

CENTRAL CITY ECONOMIC DEVELOPMENT SALES TAX BOARD

Tuesday, September 8 2020

12:00 pm – 2:00 pm

Join Zoom Meeting Online: <https://zoom.us/j/94196295826>

Meeting ID: 941 9629 5826

Phone: (646) 558-8656

Meeting ID: 94196295826#

AGENDA

- A. Call to Order
- B. Approval of Minutes
 - 1. July 14, 2020
 - 2. August 27, 2020
- C. Public Comment
- D. Treasurer's Report
- E. Previous Rounds Project Updates
- F. Fee Waiver
- G. Strategic Plan
- H. Other Business
- I. Closed Session - CCED Structure/ Legal Advice & Sealed Proposal Discussion
- J. Adjourn

Additional Business

- There may be general discussion of matters related to the Central City Economic Development Sales Tax.
- Pursuant to subsections (1) and (12) of Section 610.021 of the Revised Statutes of Missouri, there may be a closed session to discuss a) legal matters, litigation or privileged communications with attorneys; and/or b) sealed proposals and related documents or any documents related to a negotiated contract.

Any person with a disability desiring reasonable accommodation to attend this meeting should contact the City's 311 Action Center.

Additional Business

- There may be general discussion of matters related to the Central City Economic Development Sales Tax.
- Pursuant to subsections (1) and (12) of Section 610.021 of the Revised Statutes of Missouri, there may be a closed session to discuss a) legal matters, litigation or privileged communications with attorneys; and/or b) sealed proposals and related documents or any documents related to a negotiated contract.

Any person with a disability desiring reasonable accommodation to attend this meeting should contact the City's 311 Action Center.

Central City Economic Development Sales Tax Board
 Meeting Minutes from July 14, 2020 Board Meeting

Board Members Present	Chairman- Mr. Duval “DJ” Pierre Vice Chairwoman- Dr. Melissa Patterson Hazley Treasurer- Mr. Kenneth Bacchus Board Member- Dr. Makini King Board Member- Ms. Nia Richardson
Consultants Present	Randy Dunn, Dean & Dunn, LLC Cheryl Harrison Lee, HLDC Consulting Leila Allen, HLDC Consulting
City of KCMO Staff Present	Shontrice Patillo, Neighborhoods and Housing Services Jennifer Tidwell, Neighborhoods and Housing Services Katie Chandler, Law Department Dion Lewis, Human Relations Department Chase Johnson, City Planning and Development Jerry Helmick, Human Relations Department
Community Members	Anna McCoy Erin Royals Brian Collins Steff Hedenkamp Donald Maxwell Jr. Enam Haddad Ben Payton Shalah Johnson Jim Erickson Janay Reliford-Davis Richard McCoy Brad Lucht

Call to Order:

Chairman Pierre called the meeting to order at 12:03pm

Meeting Minutes: Following a motion by Ms. Richardson and second by Mr. Bacchus the meeting minutes from June 9, 2020; July 8, 2020; and July 10, 2020 were approved as presented by a vote of 4-0.

Treasurer’s Report: Mr. Bacchus noted that he had not received updated financials from the City as Josh Rouscheff was no longer with the City and it would need to be determined who from with City will work with the Board.

Public Comment: The Chairman opened the floor for public comment, no comments or questions were made from the public.

Project Updates: Shontrice Patillo provided an update on Round I and II projects indicating that KC Townhall had recently gone before the Fairness in Construction Committee and has MBE/

WBE goals set. Additional Round II projects are working to have funding agreements finalized. Furthermore, Board Members continued to ask clarifying questions about other projects including NACCC and Urban America. Concerning Urban America Ms. Patillo indicated she had not had any engagement with them since the Board recommended rescinding their recommendation to fund both Urban America projects. Ms. Chandler advised that, unless Council takes legislative action to withdraw its approval for funding, the projects may proceed. Mr. Chase Johnson stated he had meet with the developer to figure out phasing and funding and that they have also meet with staff of the EDC. Mr. Bacchus stated he believes the Board should rescind their previous recommendation to remove funding from Urban America if progress continues. Dr. King asked that the project summary form be updated.

Fee Waiver: Randy Dunn presented a draft fee waiver proposal for the Board to consider when and how to waive application fees for proposers. Ms. Richardson stated she would like to have a deeper conversation about this and the strategic plan. It was asked for a word document version of the proposal to be sent to the Board so they may provide edits to Mr. Dunn. Dr. Patterson Hazley discussed the purpose of the application fee.

Resolution No. 200451: Board members discussed Res. No. 200451, introduced by Councilwoman Melissa Robinson. The Board felt it important to discuss the resolution because of its focus on affordable housing. Mr. Bacchus stated he would talk to Councilwoman Robinson about the resolution and it was also asked for the consultants to develop an analysis on the potential impact of the policy.

Linwood Shopping Center Supplemental Funding Request: Donald Maxwell Jr., a representative for the Linwood Shopping Center funded in Round I presented a request for an additional \$179,393 for their project. Board members discussed the need of the additional funding. Mr. Bacchus moved to provide Linwood Shopping Center with an additional \$150,000 the motion was seconded by Dr. Patterson Hazley. The motion failed on a vote of 4 no (Pierre, Patterson Hazley, Richardson, King) and 1 yes (Bacchus).

Strategic Plan: The Board tabled discussion of the strategic plan to a future meeting. The Board will send additional comments and edits to Ms. Harrison Lee.

Other Business: Ms. Patillo stated she would send out a doodle poll for potential dates for future meetings.

The meeting was adjourned at 1:47pm by a vote of 5-0 following a motion by Ms. Richardson which was seconded by Dr. King.

Central City Economic Development Sales Tax Board
 Meeting Minutes from August 27, 2020 Board Meeting

Board Members Present	Chairman- Mr. Duval “DJ” Pierre Vice Chairwoman- Dr. Melissa Patterson Hazley Treasurer- Mr. Kenneth Bacchus Board Member- Dr. Makini King Board Member- Ms. Nia Richardson
Consultants Present	Randy Dunn, Dean & Dunn, LLC Shaylyn Dean, Dean & Dunn, LLC Cheryl Harrison Lee, HLDC Consulting Riccardo Kisner, HLDC Consulting Leila Allen, HLDC Consulting
City of KCMO Staff Present	Shontrice Patillo, Neighborhoods and Housing Services Jennifer Tidwell, Neighborhoods and Housing Services Katie Chandler, Law Department Joe Guarino, Last Department Jerry Helmick, Human Relations Department Dion Lewis, Human Relations Department John Wood, Neighborhoods and Housing Department Nicholas Sarpy, Finance Department Tammy Queen, Finance Department
Community Members	Brian Collins Barbara Washington Karmello Coleman Joe Colista Owen Starkey Megan Crook Shannon Hestenburg Kelvin Simmons Tenesa Loney Doug Ngomsi Ajia Morris Collette Black Michael Carmona Linden Bowie Emmet Pierson Deborah Mann Julia Fredenburg Nicole Johnson Lisa Pelofsky Riccardo Lucas Adonica Worley Bill Kimble Marquita Taylor Allison Bergman

Call to Order:

Chairman Pierre called the meeting to order at 4:02pm

Meeting Minutes: Discussion of the previous meeting minutes was had. Mr. Bacchus noted that the July 14, 2020 minutes as presented needed to be amended to better reflect a discussion he had with Ms. Chandler regarding the Boards recommendation to rescind their recommendation for funding for the two Urban America projects from Round II. Mr. Bacchus requested that a vote on the July 14 minutes be held off until Ms. Chandler could join the meeting to discuss this matter.

Mr. Bacchus made a motion to pass the July 31, August 1, August 10 and August 11 meetings as presented with a mention from Mr. Pierre that the August 11 meeting was a resumption of the August 10 meeting. Dr. King seconded the motion and it was passed by a vote of 5-0.

Public Comment: No public comments were given by members of the public.

Treasurers Report: Mr. Bacchus presented the Treasurers report stating that numbers look strong for the sales taxes received thus far since the Board does receive funds from online sales taxes as well which have increased during the pandemic. Ken further stated he will continue to work with the City on the format the report is presented in.

Ms. Tammy Queen, City Finance Director stated the projections may not be totally accurate as their may be a lag in the numbers reported and that she will work with Nick Sarpy in the Finance Department to get a consistent person and format for reporting.

