

## **EXHIBIT B SCOPE OF SERVICES**

**Objective:** to help businesses in the Bottineau LRT Corridor prepare for the new transit service by increasing knowledge among station area businesses about the LRT project and providing one-on-one support to entrepreneurs and locally owned businesses within ¼ mile of the planned LRT stations, in advance of the project.

Businesses will have access to specific technical assistance resources to help prepare for construction and the positive benefits of LRT after opening day, as well as have on-going needs and concerns aggregated for policymakers, leaders and potential funders. These resources are intended to strengthen existing corridor businesses well in advance of planned infrastructure investments, as well as promote equity in the Bottineau corridor.

Historical disparities and the large number of immigrants and people of color living and working in the Bottineau Corridor require that this scope of work have an intentional focus on these groups to further promote equity and equitable access to business resources in the corridor. This work should also build on local knowledge and existing resources, increasing the capacity of organization and partners working in the Bottineau Corridor to support locally owned businesses

**Organization:** Neighborhood Development Center (NDC) and African Career Education Resources (ACER) will work collaboratively to complete this scope of work. For the purposes of this scope, NDC will be the lead organization, with African Career Education Resources (ACER) as a subcontractor. Staff roles, drawn from each proposal, are outlined in the chart below. NDC will be responsible for successful completion of all deliverables included in this scope of work, in partnership with ACER. CONSULTANT is also expected to collaborate with Northside Economic Opportunity Network (NEON), sharing information and resources as necessary to best serve corridor businesses.

**Service Area:** CONSULTANT will serve businesses within ¼ mile of the following station areas: 93<sup>rd</sup> Avenue, 85<sup>th</sup> Avenue, Brooklyn Blvd, and 63<sup>rd</sup> Avenue in Brooklyn Park.

Businesses between ¼ and ½ mile of the identified station areas may also receive services, provided that they meet priority criteria and that sufficient resources are remaining. Priority businesses outside the service area may be considered on a case-by-case basis. Services may not be offered outside the service area without prior written approval from COUNTY.

**Priority criteria:** Priority for technical assistance should be based on:

- Likelihood of LRT construction impacts
- Vulnerability factors, including but not limited to:
  - Heavily dependent on foot traffic
  - Minority or immigrant-owned businesses who may have barriers, including language, culture and race, to accessing services
  - Unlikely/unable to access existing business resources due to lack of complete business paperwork, accounting methods, or other factors
- Growth potential or other business outlook factors
- Additional factors as identified during outreach

**Eligible Technical Assistance Services:** Technical assistance services may include:

- Assessment to identify which services may be most helpful
- Accounting and recordkeeping services
- Personal and business budgeting
- Financial and business analysis
- Business plan development
- Financial planning
- Business marketing/branding
- Website/social media communications
- Analysis of customer base
- Alternative methods to reach customers, i.e. popups, online, delivery
- Identification of borrowing needs and access to business capital
- Commercial real estate analysis and business acquisition
- Strategic planning—before, during and after LRT construction
- Day to day strategies for dealing with construction impacts and other general operations
- Microgrants to businesses to implement activities identified in business plans.
- Other services as identified through outreach

**Partnerships:** In order to best serve businesses with the limited resources available for this scope, a list of organizations and programs that provide small business technical assistance or other small business resources in Minneapolis and the Bottineau suburban communities will be provided to the CONSULTANT. CONSULTANT will provide information to small businesses about all resources available to them and make referrals to these organizations, resources, or programs for specific technical assistance or other resources. No organization will be reimbursed from this contract for technical assistance services that can be reimbursed or counted as outcomes in another contract.

**Reporting:** All project data will be recorded and maintained by the CONSULTANT. Data will be provided to COUNTY as requested in reports and at the conclusion of the contract.

**Project Services:**

**Task 1 – Small Business Outreach and Assessment** Outreach is presumed to be ongoing throughout the duration of the contract. Goals of outreach are:

- Businesses have increased knowledge about the planned LRT project, station area planning, and other related efforts to-date
- Businesses are aware of existing resources to support current business operations and business growth
- Businesses are assessed for interest in additional support, specific programs or resources, including those offered by the Consultant Team and by other organizations or resources
- Needs of businesses in the corridor are documented for future use with project partners (while confidentiality of individual businesses is maintained)

**Outreach plan:** Within 30 days of contract execution, a draft business outreach plan will be submitted by the CONSULTANT to COUNTY for review and approval. COUNTY review will include review by other project partners, including cities. Revisions, if requested, shall be provided to COUNTY within two weeks

after request for revisions is received. Work included in the plan shall not proceed until COUNTY approval is received. The outreach plan should include:

- Schedule, methodology, outreach targets, and staffing plan, based on knowledge of geographic area or targeted business community. Outreach staff should have knowledge of current business support programs and ability to conduct assessments for TA.
- Initial survey / assessment tool. The assessment tool is intended to gather initial information about the business, identify specific needs or interests, and potential fit for available assistance and resources.
- Draft outreach materials, including survey tool, LRT project materials (provided by BPO) and business support materials (information gathered from cities and Hennepin County. Printing budget is included in this scope of work.)

**Progress reports:** Progress reports will be submitted to Hennepin County every 90 days after approval of outreach plan. Reports should include:

- Number and demographics of businesses contacted
- Examples of materials and leave behinds used
- Survey results
- Number and demographics of businesses assessed and documentation of any follow-up (i.e., was the business identified as a TA client? referred to another organization for TA? no further follow-up needed?)

