The El Dorado County Chamber will assist the County in the recruitment and prescreening for eligible applicants. We will assist in marketing this program and providing coordination of trainings and other support services necessary to ensure participation in this program.

We estimate the commitment provided to this program by our publication, help with programs, seminars, counseling service, marketing and use of our facility for meetings will equate to at least \$ 15,000 in-kind contribution over the two year duration of the grant.

Sincerely,

Laurel Brent-Bumb
Chief Executive Officer

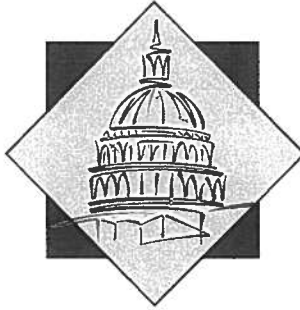
EL DORADO COUNTY CHAMBER OF COMMERCE

542 Main Street, Placerville, California 95667
(530) 621-5885 (800) 457-6279 Fax (530) 642-1624

09-0866.2E.65

Your SBA 504 Loan Partner

CAPITAL FUNDING



GREATER SACRAMENTO
CERTIFIED DEVELOPMENT
CORPORATION

July 13, 2009

Shawna Purvines
Senior Planner
County of El Dorado
937 Spring Street
Placerville, CA. 95667

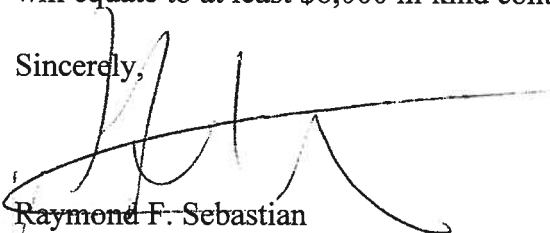
Dear Mrs. Purvines,

Greater Sacramento Certified Development Corporation strongly supports the application of the County of El Dorado for funding under the State Department of Housing and Community Development, California Community Economic Enterprise Funds program. The proposed Microenterprise Technical Assistance and Business Loan Fund program will assist low income individuals and local businesses in their needs and be a valuable tool for improving the economic base of El Dorado County.

Greater Sacramento Certified Development Corporation will assist the County in the recruitment and prescreening for eligible applicants. We will assist in marketing this program and providing coordination of trainings and other support services necessary to ensure participation in this program.

We estimate the commitment provided to this program by our publication, help with programs, seminars, counseling service, marketing and use of our facility for meetings will equate to at least \$6,000 in-kind contribution over the two year duration of the grant.

Sincerely,



Raymond F. Sebastian
Executive Director



El Dorado Hills Chamber of Commerce

August 5, 2009

Shawna Purvines
Senior Planner
County of El Dorado
937 Spring Street
Placerville, CA. 95667

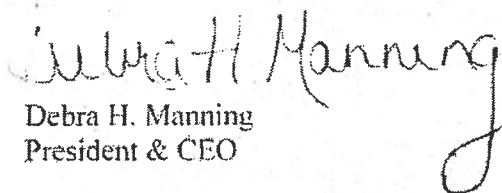
Dear Mrs. Purvines.

The El Dorado Hills Chamber of Commerce strongly supports the application of the County of El Dorado for funding under the State Department of Housing and Community Development, California Community Economic Enterprise Funds program. The proposed Microenterprise Technical Assistance and Business Loan Fund program will assist low income individuals and local businesses in their needs and be a valuable tool for improving the economic base of El Dorado County.

The Chamber will assist the County in the recruitment and prescreening for eligible applicants. We will assist in marketing this program and providing coordination of trainings and other support services necessary to ensure participation in this program.

We estimate the commitment provided to this program by our publication, help with programs, seminars, counseling service, marketing and use of our facility for meetings will equate to at least \$3300.00 in-kind contribution over the two year duration of the grant.

Sincerely,


Debra H. Manning
President & CEO

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

4.6 Adverse Economic Event(s)

SECTION 3. MICROENTERPRISE ASSISTANCE ACTIVITY

4.6 Adverse Economic Event

El Dorado County has been adversely affected by the overall economic decline. Over 300 jobs have been lost in less than 12 months due to layoffs by some of the County's major employers; The total closure of the Camino Lumber Mill owned by Sierra Pacific Industries; layoffs and cutbacks by the county's water utility; and, layoffs and furloughs effecting County government. In January 2007 El Dorado County reported an annual average unemployment rate of 3.8%. The current annual average unemployment rate has grown to 11.1%, an increase of nearly 300%.

Camino Lumber Mill - March 2009

Jobs Lost - 164

On March 31, 2009, Sierra Pacific Industries representatives announced to the El Dorado County Board of Supervisors the pending closure of their Camino lumber mill, and the closures of two other mills in Sonora and Quincy. One hundred and sixty-four employees will be directly affected by the Camino closure and an additional 369 jobs through a calculated multiplier affect, for a total of 533 jobs lost in El Dorado County.

Camino is an unincorporated town in El Dorado County and has a population of 4,961. According to the USGS, it lies at an elevation of 3133 feet (955 m).[1] Nearby cities and towns include Pollock Pines, Placerville, Diamond Springs, El Dorado, Grizzly Flats, Somerset, Coloma, Garden Valley, Cameron Park, Shingle Springs, and Lotus. The elevation of Camino ranges between 3,000 and 3,500 feet, and gets snow several times per year. Camino is a popular area in the fall for apples and is often incorrectly referred to as Apple Hill, which is the trademarked name of the Apple Hill Growers Association, a 55 member collection of ranches in Camino/Placerville/Pollock Pines. Camino is located about half way between Sacramento and South Lake Tahoe on U.S. Route 50.

El Dorado Irrigation District – December 2008

Jobs Lost - 46

El Dorado Irrigation District (EID) announced the layoff of 31 employees in December, 2008 in addition to eliminating 8 management positions early September, downgrading 7 others and eliminating 8 vacant positions. The total of these positions represent a cut of 15% in the district's workforce that totaled more than 300 positions in 2008. EID is a water utility serving nearly 100,000 residents in the county.

County of El Dorado – November 2008 February 2009

**Jobs Lost - 90
Jobs Lost- 10**

The El Dorado County Board of Supervisors voted in November 2008 to eliminate 5% of employee positions to head off a projected \$20 million deficit in the next fiscal year. The Board agreed to cut 90 positions affecting 26 departments from law enforcement to library services. In February, an additional 10 positions were cut from the Health Services Department.



Sierra Pacific Industries

Human Resources • P.O. Box 496011 • Redding, CA 96049-6011 • (530) 378-8200

March 23, 2009

California WARN Act Coordinator
Workforce Services Division
Employment Development Department
PO Box 826880, MIC 50
Sacramento, CA 94280-0001

El Dorado County
Board of Supervisors
330 Fair Lane
Placerville, CA 95667

Sierra Pacific Industries ("SPI") will be permanently closing its Camino Division in Camino, California. This letter will serve as official notice under both the Federal and California state Worker Adjustment and Retraining Notification (WARN) Acts that a mass layoff will occur at SPI, Camino Division, 2960 Carson Road, Camino CA 95709. A list of the affected job titles and the number of affected employees in each job classification is attached.

We expect that affected employees will be out of work beginning on May 29, 2009. The specific date of layoff for each employee will depend on the flow of lumber as it moves through the production process. Our best estimate at this time is that the closure will be within a 14-day window beginning on the following dates:

| | |
|--|---------------|
| Log Yard (Excluding Sawmill Loader Operators) | May 29, 2009 |
| Shop | May 29, 2009 |
| Trucking Department | May 29, 2009 |
| Sawmill, including the Sawmill maintenance workers | June 12, 2009 |
| All others not otherwise listed | June 12, 2009 |
| Dry Kiln and Boiler | June 19, 2009 |
| Planing Mill, including the Planing Mill maintenance workers | July 3, 2009 |
| Shipping Department and the remaining maintenance workers | July 10, 2009 |

This is the best information currently available. If these dates change we will notify you of the change as soon as we can. However, the soonest layoffs will occur is May 29, 2009. Under the current labor agreement, employees do not have bumping or transfer rights to other SPI locations.

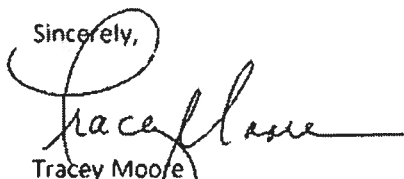
The Carpenter's Industrial Council represents affected employees. The chief elected officers for this union are:

Mike Pieti
Carpenter's Industrial Council
12788 SE Stark St
Portland, OR 97233

Jim Laughton
Carpenter's Industrial Council
PO Box 185
Sutter Creek, CA 95685

Should you have any questions concerning this matter, please contact me at (530) 378-8288.