Board members asked questions of Ms. Queen about the ability of the Board to fund the projects the Board recommended for funding in Round III. Ms. Queen indicated that the Board has sufficient funding to fund all Round III Projects and to maintain a contingency of approximately \$3.1 million. Ms. Queen further stated she would not recommend approving any additional funds and to sit on the \$3.1 million until additional dollars are brought into the coffers.

Mr. Bacchus moved to approve the Treasures report as presented subject to audit. Dr. Patterson Hazley seconded the motion. The motion passed by a vote of 5-0.

Fee Waiver: The discussion on fee waivers was held for a latter time

Resolution 200451: Mr. Bacchus discussed his conversations with Councilwoman Robinson and work with Leila Allen. A committee substitute for the resolution has been introduced which makes general recommendations for support of affordable housing. John Wood discussed the income guidelines from HUD relating to definitions of affordable housing. Mr. Bacchus will continue to talk with Councilwoman Robinson and will update the Board on the action of this resolution.

Santa Fe/ Greenline Discussion: Marquita Taylor, President of the Santa Fe Neighborhood discussed in more detail their Round III proposal, what additional support they have which includes Central Bank and Arrest Bank as well as the City of Kansas City weatherization program. Board members asked questions pertaining to project management for which Ms. Taylor indicated that Westside Housing has been approached to serve as general contractor for the work and that Neighborhoods United has also been in discussion for support. More discussion was had relating to deeds and trust for homes in the neighborhood. Ms. Taylor indicated they have already been working with Legal Aide on these matters and that Stenson has offered to provide pro-bono legal services. Further discussion on what would constitute a match from the neighborhood side of things to insure CCED was not funding 100% was had. A tiered approach to funding based on income was discussed. The Board indicated they would include Santa Fe on the September 8th Board meeting agenda for more discussion and requested that

Santa Fe identify how many property owners in the neighborhood may qualify for other city programs.

Aija Morris of Greenline discussed in more detail the process used by Greenline and how the CCED funds would assist them to be able to scale up. Board members asked about the crowd sourcing funding component and what kind of return investors could realize. Ms. Morris indicated that investments can be as small as \$500 and that returns are based on which portion of the project the funds are funding and how long they are invested in the project. Relating the the loans that Greenline would be offering interest rates would be between 8-12%. The Board indicated that would take this discussion into consideration on what future decisions the Board may make.

Strategic Plan: Board members discussed the current status of the strategic plan, its goals and recommendations. Ms. Richardson discussed specific thoughts she had and other Board members and Ms. Harrison Lee indicated some of those thoughts should be included in an action plan and not the strategic plan itself. Ms. Harrison Lee stated she would provide the Board with a matrix on what should be included in the strategic plan, an implementation plan and or action plan.

CCED Structure: The Board had a general discussion on the existing structure of the CCED and that more detailed discussion needs to be had. The Board requested that a closed session be added to the September 8th Board meeting to get legal advice from Ms. Chandler on the structure of the CCED.

July 14 Meeting Minutes: The Board returned to the meeting minutes from the July 14 Board meeting. Mr. Bacchus restated his request for clarification about language in the project update section of the minutes. Ms. Chandler and Mr. Dunn indicated they would get together to work on revised language.

Adjourn: Dr. King moved to adjourn the meeting. Mr. Bacchus seconded the motion which was passed by a vote of 5-0. The meeting adjourned at 6:00pm.

Central City Sales Tax Fund 2200
Available Funding Comparison – September 2020

	Per Treasurer's Email	City's Projections	Differences Explained
Beginning Fund Balance	\$ 20,380,032	\$ 20,380,032	
2020-21 Projected Income	\$ 10,950,000	\$ 9,855,000	Projected reduction in Sales Tax revenues across the City of 10% because of COVID-19
Total Expenses and Commitments (Includes \$500,000 for COVID Business)	\$ 13,023,940	\$ 13,023,940	
Ending Fund Balance	\$ 18,306,092	\$ 17,211,092	
Balance (contingency @85%)	\$ 15,560,178	\$ 14,822,552	Smaller balance for calculating contingency
COVID Relief for Families	\$ 500,000	\$ 500,000	
Ivanhoe Supplemental Funding	\$ -	\$ 287,492	Supplemental Funding
Emanuel Family Supplemental Funding	\$ -	\$ 500,000	Supplemental Funding
Balance	\$ 15,060,178	\$ 15,923,600	
Fiscal Year 2020-21 Total Available for Funding	\$ 15,060,178	\$ 13,535,060	Variance in contingency basis, supplemental fundings, and reduced revenues/income
Fiscal Year 2020-21 15% Contingency	\$ 2,745,914	\$ 2,388,540	

CCED Project Updates - Round 1 (August 2020)

FA	Project	Summary	CCED Budget	Project Budget	Leveraged Funds	LTV	Infrastruc.	Update 8/2020
x	Linwood Shopping Square	Renovation Retail Shopping Center	\$2,389,146	\$8,592,000	\$6,202,854	27.81%		Development Team requested additional funds to complete facade improvements, grading, ADA Compliance and rear entry doors. CCED Board did not approve additional funding request. Construction status is at Draw #9 and the project is 89.6% complete with work rated as Satisfactory. PIAC funding has been transferred from the city to TIF Commission.
x	MACPEN Enterprise	Construction of Child Care Center with Services	\$1,000,000	\$3,249,750	\$2,249,750	30.77%		Funding Agreement Endorsed. All funds have been disbursed to Escrow Agent. Project still going through permit process currently working out storm water issues.
x	Community Builders of Kansas City	Renovation for Entrepreneur Space at 5008 Prospect	\$627,785	\$752,785	\$125,000	83.39%		Project Complete
x	Emmanuel Family & Child Development	Construction of Child care Center with Services	\$725,000	\$7,309,387	\$1,103,448	9.92%		Revision to the Funding Agreement to add additional funds for the sound barrier endorsed by developer. Updated insurance binder needed to enter PO.
d	Ivanhoe Neighborhood Council	Senior Cottages at 39th Street	\$1,221,332	\$2,174,632	\$953,300	56.16%		Project will be funded through HOME and CCED Funds. The contract has been prepared and is currently being reviewed by the legal department. HOME Funds have been approved by HUD. The signing of the funding agreement will need to be coordinated with the NHS receiving a notice to proceed by HUD. Funding Agreement drafted; however, Developer will need to obtain clearance from Environment Assessment prior to entering into agreement as required by HUD. An environmental review is required to remediate elevated levels of lead. The Notice to Proceed (potentially) would not be issued prior to November 2020.

x	National Association of Construction Coop	Rehabilitation of Homes throughout the District	\$215,000	\$10,000,000	\$9,785,000	2.15%		Funding Agreement endorsed by Developer. Updated insurance Binder needed to enter PO.
x	Neighborhoods United	Rehabilitation of Homes for Disabled Veterans	\$313,804	\$627,608	\$313,804	50.00%		Construction ongoing. No draws have been requested or processed.
Total			\$6,492,067	\$32,706,162		19.85%		
Public Infrastructure/ Site Development Preparation - 20%			\$1,298,413					
Actual - Public Infrastructure/ Site Development Preparation								
Public Infrastructure Deficit			\$1,298,413					

Ivanhoe Neighborhood Council - Round 1

Applicant	Karen Boyd/ Nailah M'biti			
Project Name/Location	Garfield East (Senior Cottages at 39th Street)			
Contact	Nailah M'biti			
Project Team				
Funding Sources				
	Amount	Confirmed	Changes	Notes
CCED	\$933,840	Yes	Yes	
KCMO HOME FUNDS	\$866,300	Yes	Yes	
CCED (Additional)	\$287,492	Yes	No	
KCMO HOME FUNDS (Additional)	\$87,000	Yes	No	
Total Project Cost	\$2,174,632	Investment to Project Cost		43%
Project Description	<p>The Ivanhoe Gateway project began in 2007 with a plan. Since then the Ivanhoe Neighborhood Council completed three duplexes, 12 units of one-story cottages for seniors; and four more units are currently under construction. This proposal includes the Phase IV at 3800 Garfield and builds upon Ivanhoe Neighborhood Council's existing momentum in the neighborhood. Proposer intends to construct eight (8) high quality one-story cottages that are attached in groups of four. Each cottage will have two bedrooms, living room, dining room, kitchen, bathroom and laundry. The senior cottages will aide in the stabilization of two vulnerable populations which are seniors and low-income families.</p>			
Project Outcomes	Creates additional production of affordable housing in the core city for elderly and low income households.			
Jobs Created	2			
Construction Jobs	50			
Project Status				