### **Task 2 – Small Business Support**

Small business TA is the key deliverable of this work scope. Goals of TA are:

- Locally owned businesses within ¼ mile of proposed Bottineau station areas are aware of specific resources to support business growth and development.
- Entrepreneurs in the Bottineau Corridor are aware of specific resources to support business development.
- Target businesses and entrepreneurs receive appropriate technical assistance from trained providers and/or referrals to other appropriate resources available to meet their business needs.
- Capacity to deliver technical assistance in the Bottineau Corridor is increased by partnership between cities, Hennepin County, the CONSULTANT and other providers.

**Technical Assistance, Resource Referral, and Micro-Grants:** Within 60 days of contract execution, a draft technical assistance and micro-grant work plan will be submitted by the CONSULTANT to COUNTY for review and approval. COUNTY review will include review by other project partners, including cities. Revisions, if requested, shall be provided to COUNTY within two weeks after request for revisions is received. Work included in the plan shall not proceed until COUNTY approval is received. The work plan should include:

- Based on initial outreach and assessment results, a revised estimate of number of priority businesses to be served by outreach, referral for TA and microgrants and revised estimate of

Consultant hours and budget for on-going outreach, referrals and connections to TA providers, TA services outside of existing contracts and microgrant program administration.

- Microgrant program guidelines, budget and promotional materials. Once guidelines and budget are reviewed and approved, consultant shall prepare print and web-ready promotional materials for review by Hennepin County Communications. Printing costs are included in this work scope.
- Business support toolkit – materials promoting available resources, organizations, and programs serving businesses and information about Bottineau LRT, relevant Bottineau Community Works information, and relevant city information; information about technical assistance available from the consultant team; information about micro-grants
- Any specific recommended services that will target emerging entrepreneurs

**Progress reports:** Progress reports will be submitted to Hennepin County every 90 days after approval of the work plan. Reports should include:

- Number and demographics of businesses contacted, additional information about outreach attempted, and number and demographics of businesses assessed (initial assessment survey results)
- Number and demographics of businesses referred to other services or resources, follow-up status
- Hours and types of services provided individual businesses by the consultant team
- Number, amount and purpose of microgrants disbursed

### **Task 3 – Evaluation and Recommendations**

Data collection for evaluation will be ongoing throughout the contract and compiled into a final report. This report will also include recommendations about ongoing business support needs in the Bottineau Corridor. Goals of this work include:

- Documentation of outcomes of the current work scope
- Results of completed surveys, including raw data as well as both qualitative and quantitative analysis, that serve to:
  - Document ongoing business support needs and barriers that are beyond this scope of work
  - Inform the Bottineau Corridor marketing/branding scope (separate contract) about the marketing needs and assets of small businesses and entrepreneurs in the corridor

CONSULTANT staff may be asked to attend or share data with consultants working on marketing and branding the Bottineau Corridor through a separate contract. Time spent on these activities is billable under this work task.

**Final report:** A final report on outreach and implementation, as well as on-going business support needs will be submitted by CONSULTANT to COUNTY no later than December 31, 2020. The final report will document outreach and TA provided, with the same data as is included in monthly progress reports, as well as additional data and information that the Consultant Team feels is relevant.

Consultant Team Roles and Responsibilities

|                                  |           |         |
|----------------------------------|-----------|---------|
|                                  | Lead      | Support |
| Project Administration           | NDC       | ACER    |
| Task 1: Outreach and Assessment  | ACER      | NDC     |
| Task 2: Small Business Support   | NDC       | ACER    |
| Task 3: Evaluation and Reporting | NDC, ACER |         |

| <b>COST FOR SERVICES</b>  |                 |  |
|---|-----------------|--|
| <b>Note:</b> Costs may be reallocated between tasks with prior written approval of COUNTY. Any funds remaining unspent at the end of the contract period shall be returned to COUNTY.   |                 |  |
| TASK  | NTE             | NOTES  |
| Project Administration  | up to \$17,500  | Eligible activities: <ul style="list-style-type: none"> <li>- Project management and oversight</li> <li>- Outreach plan development</li> <li>- Workplan development</li> <li>- Project accounting</li> <li>- Project scheduling</li> <li>- Organizational capacity building</li> <li>- Up to \$2500 for printing and other reimbursable expenses</li> <li>- Billable hourly rates not to exceed \$100/hour</li> </ul>    |
| Outreach and small business technical assistance by station area (Tasks 1 & 2) <ul style="list-style-type: none"> <li>- 93<sup>rd</sup> Ave</li> <li>- 85<sup>th</sup> Ave</li> <li>- Brooklyn Blvd</li> <li>- 63<sup>rd</sup> Ave</li> </ul> | up to \$60,000  | Eligible activities: <ul style="list-style-type: none"> <li>- Outreach to businesses</li> <li>- Business assessment</li> <li>- Technical assistance services as listed under Eligible Technical Assistance Services</li> <li>- Billable hourly rates for outreach and assessment services not to exceed \$50/hour</li> <li>- Billable hourly rates for technical assistance services not to exceed @\$75/hour</li> </ul> |
| Microgrants (Task 2)  | up to \$45,000  | Eligible activities: <ul style="list-style-type: none"> <li>- Up to 10% for microgrant program administration</li> <li>- Microgrants to businesses to implement activities identified through business technical assistance</li> </ul>   |
| Evaluation and Reporting (Task 3)   | up to \$2500    | Eligible activities: <ul style="list-style-type: none"> <li>- Data collection</li> <li>- Data input</li> <li>- Reporting</li> <li>- Billable hourly rate not to exceed @ \$75/hour</li> </ul>  |
| <b>TOTAL</b>  | up to \$125,000 |  |