Sincerely,


Tracey Mooje
Human Resources Manager

COPY SENT TO BOARD MEMBERS
FOR THEIR INFORMATION
DATE 3/24/09
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Sierra Pacific Industries
El Dorado County

Sierra Pacific Industries
Camino Division
Eliminated Jobs and Number of Affected Employees

| Job Title | Count |
|----------------------|-------|
| Bander | 2 |
| Chain Puller | 2 |
| Chipper/Hog Operator | 3 |
| Cleanup | 4 |
| Clerk-Accts Payable | 1 |
| Clerk-Log Acctg | 1 |
| Construction | 1 |
| Debarker #1 | 2 |
| Dispatcher | 1 |
| Dropout #2 | 2 |
| Electrician | 4 |
| Equipment Operator | 7 |
| Feeder | 2 |
| Filer | 3 |
| Filer-Head | 1 |
| Fireperson | 4 |
| Forklift #1 | 7 |
| Forklift #2 | 2 |
| Gang Operator | 2 |
| Grader-Certified #1 | 3 |
| Grader-Certified #2 | 1 |
| Grader-Certified #3 | 1 |
| Grader-Noncertified | 3 |
| Grader-Student | 2 |
| Kiln Operator | 6 |
| Kiln Operator-Lead | 1 |
| Laborer | 9 |
| Log Diverter Op | 2 |
| Log Scaler #1 | 1 |
| Machinist #1 | 1 |
| Mechanic #1 | 4 |
| Mechanic-Lead | 1 |
| Millwright #3 | 16 |
| Oiler | 3 |
| Optimizer Operator | 2 |
| Paper Wrap | 4 |
| Personnel Coordinatr | 1 |
| Planer Operator | 3 |
| Quality Control | 1 |
| Relief #1 | 7 |
| Resaw Operator | 2 |
| Resaw-Quad | 2 |
| Safety Coordntr-Div | 1 |
| Sorter Operator | 2 |

Sierra Pacific Industries
Camino Division
Eliminated Jobs and Number of Affected Employees

| | |
|----------------------|-----|
| Stacker Operator | 3 |
| Supervisor-Salary | 8 |
| Truck Drvr-Chip | 3 |
| Truck Drvr-Log | 13 |
| Truck Drvr-Lumber | 1 |
| Truck Drvr-Yard/Watr | 1 |
| Unscrambler | 2 |
| Utility | 2 |
| Weighmaster | 1 |
| | 164 |



County of El Dorado

Legislative File Number 09-0428 (version 3)

Supervisor Nutting updating the Board on the Camino Division of Sierra Pacific Industries. (Refer 3/31/09, Item 19)

On March 31, 2009, Sierra Pacific Industries representatives announced to the Board of Supervisors the pending closure of their Camino lumber mill, and the closures of two other mills in Sonora and Quincy. One hundred and sixty-four employees will be directly affected by the Camino closure and an additional 369 jobs through a calculated multiplier affect, for a total of 533 jobs lost in El Dorado County.

Several reasons are specifically cited as causes for the decision to close the mill:

- Lumber prices have fallen dramatically, and are at levels not seen since 1991 (see chart).
- Litigation of national forest timber sale projects in California has put nearly 400 million board feet of timber on hold - enough to run five average size sawmills for a year.
- The U.S. Forest Service's timber sale program achieved only 54% of its Fiscal Year 2008 target for sawtimber, fuelwood, and biomass. Sawlog sales totaled about 115 million board feet. The fall-off in awarded volume was primarily due to direct litigation, or sales withheld by the agency because of litigation.
- Costly and cumbersome permitting requirements (Timber Harvest Plans) in California have reduced the amount of private timber for sale. The average cost of a THP to landowners is \$40,000. The state spends an additional \$60,000 reviewing those plans.
- Imports of lumber into California still continue to take market share. The state imports about 75%-80% of the lumber used here. These imports are from other states and Canada.
- These factors have led to an overall reduction of milling capacity in California. Since 1990, nearly 70 percent of the state's sawmills have gone out of business (see chart). Timber harvest on California's public forestlands is down 90 percent, and down 60 percent on private forestlands.

Also of concern are issues of future timber management in the national forest and consistency with the Multiple-Use Sustained Yields Act of 1960; managing for merchantable timber provides for economic sustainability of our forests; a decrease in forest fuels management contradicts the intent of the Healthy Forests Act; California and the federal government should be concerned about the disruption of timber harvesting that will negatively impact the production of alternative energies through bio-fuels and the closure of existing plants that provide infrastructure for sustainable, alternative energy products and generation; and, finally, the negative impacts that occur to both air and water

quality when wildfires rage through untreated forests.

The Board of Supervisors of the County of El Dorado calls on the Obama Administration and the Congress of the United States to direct the U.S. Forest Service to manage the national forests of California in a manner that will enhance forest health, improve carbon sequestration, and produce sufficient raw materials for sawmills and biomass electric generation plants.

The Board also would urge the California State Legislature and Governor Schwarzenegger to approve legislation that will improve the permitting process for private timber harvests by increasing the length of Timber Harvesting Plans, encourage the state to give a purchase preference for California-grown wood products, and provide a mechanism for the state to approve comprehensive forest conservation plans.

Recommendation: Adopt Resolution of Support for Legislative Assistance for Sierra Pacific Industries Lumber Mill



For Immediate Release
December 9, 2008

Discussions with employee association fail to avert layoffs 31 employees to lose their jobs

Placerville, CA... El Dorado Irrigation District (District) today announced the layoff of 31 employees after first eliminating 8 management positions and downgrading 7 others in early September. Today's layoffs are part of the District's efforts to erase a pending \$5-million budget deficit in fiscal year 2009, which begins on January 1 for the District, less than a month from now.

The layoffs came after talks with the District's employee association failed to reach agreement on methods to avoid job cuts.

"This is the least desirable solution to our deficit situation," said Tom Gallier, the District's general manager. "Putting people out of work in the current economic climate is the choice of last resort. We don't want to lose valuable knowledge and skills. Nor do we want to add to unemployment lines and the ripple effects that job losses have on local businesses. However, once the employee association turned down our offer to avoid as many layoffs as possible, we had no choice but to eliminate positions."

Gallier added that "any time you're forced to lay off employees, it's a tough decision. Our number one priority was to ensure that we are able to continue the reliable delivery of safe water to our customers. As deep as these cuts are, we will meet that commitment."

The early-September management downsizing will save \$1.1 million in 2009 and \$1.4 million annually beginning in 2010. But that was before the meltdown of the financial markets on Wall Street began in mid-September, and credit seized up. As a result, the District will pay more interest than anticipated on existing debt and on money it needs to borrow next year to cover the costs of ongoing and new capital improvement projects. The District's financial department calculated that \$5 million on top of the savings realized through the reduction in management ranks had to be cut from the 2009 budget to balance the budget and meet the obligations contained in the District's debt covenants.

"Our revised 2009 budget was already approximately 10 percent less than we originally planned," said Mark Price, head of the District's financial department. "Since the Wall Street fiasco, we have cut an additional 2 percent, or approximately \$300,000, from materials and services line items. We then factored in savings of \$600,000 from the elimination of 8 vacant positions and about \$1.4 million in savings from the elimination of positions held by up to a dozen employees who have indicated they will retire this year or in the middle of 2009. All of that amounted to \$2.3 million in budget savings, leaving some \$2.7 million—equal to 30 to 32 jobs—still to cut."

To meet the remaining \$2.7 million target and decrease the need for layoffs, Gallier proposed 11 days of unpaid furloughs for all employees, or a little more than a 4-percent average reduction in pay, saving \$1 million. He also recommended foregoing the 4-percent 2009 cost-of-living allowance (COLA) for all employees and eliminating 5-percent merit increases in 2009 for eligible employees, thus creating \$1.5 million more in savings.

MORE >

"The employee association turned the offer down," Gallier said. "Their last counter offer accepted furloughs, eliminated 2009 COLAs, and initiated other budget cuts, which they said would save the District about \$2.4 million in 2009. But the proposal also extended the current union contract and COLAs for three years and committed the District to 'payback' provisions for the 2009 COLA on top of other personnel-related costs. Those provisions would erase 2009 savings and hamstring future budgets. In these uncertain economic times, that makes no sense."

The 31 layoffs announced today—effective December 31—along with elimination of the 8 management positions in September and the 8 vacant positions noted above represent a cut of 15 percent in the District's workforce that totaled more than 300 positions earlier this year.

* * * * *

For more information, contact Deanne Kloepfer at 530-622-4513.

THE SACRAMENTO BEE sacbee.com

This story is taken from Sacbee / Our Towns / Folsom/El Dorado News

El Dorado supervisors cut 90 positions to plug \$20 million budget hole

clocke@sacbee.com

Published Thursday, Nov. 20, 2008

The El Dorado County Board of Supervisors was advised six months ago to make budget cuts in the face of the state's financial woes and of uncertain tax revenues.

Had officials acted then, said board Chairman Rusty Dupray, the current impact might have been less severe.

Instead, on Tuesday, the board bit the bullet and voted to eliminate 5 percent of employee positions to head off a projected \$20 million deficit in the next fiscal year.

The board agreed to cut 90 positions, 49 of which are filled. The county work force currently totals 1,972 employees.

The cuts affect 26 departments, from law enforcement to library services, and more layoffs are likely. Gayle Erbe-Hamlin, county chief administrative officer, said the bulk of reductions in Health Services – mental health and public health – will be considered Dec. 16.

The cuts, which take effect Jan. 3, will save about \$3.1 million this fiscal year and result in annualized savings of \$6.5 million, reducing the projected 2009-10 general fund deficit to \$10.6 million, Erbe-Hamlin said.

"We are in trouble, and I don't think it's going to get better," said Dupray.

The board had sought to avoid cutting deputy sheriff positions. But Sheriff Jeff Neves said he opted to eliminate seven unfilled positions rather than make deeper cuts in support staff, such as dispatchers and records clerks.