1/2019	City Council passed Ordinance No. 190007 which authorized a Funding Agreement with Neighborhoods and Housing Services Department to execute a Funding Agreement with Ivanhoe Neighborhood Council in the amount of \$933,840 to incentivize construction of senior cottages.
8/2019	The City of Kansas City awarded HOME Funds to the project. All funds in the projects are subject to HUD rules and regulations.
10/2019	Project will be funded through HOME and CCED Funds. The contract has been prepared and is currently being reviewed by the legal department.
10/2019	Initial draft of funding agreement provided to the Law Department for review.
1/2020	Environmental Review Officer worked with project team to review materials and construction techniques that would provide the necessary attenuation from environmental hazards.
3/2020	Developer bid project three times between August 2019 and February 2020 in an attempt to decrease project cost.
3/2020	Developer requested amendment to CCED Board requesting additional funding in the amount of \$287,492 to accommodate prevailing wage requirement. In addition, \$87,000 was requested in HOME Funds.
7/2020	CCED Board approved additional funding for Ivanhoe/Garfield East Sr. Cottages in the amount of \$287,492.
7/2020	M(W)BE Goals approved by Fairness In Construction Board at 15% MBE and 10% WBE.
8/2020	Environmental Review ongoing.
9/2020	Ordinance approving additional funding submitted for Council approval.

CCED Project Updates - Round 2

FA	Project	Summary	CCED Funds	Project Budget	Leveraged Funds	LTV	Infrastruc.	Update 8/2020
	Urban America Southpointe, LLC	Pre-development expenses for the construction of office space, retail, hospitality, multi-family residential and parking in the 63rd Street and Prospect Avenue area	\$500,000	\$180,259,034	\$179,759,034	0.28%		The gas station and site adjacent to the north are currently not under site control but UA is looking to acquire. CPD Staff will review status of project in September.
	Urban America – KC EVE, LLC	Redevelopment of historical Castle Building and construction of Enterprise Village Ecosystem -36 net zero cottage style homes in the South Vine Street Corridor	\$1,205,231	\$21,947,664	\$20,742,433	5.49%		Developer reports that they are working with the Federal Government to settle the lien and anticipates closing within the next two month. No additoanal project or finaning information has been provided from the developer
d	KC Town Hall	Redevelopment of building on 36th & Indiana Ave to provide restaurant, incubator and 3 affordable housing apartments.	\$490,539	\$680,169	\$189,630	72.12%		Funding agreement has been drafted and sent to the law department for review.
d	Urban Neighborhood Initiative	Site work and infrastructure related to the new construction of 30 single-family homes, in partnership with Habitat for Humanity.	\$250,000	\$1,731,600	\$1,481,600	14.44%	\$250,000	Developer submitted revisions to the Funding Agreement and project budget for HRD. Anticipate council to approve funding agreement in September/October.
d	Oak Park Neighborhood Association	Equity funding to support the development of 29 units of affordable housing at 38th Street and Prospect Avenue	\$2,800,000	\$8,183,550	\$5,383,550	34.21%		Developer provided confirmation of PIAC Funding - completing the capital stack needed to move forward. The Funding Agreement is being drafted. Project will need to complete acquisition and environmental testing. LIHTC included in project; hence closing must occur simultaneously with MHDC.
d	Linwood Garden	Equity funding to develop 32 units of affordable housing, community kitchen, coffee shop and exterior shelter near Linwood and Bruce Watkins Drive.	\$1,150,000	\$7,667,968	\$6,517,968	15.00%	\$0	Funding Agreement provided to Developer for review. Project will be ready for council approval following negotiation of funding agreement.

d	Prospect Summit Duplexes	Joint venture partnership, including the nonprofit Mt. Pleasant EDC, for the construction of 23 townhomes for rent in the 22nd/23rd and Prospect Avenue area.	\$1,900,000	\$5,653,625	\$3,753,625	33.61%	\$1,010,002	Funding agreement and loan documents being drafted to supplement MHDC documentation. Environmental review is in process for HOME Funding by MHDC and City.
d	Palestine Economic Dev. Corp	Equity funding to support the construction of a 39 unit assisted living facility at 35th Street and Prospect Avenue.	\$2,299,008	\$5,735,008	\$3,436,000	40.09%	\$300,000	Project split into two phases. The Funding Agreement drafted for the 1st Phase and provided to the Developer for review.
Total			\$10,594,778					
Public Infrastructure/ Site Development Preparation - Actual			\$1,560,002					
Public Infrastructure/ Site Development Preparation - 20%			\$2,118,956					
Public Infrastructure Deficit			\$558,954					

Urban Neighborhood Initiative / Habitat for Humanity - Round 2

Applicant	UNI - Dianne Cleaver			
Project Name/Location	Wendall Phillips Downtown East Neighborhood			
Contact	Shalaunda Holmes			
Project Team	Urban Neighborhood Initiative and Habitat for Humanity			
Funding Sources				
	Amount	Confirmed	Changes	Notes
CCED	\$250,000	Yes	Yes	
Total Project Cost	\$250,000	Investment to Project Cost		100%
Project Description				
Project Description	The Project as proposed will utilize the sales tax funds for the costs of site work and infrastructure associated with Developer's proposed single family renovation and new construction of houses to be performed in conjunction with Habitat for Humanity.			
Project Outcomes	Creates additional production of affordable housing in the core city for low income households.			
Jobs Created	0			
Construction Jobs	0			
Project Status				
8/2019	City Council adopted Resolution 190651 - Accepting the recommendation of the CCED Board to fund an economic development project proposed by Urban Neighborhood Initiative for funding site work and infrastructure for affordable single family owner-occupied houses in Kansas City, Jackson County, Missouri in the amount of \$250,000.00 and authorizing the City Manager to negotiate a Funding Agreement for that purpose.			
10/2019	Notified by Environmental Review Officer of potential presence of lead in the soil at initial location of site selection in Wendell Phillips Downtown East Neighborhood.			

11/2019	UNI submitted proposals for 2020 CDBG grant funds to strategically acquire additional parcels that are in close proximity to existing land we have under site control. Habitat for Humanity is currently working on new two story single family designs that fit their cost models and planning their construction schedule for their upcoming fiscal year. (July 2020).
6/2020	Initial draft of funding agreement provided to the Law Department for review.
6/2020	Developer submitted project budget and requested documentation needed to proceed with funding agreement.
6/2020	Developer advised the project amount does not reach threshold for FICB but will be required to adhere to prevailing wage requirements.
7/2020	Developer provided with draft of funding agreement.
8/2020	Developer returned comments for funding agreement.
9/2020	Ordinance approving additional funding submitted for Council approval.

Oak Park Townhomes - Round 2

Applicant	Oak Park Townhomes LLC - 3011 E Meyer Blvd, KCMO 64132
Project Name/Location	Oak Park Townhomes (38th & Prospect
Contact	Dolph Woodman (417) 695-2100 dwoodman@dowcon.net
Project Team	Oak Park Neighborhood, DowCon LLC, Brian Collins (Dromara Development), James Scott & Allison Bergman

Funding Sources

	Amount	Confirmed	Changes	Notes
LIHTC	\$3,139,957	Yes	Yes	
CCED	\$2,800,000	Yes	Yes	
MHDC Permanent Loan	\$1,542,949	Yes	No	
PIAC	\$500,000	Yes	No	
Deferred Developer's Fee	\$200,644			
Total Project Cost	\$8,183,550	Investment to Project Cost		34.21%

Project Description

The Project as proposed will utilize sales tax funds for the costs of constructing a multi-family residential development consisting of 29 affordable units in the area generally located at 38th Street and Prospect Avenue. All 35 units will be affordable housing, with 17 units assisted with Project-Based Vouchers for households below 50% AMI. Twenty-eight (28) of the Townhomes will be 3-bedroom townhomes, with seven (7) one bedroom units, serving families and veterans. The Salvation Army will provide services for the veteran population, while First Call will provide substance abuse and dependency services. MHDC has allocated 4% Low-Income Housing Tax Credits to this project as well as CCED and Public Improvements Advisory Committee (PIAC).

Project Outcomes

Creates additional production of 35 affordable housing in the core city for low income households and veterans.