Neves said not filling the seven positions would mean reassigning deputies to patrol duties, including those serving as school resource officers and handling specialized duties like vehicle abatement. "These are sustained reductions that we can deal with, but it is a reduction in service levels," Neves said.

Cuts in the Human Services Department include welfare fraud investigators. The board received petitions

with nearly 200 signatures protesting those cuts, especially in a tight economy when welfare applications are on the rise.

Those investigations will be handled by the District Attorney's Office, for a savings of about \$250,000, said District Attorney Vern Pierson.

Some cuts may be more visible to the public.

Jeanne Amos, county library director, said in an interview that her staff will lose 2.4 positions that became vacant last month. Also of concern is the potential loss of employees who assist with everything from children's programs to reference requests.

Amos said the goal is to limit the impact on services, but library hours may be reduced. "The sands keep shifting," she said of the county's increasingly bleak budget forecasts.

County government isn't the only public agency in the county struggling to make ends meet. The El Dorado Irrigation District, which serves about 100,000 customers on the west slope, has announced that it might cut up to 40 positions if employee unions do not agree to furloughs and elimination of cost-of-living and merit increases.

The county and the irrigation district have been hard hit by the downturn in housing construction.

In Placerville, the county seat, officials are keeping an eye on the trickle-down effect.

Sales tax revenues, which account for about 45 percent of the city's general fund budget, were down about 19.4 percent for the quarter ending in August compared with the same quarter last year, said Dave Warren, finance director. The decline was due in part to the loss of a major auto dealership last November.

In addition, he said, the city's utility billing department has received more notices of customers filing for bankruptcy this year than in any of the past five years.

It is hard to say what impact county layoffs will have on the city's economy, Warren said, "but with any layoff, that is one less consumer who has discretionary dollars to buy things in the city."

Laurel Brent-Bumb, El Dorado County Chamber of Commerce executive director, called the county government layoffs heartbreaking for employees and their families. The one bright spot, she said, is that the layoffs don't take effect until January, so people will have paychecks through the holidays.

As far as the impact on merchants, Brent-Bumb said she expects retail sales will be "a little flat" this holiday season.

"I think everybody is spending less," she said.

But Brent-Bumb said she sees a bit of a disconnect between the general state of the economy and local business.

Business owners complain that the economy is horrible, Brent-Bumb said. But when she asks how their business is doing, she said most reply, "Oh, I'm OK."

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Call The Bee's Cathy Locke, (916) 608-7451.

Mountain Democrat (Placerville, CA)

February 12, 2009

No Headline

Eric Laughlin

City editor

Ten workers, or 10 percent of the county's mental health services division, will get pink slips following a vote by the El Dorado County Board of Supervisors Tuesday, in an effort to manage the financially suffering division.

The 10 employees will likely be notified before the board's next meeting on Feb. 23, when Health Services Department manager Neda West will present the eliminated positions to the board.

The mental health division is part of Health Services, which also includes the public health division. That division, according to mid-year revenue data, is generating \$2.3 million in revenue, while mental health is losing \$1.1 million. Part of the measure passed Tuesday sets aside some of the public health and social services revenues for mental health to help compensate for the loss. There are currently 24 vacant positions in Health Services that will also not be filled.

But the bad news doesn't stop with the **layoffs**. With the State Controller's Office deferring reimbursement payment to the county for a long list of state-mandated public and mental health programs, some of those programs could get the ax if the state doesn't act soon.

Although the board did not go with a recommendation to eliminate contracts with non-profit private providers, it did put them on notice that the agreements will likely end in 30 days if the state doesn't start issuing payment. All of the contracts are written with a clause stating they can be eliminated with only seven days' notice.

There would be some programs in which exceptions would have to be made, such as court-ordered ones and ones related to Child Protective Services, but many, including drug and alcohol treatment programs, could potentially be stopped.

Supervisor Jack Sweeney and his colleagues expressed sympathy to a handful of care providers who came to the meeting, but he blamed the state for the problem.

"We have the compassion, we have the tears and we have the open hearts," Sweeney said.
"What we don't have is the state funds.

"As a county we have already begun being sucked down the state's whirlpool, and we've got to do something to avoid getting taken further down," Sweeney said.

Supervisor John Knight agreed: "We're at the end of the rope. And we've tied knots in it and there's no place to go."

If the county did continue providing such services, it's estimated that it will cost \$7 million through the fiscal year. The Department of Transportation would also be affected by the deferrals, with the county set to lose \$4 million if no payment is received. The county already faces an \$11 million General Fund deficit.

John Johnson, who serves as executive director of a foster home that could be impacted, asked the board to keep the contracts and let his internal management work on a plan to keep providing services.

The supervisors did vote to keep the contracts, but put the providers on notice that it could be a matter of only weeks before they get that seven-day notice.

El Dorado County has joined Sacramento and San Diego counties in the filing of a lawsuit against the state, in which they accuse the state of improperly withholding the funds.

County Chief Administrative Officer Gayle Erbe-Hamlin made several suggestions on how to potentially deal with the economic crisis. They included a merger of the county Transportation and General Services departments, and possible cuts to programs that include elder services, school counseling, aid to fire and even library services.

The supervisors did not seem to embrace such suggestions. The issues will likely come up again in the board's next meeting Feb. 23.

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SECTION 4: LOCAL ECONOMIC DEVELOPMENT PLAN

This Section Contains:

- 1.1 Local Economic Development Plan (attach copy)
- 1.2. Supplemental Economic Development Plan Information



El Dorado County Economic Development Strategy

October 2, 2007

Creating the environment for economic opportunity and job creation.

What is Economic Development?

Economic Development is about creating an environment in which business can sustain and grow, resulting in a healthy business sector, with job creation, an expansion of economic activity, increased sales and tax revenue, lower crime rates, a healthy sense of community worth and better quality of life.

Who is involved in Economic Development?

Economic Development is a collaborative effort. Involvement by the following contributes to a strong economic development program:

| | |
|----------------------------------|--|
| Local Governments | State Government & Agencies |
| Federal Government & Agencies | Special Authorities |
| Public/Private Partnerships | Chambers of Commerce |
| Business & Industry Trade Groups | Universities and Research Institutions |
| Community Colleges | Neighborhood Groups |
| Utilities | Foundations |
| Banks, Thrift Institutions | Telecom & Cable Providers |
| Workforce Development Org.s | Early Care & Education groups |

Defining El Dorado County's role and responsibility in Economic Development

El Dorado County is committed to providing leadership, information, referral services, and data to support economic development. The County has a distinct role in helping achieve the critical convergence -- reviewing and eliminating barriers that inhibit the creation of an effective, efficient, transparent, and time-sensitive regulatory engine that enables rather than inhibits good quality and sustainable economic growth.

We as a community are fortunate to have an abundance of resource organizations, picturesque natural environment, and a desirous proximity to several major urban job centers, educational and medical institutions. Despite these benefits, we are not optimally working together towards achieving the above desired result. El Dorado Is committed to working with stakeholders to align the multiple governmental agencies, business organizations, community service groups, educational institutions, and non-governmental organizations and their respective programs and services.

Below is the El Dorado County, Economic Development Division's strategy.

Economic Development Strategy
10/30/2007

EDC Economic Development Goals, Objectives, Measures

- **REGULATORY REFORM**
- **BUSINESS RETENTION and EXPANSION**
- **ENTREPRENEURSHIP/ATTRACTION**

REGULATORY REFORM – Identify and provide solutions to barriers to economic growth and job creation in El Dorado County.

The regulatory environment in El Dorado County has consistently been the primary complaint of businesses operating within or looking to establish operations within El Dorado County. The prior lack of a land use policy (General Plan), a complicated and non-transparent permit applications process, fluctuating levels of customer service, and inconsistent regulatory interpretation, have been consistent concerns.

Improving the system and reputation of our County is priority number one for creating an environment conducive to smart and sustainable economic growth and a better quality of life for residents.

Primary Objectives

- 1. Reform and improve regulatory process relating to business development**
 - a. Define the business development process so that business and county have a mutual understanding of the responsibilities and expectations we all must operate within
 - b. Work to develop consensus on permit turnaround times upon submittal of complete permit application
 - c. Review statutes to identify unreasonable obstacles to business development and work to accommodate targeted prospects
 - d. Establish an online application submittal and status report system
 - e. Collaborate with Placerville and South Lake Tahoe in aligning our small business regulatory framework
- 2. Strengthen the relationship between industry, county government, and local jurisdictions**
 - a. Schedule quarterly meetings between industry and staff (DS, DOT, EM, OED, EID, Fire, Parks, etc) to identify issues and develop solutions
 - b. Identify and deploy technology tools for speeding the business development process in the County

Economic Development Strategy
10/30/2007

- c. Meet quarterly with jurisdictional management and/or designated economic development staff to identify areas for collaboration
- 3. Develop a regulatory and business development processes that promote entrepreneurial growth in the county**
- a. Engage industry in dialogue/ownership, together developing solutions and programs that create a hospitable entrepreneurial regulatory environment
 - b. Establish minimum of ease permit submittal for home-based businesses
 - c. Promote and co-market the forthcoming online business license application process
 - d. Provide educational opportunities on how to do business with the county

BUSINESS RETENTION and EXPANSION – Connect businesses to tools and resources in order to stay and grow in El Dorado County.