Jobs Created

3

Construction Jobs

20* (from Advance KC Scorecard)

Project Status

8/2019	City Council adopted Resolution 190652 - Accepting the recommendation of the CCED Board to fund an economic development project proposed by Oak Park Neighborhood Association for funding to support development of affordable multi-family housing generally to be located at 38th Street and Prospect Avenue in the amount of \$2,800,000.00 and authorizing the City Manager to negotiate a Funding Agreement for that purpose.
4/2020	Project recommended for 4% LIHTC by MHDC.
6/2020	Initial draft of funding agreement provided to the Law Department for review.
6/2020	Received MHDC Conditional Reservation Agreement.
8/2020	Received approval of PIAC funds.
6/2020	Developer requested a 100% / 10 - year property tax abatement from EDC due to the reduced cash flows experienced by affordable housing projects.

Linwood Gardens - Round 2

Applicant	Linwood Gardens
Project Name/Location	1801 Linwood Blvd - 3210-3230 Michigan Avenue
Contact	James Scott, jscott@scottassociateskc.com, 816-822-8000
Project Team	James Scott, David Warm, Linwood Property, Inc (LAMP)

Funding Sources

	Amount	Confirmed	Changes	Notes
CCED	\$1,150,000	Yes	Yes	
KCMO HOME FUNDS	\$500,000	Yes	Yes	
Deferred Developer Fee	\$278,042	Yes	No	
LIHTC	\$5,739,926	Yes	No	
Total Project Cost	\$7,667,968	Investment to Project Cost		15%

Project Description	Equity funding to develop 32 units of affordable housing, community shared use kitchen and a coffee shop and exterior shelter near Linwood and Bruce Watkins Drive
Project Outcomes	Creates additional production of affordable housing and housing for domestic violence survivor families to include support services in the core city for low income households.
Jobs Created	10
Construction Jobs	50

Project Status

8/2019	City Council adopted Resolution 190653 - Accepting the recommendation of the CCED Board to fund an economic development project proposed by Linwood Property, Inc. for funding to support the development of 32 apartment units of affordable housing to be located at or near Linwood Boulevard and Bruce R. Watkins Drive in the amount of \$1,150,000.00 and authorizing the City Manager to negotiate a Funding Agreement for that purpose.
--------	---

8/2019	Developer provided documentation from the National Registry for approval to construct building on historic site.
9/2019	Developer advised NHS of MHDC requirement directing them to close on the loan prior to council approval.
10/2019	NHS staff met with project team to discuss options to include CCED money into Linwood Gardens Project for infrastructure.
2/2020	NHS staff met with project team to review budget and determine uses of funds. Project team will revise the budget to include cost for commercial kitchen and coffee shop.
3/2020	Initial draft of funding agreement written on the kitchen renovation project and coffee shop.
5/2020	Project team requested CCED Funds to be used to support social service compenent in addition to commercial kitchen and coffee shop. Project team submitted project budget to NHS staff.
5/2020	NHS staff met with Legal to review proposal and determine guideliness for using funds for social service.
5/2020	NHS Staff discussed project scope with project team. Staff encouraged team to discuss funding structure with board consultants and board members to obtain approval to use CCED funds for for social services.
7/2020	Developer provided with draft of funding agreement persuiant to discuss with Legal.
8/2020	Developer returned comments for funding agreement. Amendments forwarded to legal for review.
9/2020	Ordinance approving additional funding submitted for Council approval.

Prospect Summit Duplexes - Round 2

Applicant	Taliaferro & Browne Real Estate - 22nd/23rd Street LLC
Project Name/Location	Prospect Summit Duplexes
Contact	Leonard Graham 816-283-3456
Project Team	Leonard Graham, Hagos Andebrhan, Allison Bergman, Mt Pleasant Education and Development Corporation

Funding Sources

	Amount	Confirmed	Changes	Notes
CCED	\$1,900,000	Yes	Yes	
LIHTC	\$208,034	Yes	Yes	
HOME Funds	\$1,100,000	Yes	Yes	
Loan Funds	\$1,269,044	No		
Opportunity Funds	\$600,000	No	No	
Other	\$576,457	No		
Total Project Cost	\$5,653,535	Investment to Project Cost		34%

Project Description	The Project as proposed will include 23 newly constructed affordable apartments in 12 duplex units to be located at or near 22nd and 23rd Streets and Prospect Avenue in Kansas City, Jackson County, Missouri.
Project Outcomes	Creates additional production of affordable housing in the core city for elderly and low income households.
Jobs Created	
Construction Jobs	

Project Status

8/2019	City Council adopted Resolution 190662 - Accepting the recommendation of the CCED Board to fund an economic development project proposed by Taliaferro and Browne Real Estate 22nd/23rd Street, LLC for funding to support the development of 23 units of newly constructed affordable housing to be located at or near 22nd and 23rd Streets and Prospect Avenue in Kansas City, Jackson County, Missouri in the amount of \$1,900,000.00 and authorizing the City Manager to negotiate a Funding Agreement for that purpose.
12/2019	Applicant applied for 4% LIHTC. MHDC published a preliminary recommendation granting the project \$208,034 - Federal 4% Tax Credits and \$ 1,100,000 HOME funds. The final decision is expected the end of January. CCED has met with applicant to provide them with a list of documentation needed to proceed with funding agreement.
2/2020	Applicant received MHDC conditional letter for 4% Federal Tax Credits and \$1,100,000 MHDC HOME Funds. Applicant provided documentation allowing NHS to move forward with drafting funding agreement. Project submitted for HRD Goals and preparing to attend March 2020 Fairness in Construction Board.
4/2020	MWBE goals approved by Fairness in Construction Board.
6/2020	Environmental Review Officer published Environmental Review Record in the KC Star with an anticipated date to issue a Request for the Release of Funds on July 7th.
6/2020	MHDC notified NHS staff the firm commitment would not be issued on July 31st whereas the developer requested an extension to MHDC. Environmental Review Officer will be required to resubmit the ERR in the KC Star following review and approval by MHDC.
7/2020	NHS staff provided a draft of the funding agreement and loan documents to be reviewed by legal.
7/2020	Legal returned comments of funding agreement to NHS staff.

Palestine Economic Development Corp - Round 2

Applicant	Palestine Economic Development Corporation
Project Name/Location	Palestine Legacy Residences - 34th - 35th & Prospect Avenue
Contact	Melvin Gross melvin.gross@sbcglobal.net (816) 564-8501
Project Team	Melvin Gross (PEDC), James Scott, Brian Collins, Craig Elmore, DowCon

Funding Sources

	Amount	Confirmed	Changes	Notes
CCED	\$2,299,008	Yes	Yes	
New Market Tax Credits	\$1,298,758	No		Need approval
HUD Section 232 Loan wGershaman Mortgage	\$1,200,000	No		Need approval
TBD	\$400,000	No		Not identified
Deferred Developer Fee	\$300,000			
Total Project Cost	\$5,497,766	Investment to Project Cost		42%

Project Description	Provision of decent and modern assisted living care to residents of central Kansas City at affordable monthly charges. Creation of 25 new, permanent healthcare jobs at a living wage or above. Elimination of blighted properties and neighborhood nuisances at the visible and key intersection of 35th Street and Prospect Avenue. Extension of the continuum of care provided by the Palestine Village developments allowing senior and other residents to remain in the community and supporting existing business and institutions. Increased use of and support for transit investments including the Prospect MAX BRT line.
Permanent Jobs	24.5 jobs - average salary \$29,938
Construction Jobs	78

Project Status

7/2019	CCED Sales Tax Board voted to recommend project for funding.
--------	--

9/2019	Council approved ordinance 190650 to provide funding to Palestine Economic Development Corporation to support the construction of a 39-bed assisted living facility to be located at 35th Street and Prospect Ave in the amount of \$2,288,008.00 and authorizing the City Manager to negotiate a Funding Agreement for that purpose.
12/2019	PEDC requested predevelopment budget to complete first phase of project. Palestine Legacy Residences (PLR) assisted-living project team has been working with the ATA and their legal counsel towards a plan to complete the property acquisition needed for the development. The PLR development site includes 11 properties. Currently, PEDC owns 5 parcels and the ATA has acquired 2 additional properties, leaving 4 properties to be purchased. The acquisition of these 4 parcels would not only complete the PLR site, but also remove the blighting influence of the liquor store and several vacant and underutilized buildings on Prospect.
2/2020	PEDC partially returned requested checklist items. Staff met with development team to discuss phasing of project.
5/2020	PEDC provide consultants with updated budget for pre-development fees
6/2020	Developer submit updated budget for Phase I (Acquisition of 4 properties and demolition).
8/2020	HRD Goals not required for construction; however goals established for professional services. Project will have to adhere to prevailing wage guidelines.
8/2020	Legal review and approve draft of Funding Agreement for Acquisitions.
8/2020	Draft of funding agreement provided to project team.
9/2020	Ordinance approving additional funding submitted for Council approval.