Studies have shown that up to 84% of all local job growth comes from existing businesses, while only 17% comes from attracting firms to the area. It is imperative that we recognize our competition is the global marketplace, where capital is mobile, overseas markets have increasingly skilled and lower-coast labor, where nations routinely investments heavily in infrastructure and couple this with a less burdensome regulatory environment. Our strategy should be to identify and strengthen our comparative advantages while shoring up those businesses currently here and help them grow and expand in El Dorado County.

We must start by asking three basic questions: how is business; what do you like about doing business here; and what can be done to improve the business climate? From their responses, we must work collaboratively to begin connecting them to tools, resources, services and markets that will help grow their bottom-line and create jobs for our residents.

Primary Objectives

- 1. Establish a formal mechanism to track business retention and expansion inquiries**
 - a. Adopt and implement Metro Pulse
 - b. Develop marketing materials and begin promoting the EDC Metro Pulse program
 - c. Attend steering committee and regional strategy sessions

- 2. Conduct Metro Pulse business visitation campaign**
 - a. Adapt Metro Pulse survey questionnaire for local conditions
 - b. Work with strategic stakeholder and service provider networks
 - c. Conduct a minimum of #25 prior to Dec. 31, 2007
 - d. Provide follow-up solutions to business inquiries
 - e. Compile and disseminate programmatic results

- 3. Build service provider support network for business retention and expansion program**
 - a. Conduct community outreach sessions (EDC Forums & trainings)
 - b. Identify, compile, and distribute useful tools and resources in an "Open for Business Tool-kit" (Website, brochures, directory, outreach sessions, chambers, etc.)
 - c. Implement service provider Metro Pulse business representative training
 - d. Determine availability of capital for SME's
 - e. Collaborate with existing financing programs establish façade and revolving loan programs

Economic Development Strategy
10/30/2007

- f. Develop a mechanism to allow for the expansion of existing non-conforming businesses to expand
- 4. Collect and provide economic and demographic data**
- a. Annually compile, refresh and distribute economic and demographic report
 - b. Issue RFPs for select industry sector and geographic economic analysis
 - c. Use research and data to inform the county Economic Development Strategy, while guiding program development and deployment along with formal collaboration with strategic alliance partners
- 5. Institute "Business & Economic Development Scorecard"**
- a. Establish Key Performance Indicators (Business & Economic Development Scorecard) for all facets of business and economic development program
 - b. Include business related retention questions in El Dorado County residential survey (annually)
 - c. Collaborate with chambers (7), business associations and others when fielding an "Economic Well-Being" survey
 - d. Develop "Business Walk" program for commercial corridors or targeted commercial centers
- 6. Rebrand and market El Dorado County/business & economic development**
- a. Strategize with internal and external partners on campaign development
 - b. Develop branded departmental services brochure
 - c. Improve offerings on website
 - d. Link and co-brand with stakeholders and strategic alliance partners
 - e. Provide local area data to County PIO, press, chambers, etc.
- 7. Reinstitution of annual State of El Dorado County**
- a. (Showcase BRE success, Best Practices, Business Recognition, Service Provider recognition, County economic trends, Guest Speaker)
 - b. Publicize and announce annual "Business & Economic Development Scorecard" findings
 - c. Publish and provide copies of annual El Dorado County, economic & demographic profile
 - d. Organizationally collaborate with Job One, Folsom Lake College-EDC, and chambers on event logistics and revenue sharing

Economic Development Strategy
10/30/2007

ENTREPRENEURSHIP/ATTRACTION – Provide the best possible environment for fostering entrepreneurial growth while attracting businesses to our community.

Nationally, between 600,000 – 800,000 new businesses are established each year. Firms of fewer than 20 employees generate the majority of new jobs in the U.S. and we understand that entrepreneurs create new businesses and high-paying jobs at an exceptional rate. It is imperative that we capitalize on our unique attributes of inward migration and homegrown talent. These individuals and their start-up businesses offer El Dorado County a unique opportunity for creating sustainable economic growth while balancing residents' concerns of maintaining and enhancing the historic value and natural beauty of our County.

Primary Objectives

- 1. Identify, align and support local and regional business and economic development efforts**
 - a. Revise Promotions Account (RFP) to focus on measurable outcomes for fostering economic expansion in targeted industry sectors (arts & entertainment, film, agri-tourism, travel and tourism, and supporting businesses) and communities
 - b. Partner with and support organizations that offer entrepreneurship training and financing
 - c. Collaborate with and support International Trade/Export Assistance activities
 - d. Collaborate with and support organizations that offer new business formation, start-up assistance, technology incubators, venture capital/access to affordable capital, workforce development/lifelong learning

- 2. Identify and survey the entrepreneurial business community to determine needs**
 - a. Conduct annual "Health of El Dorado County" survey of residents, business, and industry
 - b. Partner with business and industry sector organizations to perform business visitations of entrepreneurs
 - c. Inventory infrastructure, organizations, services and support access to resources that drive entrepreneurial growth (Innovation, Capital, Training, Talent, Quality of Life)

- 3. Provide solutions to challenges of this business segment while balancing the fiscal needs and quality of life expectations of residents in El Dorado County**

Economic Development Strategy
10/30/2007

- a. Identify and review issues of concern for business and industry identified through business visitations, business walks, surveys, Community Forums and other appropriate means, recommending solutions and actions
 - b. Consult with appropriate organizations and resources to formulate appropriate solutions
- 4. Work with existing incubators, business and research parks, higher education, and workforce development officials to connect entrepreneurs to existing financing tools, resources, and facilities**
- a. Compile land availability roster
 - b. Produce quarterly industry sector analysis and biannual county-wide economic base analysis
 - c. Host/sponsor technical assistance and informational events that ultimately benefit growth of the business community
 - d. Establish façade loan program and Small Business Revolving Loan Fund (Grow El Dorado Fund)



The County of El Dorado

330 Fair Lane
Placerville, CA 95667

Staff Report

DATE: May 4, 2009
TO: Board of Supervisors
FROM: Ronald Grassi, Assistant Chief Administrative Officer
SUBJECT: Economic Development Workshop

Background:

On February 24, 2009 the Board of Supervisors adopted a Strategic Direction Framework. Part of the framework included holding a workshop that reviews the interaction between the General Plan and Economic Development.

Within the Economic Development Element of the El Dorado County General Plan there are Goals, Objectives, Policies, and Measures. The main Goals of the Economic Development Element are 10.1 Cooperation and 10.2 Public Service and Infrastructure

Goal 10.1: Cooperation

The County shall work with all levels of government and with the various economic development organizations including the business community to cooperatively identify and promote the County's positive opportunities and strength.

Goal 10.2: Public Service and Infrastructure

Provide adequate levels of public services and infrastructure for existing residents and targeted industries and establish equitable methods to assure funding of needed improvements to existing infrastructure and services and new facilities to further economic development consistent with the County's custom, culture, and economic stability.

Taking into consideration these goals, Economic Development is intertwined with various agencies and county departments. The workshop is a collaborative effort to focus on the County department's Economic Development activities and their relation to the General Plan. At the conclusion, of the workshop the Board will be asked to adopt an interdepartmental 12 month action plan.

Discussion:

Understanding Economic Development

The workshop will encompass a general overview of Economic Development, presented by Wayne Schell President, CEO of the California Association of Economic Development. Mr. Schell has practiced economic development in California for over 30 years. He has a wealth of knowledge and experience, as well as an enthusiastic drive to help entities become successful in their pursuit of creating prosperous, sustainable communities.

Destination Brand and Marketing

Experience El Dorado will be presented as an option for the Destination Brand and Marketing of El Dorado County. In 2000/2001 the State of California had a successful marketing campaign with an IMAX film called Wild California. Experience El Dorado was initially designed as a means to attract tourism. However, El Dorado County is not just a great place to visit it also a great place to live and work. Therefore, Experience El Dorado can bring to light the quality of life in El Dorado County as a means of business attraction. Thus, Experience El Dorado is a viable tool for a Brand and Marketing campaign.

Defining Your Market and Demographics

Ryan Sharp is the Director of Sacramento Regional Institute (SRRI); he will discuss market definitions and demographics as economic development tools. Mr. Sharp performs and directs original analysis and research for all SRRI projects. He has experience in both the public and private sectors and has developed a wide range of skills in complex economic analyses including input-output analysis, market area and economic development strategies, economic structure and specialization evaluations, occupational skills and labor force assessments, and regional growth and development approaches. The Sacramento Regional Research Institute can provide El Dorado County with some valuable market analysis and advanced demographics to assist with business expansion and attraction.

El Dorado County Economic Development Overview

The presentation will provide a status report and snapshot of activities as they relate to the implementation of the General Plan's Economic Development Element, demonstrate the interconnected nature of the County's economic development efforts both internally and externally with strategic stakeholder groups. The presentation highlights the progress attained and where the Office of Economic Development would like to head over the next 12 months.

Economic Development Block Grant and Workforce Development

The Department of Human Services facilitates economic development through the administration of the Economic Development Block and Workforce Investment Act. Community and Economic Development Block Grants provide State funds, accessed through a California Department of Housing and Community Development application process, for economic development activities. The intent of the EDBG programs is to provide appropriate assistance to entrepreneurs, business owners and real estate development projects, which in turn creates and/or sustains jobs, along with expanding the commercial and industrial base within the community.

Infrastructure as a Component of Economic Development

The Department of Transportation facilitates Economic Development by providing road improvement projects which are prioritized based on a number of factors such as safety, capacity, traffic circulation patterns, level of service (LOS) requirements, available funding, and economic development needs.