Central City

Economic Development

Sales Tax Board

Strategic Plan

2020 - 2027

Kansas City Missouri
September 2020



Harrison-Lee
Development
Consulting



This page is intentionally left blank

TABLE OF CONTENTS

Acknowledgements.....	1
Executive Summary.....	3
Introduction/Background.....	7
Strategic Planning Process.....	10
Mission, Vision and Core Values.....	12
Area Demographics.....	17
Environmental Scan	21
Strategic Goals, Objectives and Tactics.....	27
Performance Measures.....	38
Next Steps.....	42

ACKNOWLEDGEMENTS

Central City Economic Development Sales Tax Board

- Duvel “DJ” Pierre, Chairman
- Melissa Patterson-Hazley, Vice-Chairman
- Kenneth Bacchus
- Makini L. King
- Nia Richardson

Former Board Members

- Keith Brown
- Ron Finley
- Herb Hardwick
- Donna Wilson

LINWOOD

Shopping Center



EXECUTIVE SUMMARY

Protecting and Restoring the Central City District

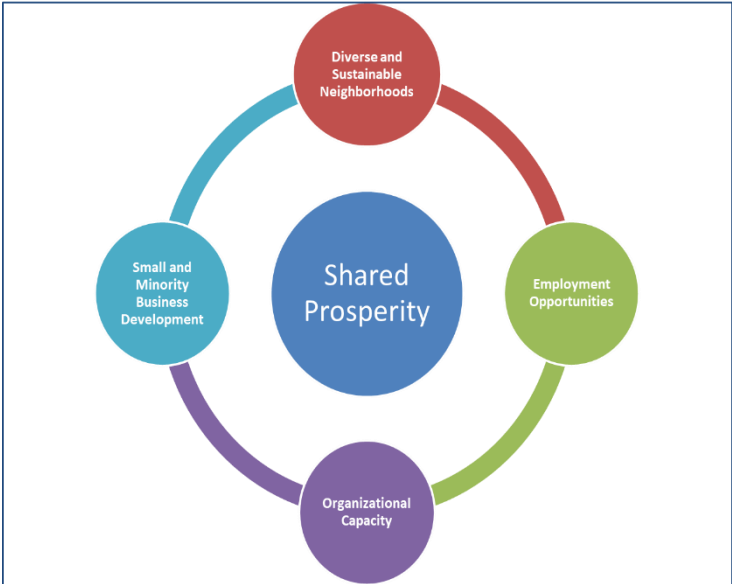
The Central City District has a long been a thriving and historical connection to Kansas City’s past. In recent decades, the community has undergone economic decline due to urban sprawl, racial injustice, and economic disparity. However, with the enactment of the 1/8 percent sales tax legislation, a dedicated source of revenue through 2027 is being allocated for the purpose of stimulating economic development and neighborhood sustainability.

The strategic plan positions the Central City District for economic success well into the future, while ensuring that the neighborhoods and overall community remain **authentic** to their history . The strategic plan is based upon input from residents, local business and stakeholders. *Harrison-Lee Development Consulting, LLC* (the Consultant) developed the strategic plan with insight from past planning efforts and public processes. The plan provides a vision for developing long term economic sustainability and positions the Central City District to become an exciting, vibrant, and diverse place for residents, businesses, and visitors.

Planning Approach

The strategic plan’s focus is the implementation of its goals, objectives and tactics along with the performance measures. The plan builds on the Central City Economic Development’s (CCED) initial momentum to sustain efforts toward full realization of economic self-sustainability. A comprehensive and robust plan is crucial to ensure that core values and principles are followed, but must be flexible enough to encourage development interest and innovation while enabling adaptation to unforeseen economic, social, and demographic changes. This principled flexibility will assure long- term goals are achieved, even if their physical manifestation differs from initial concepts.

Five intertwined goals have guided the Central City District Strategic Plan



Balancing these perspectives in all their complexity will shape a rich and well-informed framework rooted in the needs and aspirations of the people who live in, work at, and visit the Central City District.

Five overarching goals have guided the development of this framework:

- **Create Organizational Capacity to Accomplish Goals and Projects**
- **Foster and Maintain Diverse and Sustainable Neighborhoods**
- **Create and Expand Employment Opportunities**
- **Create Opportunities for Access, Equity and Shared Prosperity**
- **Enhance Opportunities for Small and Minority Owned Business Development**


Achieving these goals both protects the character of the existing community and prepares the district for the future. Preserving and growing the district enables existing businesses to remain and expand. It provides opportunities for residents' access to equity and shared prosperity. Achieving these goals also opens the Central City District to new businesses that will perpetuate strengthening of the district's commercial and retail character.

Following this executive summary, the strategic plan is presented in eight sections as follows:

1. Introduction and Background
2. Strategic Planning Process
3. Mission Statement, Vision Statement and Core Values
4. Demographics
5. Environmental Scan
6. Strategic Goals, Objectives and Tactics
7. Performance Measures
8. Next Steps



INTRODUCTION & BACKGROUND



In a Special Election on April 4, 2017, the voters of Kansas City Missouri approved a 1/8 percent sales tax to be used for funding economic development projects within an area bounded by 9th Street on the north, Gregory Avenue on the south, The Paseo on the west, and Indiana Avenue on the east. The tax will run for 10 years and is expected to generate about \$10 million annually.

A five-member Central City Economic Development (CCED) Sales Tax Board was appointed by the Mayor and approved by the City Council. The CCED Advisory Board's role is to administer funds for considering economic development plans, projects, designation of an economic development area, and seek public feedback and input on best ways to move forward.

According to the Kansas City Missouri's municipal website, guidelines have been crafted to help shape the discussions and give residents and the board clearer direction for how the tax revenue can be used. The City Planning and Development Department has prepared a [Central City Sales Tax District Databook](#), containing information about the demographics of the area, development trends and redevelopment opportunities.

The focus of the 1/8 percent sales tax will be on commercial/industrial, and residential redevelopment and new construction. The sales tax will be used for both catalytic and incremental projects. Project infrastructure improvements will be considered for funding with the sales tax dollars for all developments. Through this approach, the Board will strive to:

- Provide access to capital,
- Assist developers,
- Facilitate job creation,
- Enhance the tax base, and
- Support existing businesses, including minority-owned and small businesses.