Development Services role in Economic Development

The mission of the Development Services Department is to guide land use and development consistent with the General Plan, Building Codes & related regulations, by providing accurate, timely and courteous professional and technical services to our customers, to maintain the County's unique quality of life, protect public safety and the environment & promote economic vitality for current and future generations.

12 Month Action Plan

Through a cooperative effort aligning our public service departments focusing on the key components of Marketing, Incentives, Infrastructure and Regulatory Reform, El Dorado County can move towards the pursuit of economic growth and creating prosperous, sustainable communities.

The following elements are the key components of the interdepartmental 12 month action plan:

Marketing –OED

1. Re-affirm Economic Development Advisory Committee on a volunteer basis
2. Advanced Retail Demographics
 - a. Customer analytics
3. Develop marketing packages for business attraction
 - a. Use Experience El Dorado as a business attraction tool
4. Conduct further targeted business visitations
 - a. Providing technical assistance and access to affordable capital
 - b. Promote greater alignment of county BRE activities
 - i. Rapid Response
 - ii. Small Business Loan Programs
 - iii. Metro Pulse
 - iv. CDBG-EDBG
 - c. Targeting specific industry sectors and geographic areas
5. Economic Base Analysis & Quarterly Industry Sector Reports
 - a. Partner with chambers and local industry and trade groups
 - b. Establish economic indicators project
 - c. Monitor sales tax growth/decline (Mindful of additional CA sales tax)
6. Explore acquisition of web-based Non-residential Property Listing Service
 - a. Partner in developing site specific inventory roster, map, assess and solve challenges, deploy via an industry standard promotional platform.
 - b. Support Development Services through Economic Development Contribution, working on priority economic development projects
7. Evaluate Promotions Account priorities as they relate to sustainable economic development

Incentives – OED/DOT/DSD

1. Develop criteria and process for business incentives
 - a. Review possible expansion of Board Policy J-2

- b. Concurrently, establish an economic development incentive program (with public input and criteria) for critical economic development projects (Pilot with early care and education industry)
 - c. Explore legislative avenues for establishing or reinstating local economic development incentive programs
 - d. Explore establishment of a small business revolving loan fund (Invest in El Dorado) capitalized through Community Reinvestment Act funds
 - e. Explore the possibility of a Enterprise Zone
 - f. Explore the possibility of a Redevelopment Agency
 - g. Explore the possibility of establishing a technology incubator
2. Explore and apply for community and economic development grant funding

Infrastructure – DOT

- 1. Explore way to increase revenues or decrease project costs.
Options include:
 - a. Sales tax
 - b. Parcel tax
 - c. Mello-Roos tax
 - d. Assessments in special districts (e.g., MC&FP – Master Circulation & Funding Plan)
 - e. Additional State/Federal grants or loan programs
- 2. Explore the possibility of shifting project funding to facilitate economic development
 - a. Alternatives for several projects that currently have large price tags – e.g., U.S. 50/Cameron Park Drive Interchange, U.S. 50/Silva Valley Interchange
- 3. Align major economic development opportunity sites with 20 year CIP

Regulatory Reform – DSD/OED/DOT

- 1. Continue to improve the processing of permits in a timely fashion.
- 2. Maintain or improve staffing levels to complete G.P. zoning ordinance update, Permit Center, Code Enforcement.
- 3. Identify alternative resources to accelerate zoning ordinance update.
- 4. Explore Fee Schedule update to cover costs of services
- 5. Inventory, map, assess development needs, and promote shovel ready non-residential opportunity sites as per G.P. 2.6.1.4
- 6. Re-affirm Economic Development Advisory Committee on a volunteer basis
- 7. Working with EDAC and community stakeholder groups identify specific General Plan policy barriers to sustainable economic development

Board of Supervisors requested Action:

- 1. Review and file report consistent with General Plan Measure ED-A
- 2. Adopt interdepartmental 12-month economic development action plan focusing on:
 - a. Marketing
 - b. Incentives
 - c. Infrastructure
 - d. Regulatory Reform
- 3. Re-affirm the Economic Development Advisory Committee (EDAC) on a strictly volunteer basis.
- 4. EDAC and staff are tasked with implementation of the action plan and providing quarterly board updates.



El Dorado County

330 Fair Lane, Bldg A
Placerville, California
530-621-5390
FAX 530-622-3645
co.el-dorado.ca.us/bos

MINUTES

Board Of Supervisors

Ron Briggs, Chairman, District IV
Norma Santiago, First Vice Chairman, District V
Ray Nutting, Second Vice Chairman, District II
John R. Knight, District I
James R. Sweeney, District III

Suzanne Allen de Sanchez, Clerk of the Board of Supervisors
Gayle Erbe-Hamlin, Chief Administrative Officer Louis B. Green, County Counsel

Monday, May 18, 2009

9:00 AM

Board of Supervisors Meeting Room

9:00 A.M. - CALL TO ORDER AND PLEDGE OF ALLEGIANCE TO THE FLAG

Present: 5 - Supervisor Knight, Supervisor Sweeney, Supervisor Nutting, Supervisor Briggs and Supervisor Santiago

1. 09-0571

Chief Administrative Office recommends adoption of an interdepartmental 12-month economic development action plan. On May 4, 2009 Board of Supervisors began a workshop to review the interaction between the General Plan and Economic Development. Taking into consideration the May 4, 2009 discussion, an overarching goal of "creating prosperous and sustainable communities while maintaining our quality of life" would help describe the mission of Economic Development. (Cont'd 5/4/09, Item 1)

A motion was made by Supervisor Sweeney, seconded by Supervisor Knight to adopt the Interdepartmental 12-Month Economic Development Action Plan focusing on the following elements:

REGULATORY REFORM

- 1. Improve the processing of permits in a timely fashion.**
 - a. Continue to examine process and the steps as set forth in the Ad-Hoc Report.**
- 2. Complete General Plan zoning ordinance update, Permit Center, and Code Enforcement.**
- 3. Identify alternative resources to accelerate zoning ordinance update.**
- 4. Review County Fee Schedule.**
- 5. Work with the Economic Development Advisory Committee and community groups to identify specific General Plan policy opportunities.**

TRANSPORTATION INFRASTRUCTURE

1. Explore ways to increase revenues and/or decrease project costs.
 - a. Examples are: Sales tax, Parcel tax, Mello-Roos tax, Special District Assessment (MC & FP's or BID's), additional State/Federal grants or loan programs.
 - b. Identify more economical design standards, and
 - c. Advocate for full State and Federal funding for projects on State Highway System.
2. Explore project funding to facilitate economic development.
 - a. Alternatives for several projects that currently have large price tags (e.g. US 50/Cameron Park Drive and US 50/Silva Valley Interchanges).
3. Align major economic development opportunities with the 20-year Capital Improvement Program (CIP).

ECONOMIC DEVELOPMENT TOOLS

1. Use Experience El Dorado to support a Brand and Marketing Campaign.
2. Explore avenues to acquire Economic and Demographic Profiles to support key business and industry sectors.
 - a. Customer Analytics.
 - b. Economic Base Analysis.
3. Explore and apply for community economic development grants, State and Federal governmental assistance sources.
 - a. Explore ways to implement General Plan 2.4.1 regarding community design guidelines.
 - b. Obtain CDBG or other grant funding.
4. Develop commercial, industrial and Research and Development of vacant (and underutilized) land inventory.
5. Develop regulatory and fiscal incentives for new and existing businesses.
 - a. Develop criteria and processes for establishment of an economic development incentive program targeting critical socioeconomic development projects.
 - I. Early Care and Education industry as Beta Test.
 - b. Explore programmatic opportunities for local economic development incentive programs such as Enterprise Zone, Redevelopment Agency, establishing a technology incubator.
6. Identify existing key economic development projects.

Yes: 5 - Knight, Sweeney, Nutting, Briggs and Santiago



RESOLUTION NO. 91-2009
OF THE BOARD OF SUPERVISORS OF THE COUNTY OF EL DORADO

**RESOLUTION REVISING THE
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

WHEREAS, the County of El Dorado expresses in its General Plan, Economic Element – Policy 10.1.1.1, the need for an advisory body to help implement the Economic Element and County’s adopted Economic Development Strategy, and Annual Economic Development Report that supports the development of an environment conducive to sustainable economic activity, business development, private sector investment; and

WHEREAS, business and economic development can play a key role in providing a balanced economy for a local government; and

WHEREAS, the County of El Dorado has identified a critical need to increase its net revenue from diversified income sources while enhancing the County’s distinct character and quality of life, retain current businesses and industries while encouraging those uniquely compatible to locate and grow in the county, build the infrastructure to support a wide range of destination recreation tourism activities and shopping options, while capitalizing on our exceptionally competitive advantages for fostering existing and emerging industry cluster expansion; and

WHEREAS, the Board of Supervisors adopted Resolution #103-2006 creating the Economic Development Advisory Commission to provide input and advice to the Board of Supervisors on matters related to business, industry and economic development on May 9, 2006.

On February 13, 2007, the Board adopted Resolution #213-2007 which added a workforce development and education at large member and henceforth superseded Resolution #103-2006.

On February 10, 2009 the Board adopted Resolution 25-2009 which expanded the committee to 11 members and henceforth superseded Resolution 213-2007.