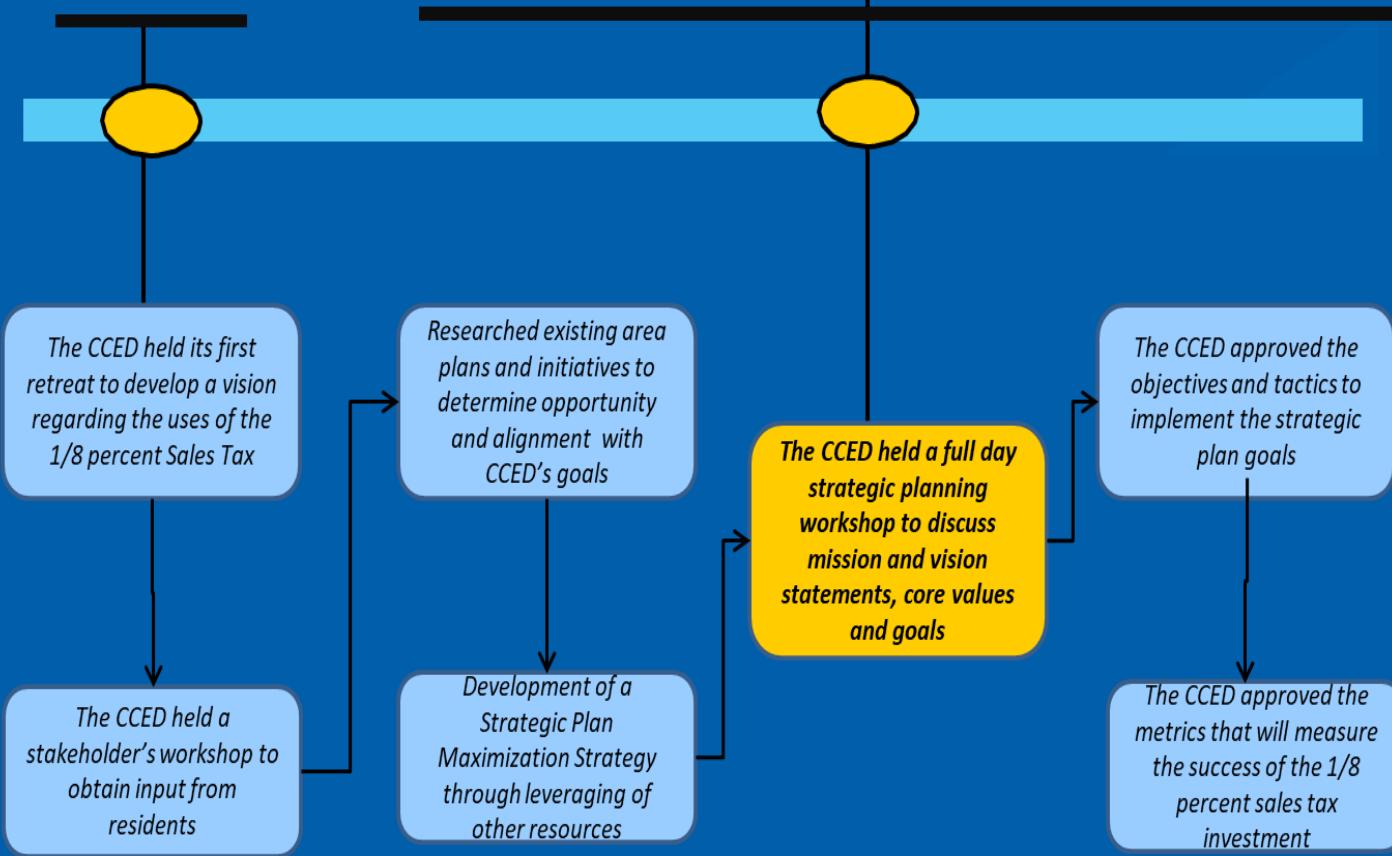


STRATEGIC PLANNING PROCESS

The Strategic Planning Process

2018 - 2019

2020





MISSION, VISION AND CORE VALUES



What is a Mission Statement?



A mission statement has three parts:



Key Market: *the target audience*



Contribution: *the service being offered*



Distinction: *why the audience would want the service*

Central City Economic Development Sales Tax Board

Mission

Protecting and restoring the Central City District for long-term economic viability and growth

What is a Vision Statement?

The Vision Statement:

- *Details what the organization's future goals are*
- *Includes common values, historic context, description of residential and commercial areas and details transition issues*

Central City Economic Development Sales Tax Board

Vision

Support a thriving and stable Central Business District where businesses and residents share in the success and enhancement of the community

What are Core Values?



Core Values:



Are they constant basic elements of how work is carried out



They form the foundation of how an organization conducts itself



The underlie all work, interactions with others and strategies employed to fulfill the organization's mission

Central City Economic Development Sales Tax Board

Core Values

Civic Involvement: We value broad participation among community stakeholders.

Innovation: We will work to develop creative examples of change resulting in a positive impact on the residents.

Economic Opportunity: We will promote fair and genuine opportunities for stakeholders to participate in the economic mainstream and achieve economic security.

Collaboration: We aim to build a stronger community and achieve our vision of greater economic opportunity by leveraging resources.

AREA DEMOGRAPHICS

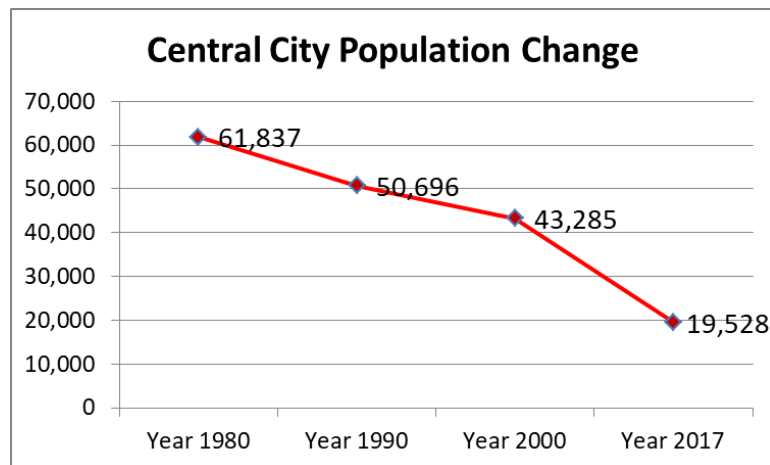


Area Demographics

Population



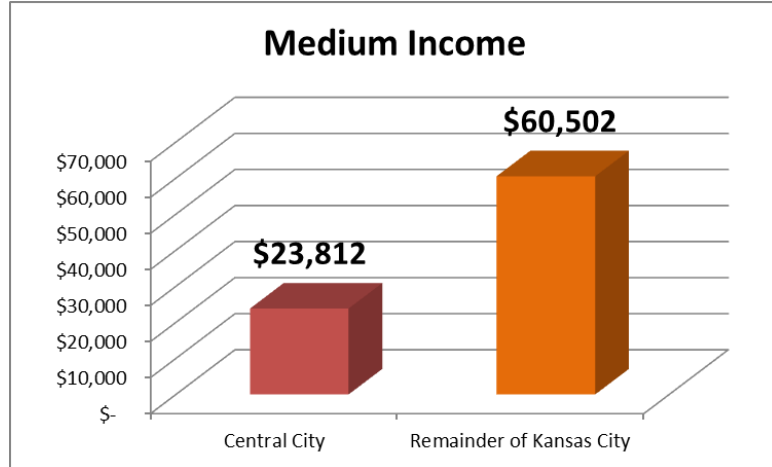
The population of the Central City District is estimated to have grown slightly since 2010. In the two prior decades, the neighborhoods experienced a 21.5% decrease in population. The funding of CCED projects is projected to stimulate growth that will reverse this demographic trend by retaining existing and attracting new residents.



Income



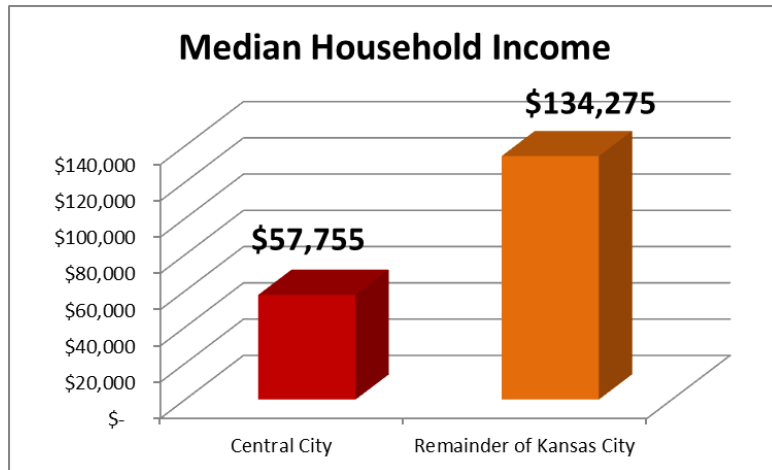
The estimated median household income for the Central City District in 2015 was \$23,812, compared with a median household income of \$60,502 for the remainder of the City. Central City residents' income is only 39% of the rest of the Kansas City.



Housing



The median cost for a house in the Central City was estimated at \$57,755 in 2015 compared with a median cost for a house in the remainder of Kansas City Missouri of \$134,275. Central City residents' household income is 43% of the rest of the Kansas City.



The Central City housing stock is comprised of single-family homes that are owned and rented. A large number of housing units have been demolished, creating a number of vacant parcels for the construction of new housing. The preservation and construction of new housing will attribute to the sustainability of the district.

ENVIRONMENTAL SCAN



Environment Analysis

An environmental analysis of the Central City District involves an assessment of the major influencing factors economic performance and opportunities and the type of strategies that are needed to move the community forward toward accomplishing its economic development goals and objectives. A comprehensive assessment of the area's economy, its economic base, and how it functions (including existing conditions, historical trends and future growth opportunities) should be conducted. This assessment can provide a foundation for identifying important businesses driving local economic and employment growth.

A completed recent milestone was updating the Central City's economic vitality strategy consisting of:

- Identification and mapping of community assets to determine what makes Central City unique, special, and competitive relative to other communities.
- A competitive assessment.
- SWOT Analysis of the area's strengths, weaknesses, opportunities and threats.
- Evaluation of capacity.
- Organizational capabilities and leadership for implementation of economic r

SWOT Analysis

An analysis of a community's strengths, weaknesses, opportunities, and threats (SWOT) identifies the internal and external factors that make the district a competitive location or that may constrain potential economic growth. A SWOT analysis also considers what factors and/or elements are in place (or need to be put in place) to ensure the community's economic resiliency or long-term success. The analysis provides a framework for identifying local action items and priorities, and for creating a list of action items under each category to help decision-makers: build on community strengths; address weaknesses; take advantage of opportunities; and prepare for threats.

Economic Development SWOT Defined

- **Strengths** are a region's relative competitive advantages (e.g., industry supply chains and clusters, transportation modes, infrastructure, broadband assets, specialized workforce skills, higher education levels, regional partnerships) and often are internal in nature.

- **Weaknesses** are local issues or characteristics that limit or constrain a community’s economic growth. Weaknesses are internal limitations or constraints that make the local economy less competitive unless they are eliminated or minimized.
- **Opportunities** are conditions that if capitalized on contribute to improvement or progress in achieving economic development objectives.
- **Threats** are external factors or trends that if realized can threaten a community’s economic growth, leading to a weaker economy or decline (such as worker layoffs or local companies relocating to a lower cost location) due to global changes or shifts in consumer demand.

The Central City Economic Development Board’s SWOT Analysis is presented below:

	Helpful	Needs Improvement
Internal Factors	STRENGTHS <ul style="list-style-type: none"> • Lower land values • Established commercially zoned area • Close ratio of owner and rental housing • Housing cost is lower than the rest of the City • Historic legacy • Vacant Land • Neighborhood leadership 	WEAKNESSES <ul style="list-style-type: none"> • Rent subsidized properties are concentrated in the area • Household income is low • There have been a limited number of transformational projects • Limited transportation options • Educational attainment levels • Workforce readiness • Employment inflow vs. outflow
	OPPORTUNITIES <ul style="list-style-type: none"> • Housing preservation • Mixed-income housing to include affordable, workforce, market rate • Transit investment along Prospect • Ability to incorporate transit oriented and sustainable principles • TIF incentives, opportunity zone in redevelopment financing • High impact project 	THREATS <ul style="list-style-type: none"> • Expiration of 1/8 cent tax as a resource • Aging housing stock will increase the cost of rehabilitation • Loss of population as the area becomes less desirable to live in • Blighted buildings will continue to be demolished
External Factors		

The Central City's SWOT Analysis is described further below:

Strengths

Location: The Central City District is located east of downtown Kansas City Missouri. with access to Interstate 70.

Neighborhood Planning: The residents of the Central City District have been involved in several area and neighborhood planning initiatives. These planning initiatives have identified the needs and desires for improvement of the Central City residents and businesses.

Financial Capacity: The Central City Sales tax provides a source of funding that can be leveraged with other federal, state and local resources to address economic development activities.

Historic Legacy: The Central City District is home to many Kansas City's historic structures. Preservation of these structures for reuse can attribute to the economic renewal of the district.

Weaknesses

Existing Economic Opportunities: All economic indicators for the Central City have less value than the same indicators in other Kansas City Missouri's neighborhoods.

Transportation Issues: The Central City District was established around an auto centric transportation plan. There is a need to incorporate new transit development initiatives.

Educational Attainment: Residents and business owners can benefit from enhanced educational opportunities to increase their economic power.

Blight and Housing Conditions: The existence of dilapidated housing units and vacant parcels decrease property values and prevent the building of economic wealth relative to the economic growth experienced by residents and property owners in other Kansas City neighborhoods.

Opportunities

Development and Redevelopment: The Central City District has designated funding and the development tools to implement the economic aspects of plans that have been developed over the years. Strategic practices can be used to preserve appropriate existing assets and create new ones.

Grow the Tax Base: The economic stimulus from the Central City Sales Tax will increase the growth of all other forms of state and municipal taxes to City of Kansas City and the State of Missouri.

Security and Well-being: Residents should live in communities where the conditions promote mental and physical health, connectedness and resilience. These factors create strong neighborhoods and the strongest communities are the safest.

Partner with Other Entities: The City of Kansas City Missouri through the CCED Advisory Board can identify and partner with other economic development entities with best practices for implementing the Central City District goals and objectives.

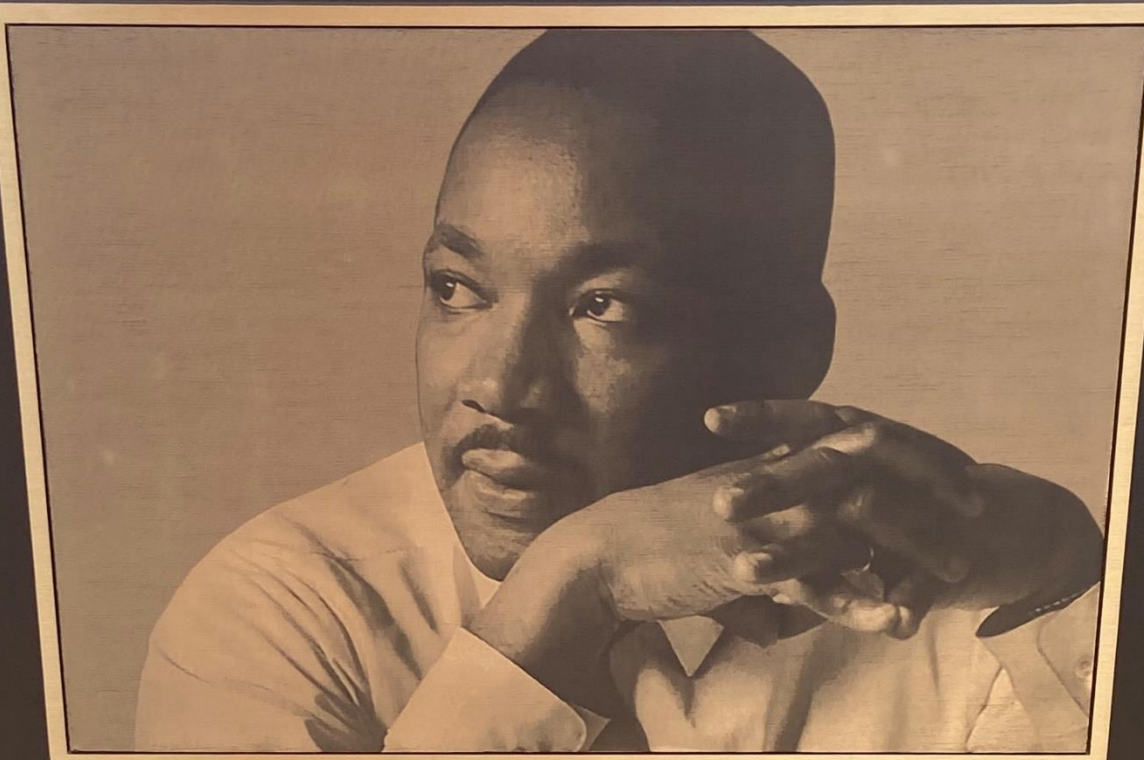
Threats

Expiration of the 1/8 Percent Sales Tax: It is imperative to analyze and implement as much economic development activity as possible that can be allocated to the sales tax revenue before it expires.

Loss of Population: If there is no evidence that the Central City District neighborhoods are improving, residents will continue to move away.

The Cost of Economic Investment Grows: If financial investments and policy adjustments are not made to correct economic challenges in the Central City District, the issues will continue to grow and require more revenue to correct.

STRATEGIC GOALS



**“If You Cannot Do Great Things,
You Can Do Small Things In a
Great Way”**

Dr. Martin Luther King, Jr.

Strategic Goals Summary



Create Organizational Capacity to accomplish CCED Goals and Projects

Establish a structure for implementation



Foster and Maintain Diverse and Sustainable Neighborhoods

Maintain and strengthen neighborhood relations



Create and Expand Employment Opportunities

Foster occupations that will pay a living wage



Create Opportunities for Access, Equity and Shared Prosperity

Introduce best practices for wealth building



Enhance Opportunities for Small and Minority Owned Business Development

Establish and grow small businesses

Operational Goals, Objectives, and Tactics



Goal 1: Create organizational capacity to accomplish CCED goals and projects

Objective: Establish an effective and efficient long-term structure for developing and implementing a strategic plan action plan and other CCED Advisory Board work.