BE IT FURTHER RESOLVED by the Board of Supervisors that Resolution #25-2009 is hereby rescinded and replaced with the following:

SECTION 1. ECONOMIC DEVELOPMENT ADVISORY COMMITTEE. There is hereby created for the County of El Dorado a standing Economic Development Advisory Committee.

SECTION 2. ROLES AND RESPONSIBILITIES. The Economic Development Advisory Committee shall have the following responsibilities:

- A. Analyze socio-economic benefits of varied economic development opportunities and present plans of how best to achieve the goal of creating prosperous and sustainable communities while maintaining our quality of life.
- B. Recommend ways to reform and improve regulatory processes relating to business in order to foster the spirit of cooperation, understanding and consensus between government and business, including a specific review of the General Plan and continue with existing County regulations and procedures to eliminate contradictory, unneeded requirements, and to narrow the scope of government to only those regulations that are necessary to the common good and that do not usurp the right of the individual to make responsible and creative choices.
- C. Advise the Board of Supervisors and staff on matters relating to economic development: attraction; retention and expansion; entrepreneurial business formation; and workforce development. While reviewing and researching economic development opportunities and obstacles, the Committee shall be informed and work with the Economic Development Strategy as stated in the 2004 General Plan and seek ways to enhance the economic vitality of the County by diversifying economic activities
- D. Identify and determine ways to support dynamic business sectors, review and recommend business attraction incentives and collaborative marketing strategies that address both countywide needs and district-specific needs.
- E. Perform the following activities: identify constraints and incentives to economic development, direction and incentives for business recruitment, represent the County on business outreach visits to existing businesses, sponsor and support collaborative business and community outreach efforts on the importance of growing a sustainable economic base (Economic Development) appropriate to the County of El Dorado, monitoring of sales tax leakage, and engage in other activities as directed by the Board of Supervisors.
- F. Serve as a conduit for the business community and County government on economic development projects and issues. Work cooperatively with the Planning Commission and other County and community groups on economic issues of mutual interest.
- G. Identifying annually the top economic development priorities to focus on and to establish annual goals and objectives to reflect those priorities.
- H. Report quarterly to the Board of Supervisors concerning activities, achievements, and recommendations. Reports may be presented with greater frequency where the Supervisors or Committee deems necessary.

SECTION 3. MEMBERSHIP. The Economic Development Advisory Committee shall be comprised of eleven (11) members: 5 direct Supervisorial nominated appointments (one per district each), 6 at large members selected from business, industry and trade organizations, private sector advocacy and educational institutions.

A. Economic Development Advisory Committee composition:

- o Five direct Supervisorial nominated appointments;
- o Six at-large appointments;

B. Members shall be nominated after completion of an application process.

C. All members shall have relevant knowledge, experience, and expertise in key existing and emerging County business clusters or related fields that support those key clusters (such as business management, workforce development, recreation and tourism development, or real estate development).

D. In nominating members for the Committee, the Board of Supervisors will consider appropriate geographic and industry specific representation.

SECTION 4. MEETINGS. The Committee shall meet quarterly or more often as the Committee or Board of Supervisors deems necessary. Efforts shall be made to avoid unnecessary meetings. The Committee shall establish a regular time and place of meeting. Special meetings of the Committee may be called at any time by the chairperson or a majority of the members of the Committee. The special meeting shall be noticed as required by law.

SECTION 5: TERMS OF OFFICE. The terms of office for Supervisor nominated appointed members shall be for one year, however the term shall expire upon the conclusion of the nominating Supervisor's term. Terms of service for at-large members shall be for one year. All members shall serve at the pleasure of the Board of Supervisors.

SECTION 6. AUTOMATIC TERMINATION OF APPOINTMENT. The appointment of any Committee member who has been absent from three consecutive regular meetings without the approval of the Committee shall be automatically terminated.

SECTION 7. APPOINTMENT/VACANCY. All appointments made to the Committee shall be by action of the Board of Supervisors.

SECTION 8. OFFICERS OF THE COMMITTEE. At the first meeting of the Economic Development Advisory Committee held after January 1 in each calendar year, the Committee shall select one of its members as chairperson and one of its members as vice-chairperson, who

shall hold office for one year and until the election of their successors. The chairperson shall be responsible for chairing Committee meetings, calling special meetings, ensuring the establishment of the Technical Advisory Group and conferring with staff on meeting agendas. In the event of the chairperson's absence, the vice-chairperson shall assume the responsibilities of the chairperson.

SECTION 9. TECHNICAL ADVISORY GROUP. The Committee will establish a supporting Technical Advisory Group comprised of representatives from the local chambers, community service organizations, and other business and industry stakeholders for the purpose of assisting the Committee on specified issues and projects. The work of the Technical Advisory Group will be assigned by the Committee. The Technical Advisory Group will meet as requested by the Committee and report to the Committee.

SECTION 10. ORGANIZATION AND PROCEDURE. The Committee may make or alter all rules and regulations governing its organization and procedure that are not inconsistent with this resolution, any ordinance of the County, or law of the State of California.

SECTION 11. COMPENSATION. There will be no compensation for committee members. Participation shall be on a strictly volunteer basis.

PASSED AND ADOPTED by the Board of Supervisors of the County of El Dorado at a regular meeting of said Board, held the 18 day of May, 2009, by the following vote of said Board:

Ayes: Knight, Briggs, Nutting, Sweeney, Santi

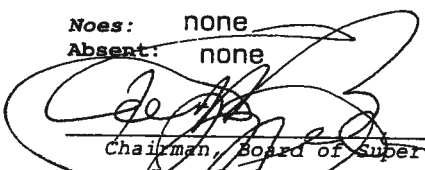
Noes: none

Absent: none

Attest:

Suzanne Allen de Sanchez
Clerk of the Board of Supervisors

By: 
Deputy Clerk


Chairman, Board of Supervisors
Roy Briggs

I CERTIFY THAT:

THE FOREGOING INSTRUMENT IS A CORRECT COPY OF THE ORIGINAL ON FILE IN THIS OFFICE.

DATE: _____

Attest: Suzanne Allen de Sanchez Clerk of the Board of Supervisors of the County of El Dorado, State of California.

By: _____

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
DIVISION OF FINANCIAL ASSISTANCE
Community Development Block Grant Section (CDBG)**

1800 Third Street, Suite 330
P. O. Box 952054
Sacramento, CA 94252-2054
(916) 552-9398
FAX (916) 327-8823



February 27, 2008

Ms. Joyce Aldrich
HCED Manager
550 Main Street, Ste C
Placerville, California 95667

RE: Program Income Reuse Plan Approval

Dear Ms. Aldrich:

We are in receipt of your jurisdiction's draft Program income Reuse Plan, dated February 19, 2008. We have reviewed the plan, and find it to be acceptable. You may now have the Plan adopted by your jurisdiction's governing body, preceded by a properly noticed public hearing. The new Plan may be implemented following adoption. Please keep a copy of the enclosed Plan, the adopted Plan and this letter for your records.

Thank you for your attention to this matter. If you have any questions, please call either of us at our phone number listed below.

Sincerely,

Harry Faris
Harry Faris
CDBG General Allocation Representative
(916) 319-8444

Dave Nelson
Dave Nelson
CDBG Economic Development Representative
(916) 319-8479

Enclosure

cc: Living File

RECEIVED
FEB 28 2008
CDBG ECONOMIC DEVELOPMENT REPRESENTATIVE

PROGRAM INCOME REUSE PLAN AMENDMENT 3

Amended January 8, 2008

County of El Dorado

A Reuse Plan Governing Program Income from CDBG-Assisted Activities

The purpose of this Reuse Plan is to establish guidelines on the policies and procedures for the administration and utilization of program income received as a result of activities funded under the State Community Development Block Grant Program.

Need for Plan Governing Reuse of Program Income. This Reuse Plan is intended to satisfy the requirement specified in Federal Statute and regulation at Section 104(j) of the Housing and Community Development Act ("the Act"), as amended in 1992 and 4 CFR 570.489 (e) (3). These statutory and regulatory sections permit a unit of local government to retain program income for CDBG-eligible community development activities. Under federal guidelines adopted by the State of California's CDBG program, local governments are permitted to retain program income so long as the local government has received advance approval from the state of a local plan that will govern the expenditure of the program income. This plan has been developed to meet that requirement.

Program Income Defined. Program Income is defined in federal regulations at 24 CFR 570.489 (e), which specifies that program income is the gross income received by the jurisdiction that has been directly generated from the use of CDBG funds. (For those program income-generating activities that are only partially funded with CDBG funds, such income is prorated to reflect the actual percentage of CDBG participation). Examples of program income include: payments of principal and interest on housing rehabilitation or business loans made using CDBG funds; interest earned on program income pending its disposition, and interest earned on funds that have been placed in a revolving loan fund account; net proceeds from the disposition by sale or long term lease of real property purchased or improved with CDBG funds; income (net of costs that are incidental to the generation of the income) from the use or rental of real property that has been acquired, constructed or improved with CDBG funds and that is owned (in whole or in part) by the participating jurisdiction or sub recipient.

If the total amount of income generated from the use of CDBG funds (and retained by the County) during a single program year (July 1 through June 30) is less than \$25,000, then these funds shall not be deemed to be program income and shall not be subject to these policies and procedures. Costs incurred that are incidental to the generation of Program Income may be deducted from the gross income to determine the Program Income amount. *However, Quarterly and Annual Program Income Reports must be submitted regardless of whether the \$25,000 threshold is reached or not. Costs incurred that are incidental to the generation of Program Income may be deducted from the gross program revenue to determine the net Program Income amount.

***General Administration (GA) Cost Limitation.** Up to eighteen percent (18%) of the total program income expended on all activities during a single program year may be used for CDBG general administration expenses.

Reuses of Program Income. Program income must be: a) disbursed for an activity funded under an open grant prior to drawing down additional Federal funds; b) forwarded to the State of California, Department of Housing and Community Development (Department); or c) distributed according to this Program Income Reuse Plan that has been approved by Department. The County's program income will be used to fund *eligible* CDBG activities that meet a *national objective*. Eligible activities and national objective requirements are specified in federal statute at Section 105(a) and in federal regulations at 24 CFR 570.482 and 24 CFR 570.483. The Reuse Plan shall specify all proposed uses of these funds and the Plan shall be adopted by the local governing body after compliance with the locality's citizen participation process as specified in Federal Regulations at 24 CFR 570.486, Local Government Requirements.

The Reuse Plan shall specify all proposed uses of RLF funds and the local governing body shall adopt this plan after compliance with the County's citizen participation process as specified in the County's Citizen Participation Plan.

The County reserves the option of utilizing program income to fund/augment a CDBG funded activity included in a grant agreement. The County will first follow the citizen participation process, hold a public hearing, obtain a governing body resolution, and obtain approval from the State CDBG Program.

Three revolving loan accounts (RLAs) are established to utilize the program income.

Distribution for Reuse of Program Income. The County's program income that has not been committed to open grant activities will be distributed, as follows:

The allocations to the RLAs are as follows:

-
- 1) X Disburse into a housing rehabilitation revolving loan fund.
 - 2) X Disburse into an economic development revolving loan fund.
 - 3) X Disburse into a housing acquisition revolving loan fund.

The purposes and allowed uses of funds under these RLF's are, as follows:

Housing Rehabilitation Revolving Loan Fund. This fund will be principally used for the purpose of making loans to rehabilitate residential units occupied by households, which have an annual income, which is 80 percent (80%), or less of the county's median income. At least 51% of the funds expended for activities funded under this RLF shall be used on revolving activities (i.e., loans). No more than 25% of the program income funds received during the program year shall be expended for housing rehabilitation grants. No more than 12% of the funds expended from this RLF shall be used for activity delivery costs. No more than 18% of the amount expended annually may be expended for general administrative costs related to this RLF activity. In any event, the total expended for non-revolving activities (grants, activity delivery costs, and general administration) shall not exceed 49% of the total funds expended during the program year (July 1 through June 30).

The review and funding of requests for CDBG loan or grant assistance under this RLF shall be conducted under the Housing Rehabilitation Program Guidelines that have been adopted by the County. All assistance provided to activities under this RLF shall be made for activities that are located within the County's jurisdiction.

If the activities funded under the RLF are for the same activities as those funded under an open State CDBG grant agreement, then the funds available in this RLF shall be expended prior to drawing down funds from the State CDBG program.

Program income may be allocated to grant activities or to grant applications, including cash match for planning grants.

Business Expansion and Retention RLF. This fund will be used to provide "gap" financing for businesses that can document the need for CDBG assistance and that will create or retain qualifying permanent jobs that will be principally filled by members of households which have an annual income that is 80% or less than the county's median household income, adjusted for household size. At least 51% of the funds expended for activities funded under this RLF shall be used on revolving activities (i.e., loans). No more than 25% of the program income funds received during the program year shall be expended for grants for public infrastructure improvements that are needed to accommodate a specific business expansion or retention project. No more than 10% of the total funds expended for business assistance activities shall be used for activity delivery costs. No more than eighteen percent (18%) of the amount expended annually may be expended for general administrative costs related to this RLF activity. In any event, the total expended for non-revolving activities (grants, activity delivery costs, and general administration) shall not exceed 49% of the total funds expended during the program year (July 1 through June 30).

If the activities funded under the RLF are for the same activities as those funded under an open State CDBG grant agreement, then the funds available in this RLF shall be expended prior to drawing down funds from the State CDBG program.

The review and funding of requests for CDBG loan or grant assistance under this RLF shall be conducted under the federal underwriting guidelines specified at 24 CFR 570.482 (e) that have been adopted by the County and incorporated in the RLF's project review procedures. These guidelines will ensure that the amount and terms of the CDBG assistance are appropriate given the documented needs of the business and given the amount of public benefit (job creation/retention) that will result from the CDBG-assisted project. In addition, any activity requesting funding under this RLF shall be deemed to be eligible under Section 570.482 and Section 105(a) of the Act and shall be determined to provide sufficient public benefit as specified under Section 570.482 (f). Any CDBG assistance for infrastructure shall meet the requirement of Section 570.483 (b) (4) (F), which requires ongoing job tracking for all businesses that initially, benefit from an infrastructure project as well as any subsequent business(s) benefiting from these improvements. All assistance provided to activities under this RLF shall be made for activities that are located within the County's jurisdiction.

When available, a minimum balance of \$100,000 will be maintained in the revolving loan fund for economic development loans. The balance of program income will be disbursed into the housing rehabilitation revolving loan funds to make housing rehabilitation loans available to eligible applicants throughout the unincorporated part of El Dorado County.

Housing Acquisition: Homebuyer Assistance programs may assist income-eligible homebuyers to purchase new or existing homes, and may include any necessary rehabilitation. A new home is defined as a unit, which at the time of application/sales contract has a foundation in place. The County proposes to provide housing acquisition allowing TIG households “gap” financing to purchase affordable housing in the jurisdiction. First time homebuyers program will consist of “silent” second (2nd) mortgages not to exceed \$100,000 per unit.

This fund will be principally used for the purpose of making loans to income-eligible first time homebuyers to purchase new or existing homes, that have an annual income, which is 80 percent (80%), or less of the county’s median income. At least 51% of the funds expended for activities funded under this RLF shall be used on revolving activities (i.e., loans). No more than 8% of the funds expended from this RLF shall be used for activity delivery costs. No more than 18% of the amount expended annually may be expended for general administrative costs related to this RLF activity. In any event, the total expended for non-revolving activities (grants, activity delivery costs, and general administration) shall not exceed 49% of the total funds expended during the program year (July 1 through June 30).

If the activities funded under the RLF are for the same activities as those funded under an open State CDBG grant agreement, then the funds available in this RLF shall be expended prior to drawing down funds from the State CDBG program.

Reporting and Federal Overlay Compliance: The County shall comply with all State CDBG reporting requirements, including submittal of an annual Grantee Performance Report for each Revolving Loan Account (RLA) and submittal of the required Quarterly and Annual Program Income Reports, which show combined receipts and actual expenditures from all RLAs on one report (due by August 15). The County shall ensure that the use of program income under the Reuse Plan complies with all CDBG program requirements, including citizen participation, environmental review, equal opportunity, Section 3 employment, lead-based paint, labor standards, procurement and property management, and maintenance of adequate accounting and recordkeeping systems. To ensure ongoing compliance with CDBG requirements, the County shall utilize the latest available State CDBG Program Grant Management Manual for guidance on compliance procedures and policies. The County shall obtain the Department’s written approval before proceeding with any program income funded activity.

Revising this Plan: The County Board of Supervisors has the authority to amend this document with a properly noticed Board meeting and approval by the State Department of Housing and Community Development (HCD).

CERTIFICATION:

I, Doug Nowka, designated by the elected official of the County of El Dorado to oversee the use of CDBG program income received by the County, do hereby certify that the County complies with all State CDBG program requirements related to the proper use of program income, required reporting of program income, and accurate record keeping that tracks the receipt and expenditure of program income.

Signed:

Dated:



1/22/08



RESOLUTION NO. 08-2008

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF EL DORADO

RESOLUTION APPROVING AMENDMENT 3 TO THE EL DORADO COUNTY REUSE PLAN GOVERNING PROGRAM INCOME FROM CDBG-ASSISTED ACTIVITIES TO ENSURE ONGOING COMPLIANCE WITH STATE REGULATIONS AND TO ALLOW PROVISION OF ASSISTANCE TO HOUSING REHABILITATION, HOUSING ACQUISITION AND BUSINESS EXPANSION AND RETENTION APPLICANTS/RECIPIENTS AND AUTHORIZING THE DIRECTOR OF HUMAN SERVICES, OR SUCCESSOR DIRECTOR, TO SIGN THE AMENDED PLAN AND SUBMIT IT TO THE STATE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

WHEREAS, it is necessary to amend the El Dorado County Program Income Reuse Plan for the purposes of ensuring ongoing compliance with new and modified State regulations and to clarify allowable uses of Program Income, and

WHEREAS, a Public Hearing has been conducted on this date to allow public comment and input on the proposed amendment, and

WHEREAS, Doug Nowka, Director of Human Services, is the official designated to oversee the use of CDBG program income received by the County.

NOW THEREFORE BE IT RESOLVED, by the El Dorado County Board of Supervisors that the Director of Human Services, or successor, is authorized and directed to sign the amended Program Income Reuse Plan on behalf of the County and submit same to the California Department of Housing and Community Development.

PASSED AND ADOPTED by the Board of Supervisors of the County of El Dorado at a regular meeting of said Board, held the 8th day of January, 2008, by the following vote of said Board:

Ayes: Santiago, Sweeney, Dupray, Baumann, Briggs

Noes: None
Absent: None

Attest:
Cindy Keck
Clerk of the Board of Supervisors

By: Marcie MacFarland
Deputy Clerk

Rusty Dupray, Chairman, Board of Supervisors

I CERTIFY THAT:
THE FOREGOING INSTRUMENT IS A CORRECT COPY OF THE ORIGINAL ON FILE IN THIS OFFICE.

DATE: 1/10/08

Attest: CINDY KECK, Clerk of the Board of Supervisors of the County of El Dorado, State of California.

By: Marcie MacFarland

ELIGIBLE APPLICANTS

The Microenterprise Assistance Program will offer training, counseling and loan opportunities to:

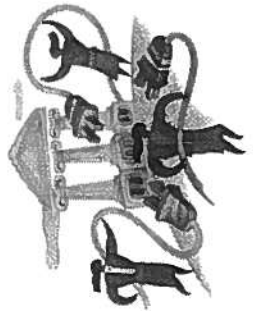
- Individuals seeking business start up or business owners with existing small businesses who demonstrate TIG eligibility. Participants will create or maintain self-employment, and/or create new jobs through business expansion.
- Individuals seeking to create or retain TIG eligible job positions. (Certain guidelines apply)

All persons interested in learning more about the program and/or obtaining an application to attend classes contact:

El Dorado County
Housing, Community and Economic
Development Block Grant Program
(530) 621-6300

OTHER COUNTY LOAN PROGRAMS

Business Assistance Loans
Housing Rehabilitation Loans
First Time Homebuyer Loans



INCOME LIMITS*

80% of El Dorado County Median
Income – 2009
(Area Median Income \$72,800)

| | |
|-----------|----------|
| 1 person | \$40,800 |
| 2 persons | \$46,600 |
| 3 persons | \$52,450 |
| 4 persons | \$58,250 |
| 5 persons | \$62,900 |
| 6 persons | \$67,550 |
| 7 persons | \$72,250 |
| 8 persons | \$76,900 |

(*figures change annually)

COUNTY OF EL DORADO

MICROENTERPRISE ASSISTANCE PROGRAM

The County of El Dorado does not discriminate on the basis of religion or religious affiliation, age, race, color, ancestry, national origin, sex, marital status, familial status (children), physical or mental disability, sexual orientation, or any other arbitrary reason.

This program is provided through a grant from the State Department of Housing and Community Development.



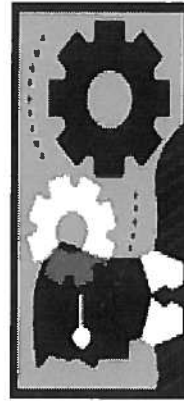
An opportunity for business training!

Microenterprise Assistance

PURPOSE

The Microenterprise Technical Assistance Program is designed to encourage entrepreneurship and provide economic benefit to potential new local business owners and existing Microenterprise business owners. The effort is to assist the low to moderate income community (Targeted Income Group-TIG). The program will provide training, technical assistance, and advisory services for enterprise development throughout the County. The program is an innovative entrepreneurial development strategy focused on generating quality jobs in the community.

The primary goal of the Microenterprise Program is to provide the opportunity for those seeking to start up a business and/or those who currently operate a small business to gain the necessary skills needed for success. This program will seek to overcome traditional obstacles involved in start up or newly established businesses by establishing learning and funding opportunities for small businesses in El Dorado County. Training will provide the skills and knowledge necessary to organize, manage, market and finance a small business. It will also provide the technical assistance and advisory services that will assist the business through start up and/or expansion to maintain viable operations.



Program

TECHNICAL ASSISTANCE

Technical Assistance (TA) to a business includes a wide range of knowledge and skill development to ensure essential business and entrepreneurial success. The ways or settings in which TA is delivered include:

- One-on-One: One client and one or more counselors, consultant or mentor
- Workshop: Multiple clients and one or more counselors, consultant, or mentor

The classroom style training will offer modules that will provide necessary training and counsel for all selected participants. The County will provide a basic reference guide for covering the essential business disciplines of starting and operating a successful business with materials provided by My Own Business Inc. The sessions will consist of thirteen (13) topics presented in 6 class meetings:

- Deciding on a Business
- The Business Plan
- Computer and Communication Tools
- Business Organization
- Licenses, Permits, Business Names
- Business Insurance
- Location and Leasing
- Accounting and Cash Flow
- How to Finance your business
- E-Commerce Business
- Buying a Business or Franchise
- Opening and Marketing
- Expanding and Handling Problems

Guidelines

Study centers are available where participants may use a personal computer to research the Internet and/or prepare the text and numbers necessary for the construction of a formal business plan. Locations are:

Job One One Stop
3047 Briw Road
Placerville, CA 95667

Or

El Dorado County Chamber of Commerce
542 Main Street
Placerville, CA 95667

APPLICATION PROCESS

Qualified and interested individuals will be invited to attend introductory sessions explaining the scope and purpose of the program.

Start up business participants will assess their willingness to seek self-employment and determine their family and personal commitment to program participation. Participants accepted into the program will attend training and seminars designed to enlighten and teach basic business skills and provide opportunity to review the overall feasibility of their business concept. Following the training, participants will be provided an opportunity to apply for a low interest loan which can be used to fund their new venture, or to provide additional capital for expansion of their current operations.

The Program will continue to provide support for participating businesses with the use of advisors and counselors for specific issues.

Business Assistance Available

APPLICATION PROCESS

1. Applicant contacts Jeanne Hall of the County of El Dorado at (530) 748-9835 or (530) 621-6385 for application packet.
2. Applicant submits preliminary information including business and personal tax returns for the last three years, business financial statements, personal financial statement, credit history, and a project summary/business plan.
3. Underwriter reviews documentation to determine program eligibility and financing affordability for participant.

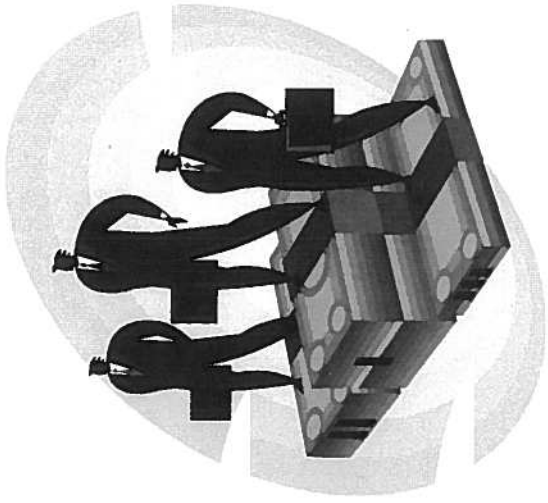


For more information contact:

El Dorado County
 Housing, Community and Economic
 Development Block Grant Program
 Placerville Office -- (530) 621-6300

OTHER COUNTY LOAN PROGRAMS

- Microenterprise Assistance Program*
- Housing Rehabilitation Loan Program*
- First Time Homebuyer Loan Program*



**COUNTY OF
 EL DORADO**



**BUSINESS
 ASSISTANCE
 LOAN
 PROGRAM**



The County of El Dorado does not discriminate on the basis of religion or religious affiliation, age, race, color, ancestry, national origin, sex, marital status, familial status (children), physical or mental disability, sexual orientation, or other arbitrary reason.

This program is provided through a grant from the State Department of Housing and Community Development.



An opportunity for business growth!

BUSINESS ASSISTANCE

PURPOSE

The County of El Dorado's Business Assistance Loan Program (BLP) is designed to provide the critical and necessary capital needs for business and real estate projects within the county. The BLP will be capitalized with funds from the State of California Community Development Block Grant (CDBG) Program. The intent of the BLP is to provide appropriate assistance to businesses and real estate development projects, which in turn will create and/or retain jobs, along with increasing the commercial and industrial base of the community.

The Business Loan Program will assist businesses and projects that start-up, expand, and/or locate within the unincorporated areas of the County. The Business Loan Program proceeds can be used to finance:

- Working Capital Lines of Credit
- Inventory Purchase
- Equipment Acquisition
- Real Property Acquisition, Construction, Rehabilitation
- Furniture/Fixtures



LOAN PROGRAM

FUNDING GUIDELINES

Loans will range from a minimum of \$5,000 to a maximum of \$100,000. Higher amounts may be considered.

- **Leveraging:** The business owner is required to leverage one dollar for every loan dollar. A private dollar can be either debt financing or owner equity. A minimum of **10%** of the total project funding must be from owner equity.
- **Loan Terms:** Up to ten years. The length of loan shall not exceed the economical life of the equipment/asset being financed.
- **Interest Rate:** The Interest Rate is set based on the needs of each loan.
- **Loan Fee:** A loan fee up to 1.5% may be charged to the borrower.
- **Prepayment Penalty:** None.
- **Collateral Requirements:** All loans shall be fully secured by collateral. Types of collateral may include liens on real property, deeds of trust, liens on machinery, equipment or other fixtures, lease assignments, and other collateral as appropriate.

GUIDELINES

APPLICANT ELIGIBILITY

- One full time equivalent job (1750 hours annually) per \$35,000 loaned shall be created. All of the jobs created and/or retained must be from the Target Income Group (TIG) at time of hire.
- The loan meets the Business Loan Program underwriting requirements.
- Includes ongoing and start-up private for profit business concerns that are licensed and located in or locating to El Dorado County



LOAN ASSUMABILITY

The loan is not assumable