Tactics:

1. Develop a step by step implementation plan that details a vision for accomplishing each of the goals, objectives and tactics of the CCED Strategic Plan.
2. Establish a mechanism to research, identify and recommend partnerships and resources that support the achievement of all CCED projects and activities to the Board.
3. Ensure that periodic reports are provided to the CCED Board incorporating the status of all CCED activities.

Objective: Coordinate and manage the work of the CCED Advisory Board.

Tactics:

1. Research and evaluate best practices for the CCED Advisory Board to provide oversight of economic activity in the target area.
2. Ensure the availability of adequate staffing to support the daily operations of the organization. Ensure that staff possesses a range of skills necessary to lead internally and advocate on behalf of the Board to maintain good relationships with the City, CCED Board, residents and businesses of the Central City District.
3. Develop a budget that sufficiently funds initiatives to enhance successful implementation of the strategic plan.

4. CCED staff shall coordinate with city staff, neighborhood associations, community partners and community businesses to establish a forum for communicating actions by the CCED Board.



Goal 2: Foster and maintain diverse and sustainable neighborhoods

Objective: Increase the number of new single family and multifamily housing units from 257 over the past 10 years to 600 units for the period 2020 to 2027, generating an increase in residential real property from approximately \$4,883,000 to approximately \$11,400,000.

Tactics:

1. Prioritize funding for the construction of mixed income housing of various types in the CCED Request for Proposals.
2. Establish a requirement in RFPs that sellers of new homes marketed to first time homeowners must ensure that the borrower completes a HUD approved housing counseling and money management program.
3. Partner with a housing counseling agency to serve residents of the Central City District



Goal 3: Create and expand employment opportunities

Objective: Coordinate efforts for job creation and job training for employment of Central City residents by January 2021.

Tactics:

1. Review existing partnerships that the City of KCMO has for work force development training.

Action Items

- a. Encourage the location of existing programs for accessibility by Central City residents.
 - b. Identify and focus on categories of job losses and future job opportunities by Central City businesses to define the employment and training needed.
 - c. Ensure that a variety of job training methods, i.e., classroom-based instruction, interactive, on-the-job, and online learning are offered.
2. Communicate with local and state economic development organizations to understand the expansion of current and emerging job opportunities

Action Items

- a. Work with area institutions of higher learning and technical schools to develop certification programs that result in job opportunities that pay a living wage.
- b. Work with KCMO economic development organizations to identify and prepare residents for employment at new or expanded businesses in the Central City District.
- c. Use CCED funding to partner with a workforce development agency that provide a variety of supportive services, like day care, transit passes, emergency rent, mortgage and utility assistance, legal aid or clothing assistance for Central City residents while they are completing training programs.

Objective: Create Opportunities for Economic Stability of Central City Residents by October 2021

Tactic:

1. The CCED should explore, with the assistance and approval of the City, a program proposal for a grant application to a major private foundation.



Goal 4: Create opportunities for access, equity and shared prosperity

Objective: Increase Support to Existing Central City Businesses by January 2021

Tactics:

1. Award emergency funding to assist Central City residents negatively impacted from by COVID 19.
2. Assess the needs for sustainability of merchants' associations in the Central City District.

Action Items

- a. Encourage all business owners to become members of a merchant association.
 - b. Identify community institutions that are willing to provide guidance to members of local merchants' associations.
 - c. Facilitate the development of partnerships between community institutions and merchants' associations.
1. Support the creation of new small businesses

Action Item

- a. Underwrite the cost for the participation of a number of Central City residents to enroll in a business incubation training annually.
2. Support the recruitment of national companies to the Central City District that offer job opportunities.



Goal 5: Enhance opportunities for small and minority owned business development

Objective: Support the Growth and Stability of Minority Owned and Small Businesses by June 2021

Tactics:

1. Funding for Small Businesses

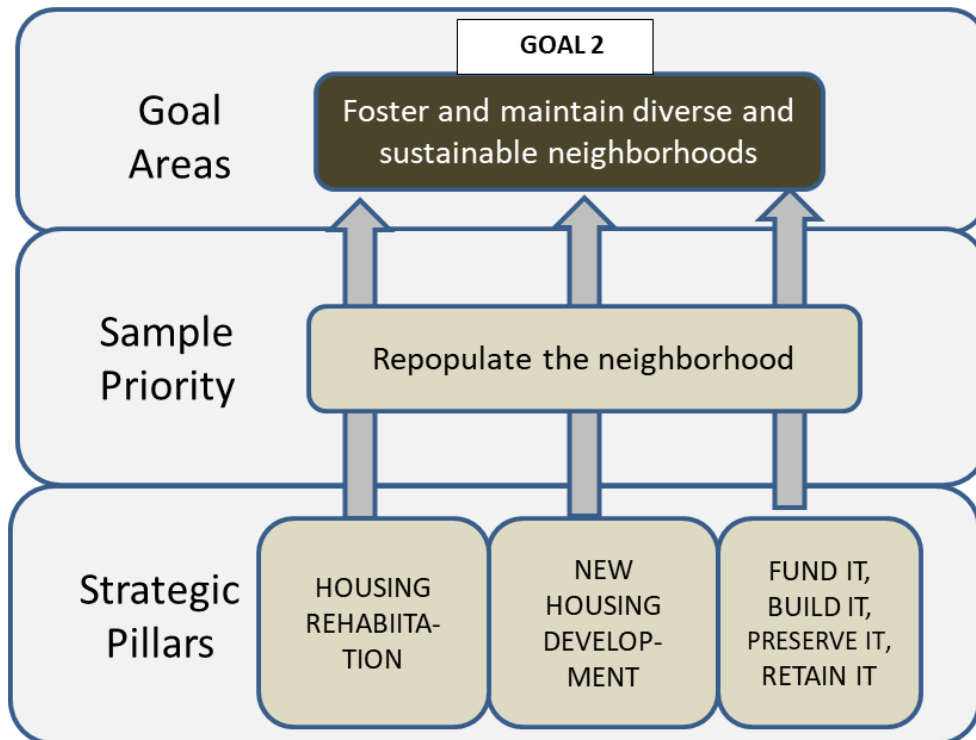
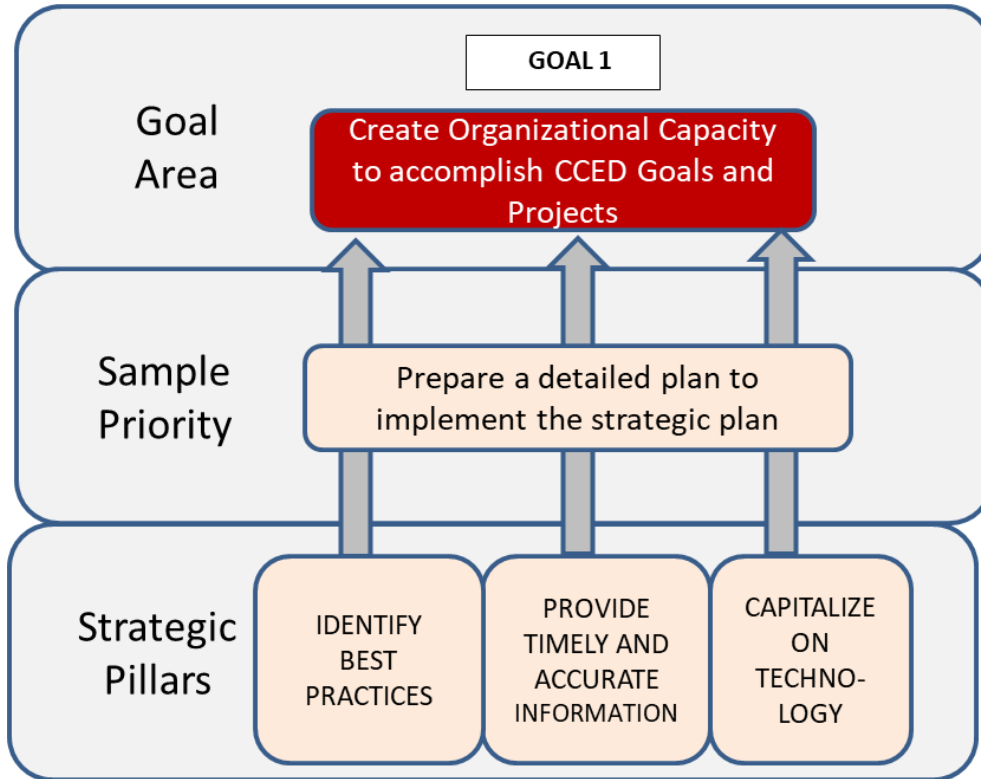
Action Items

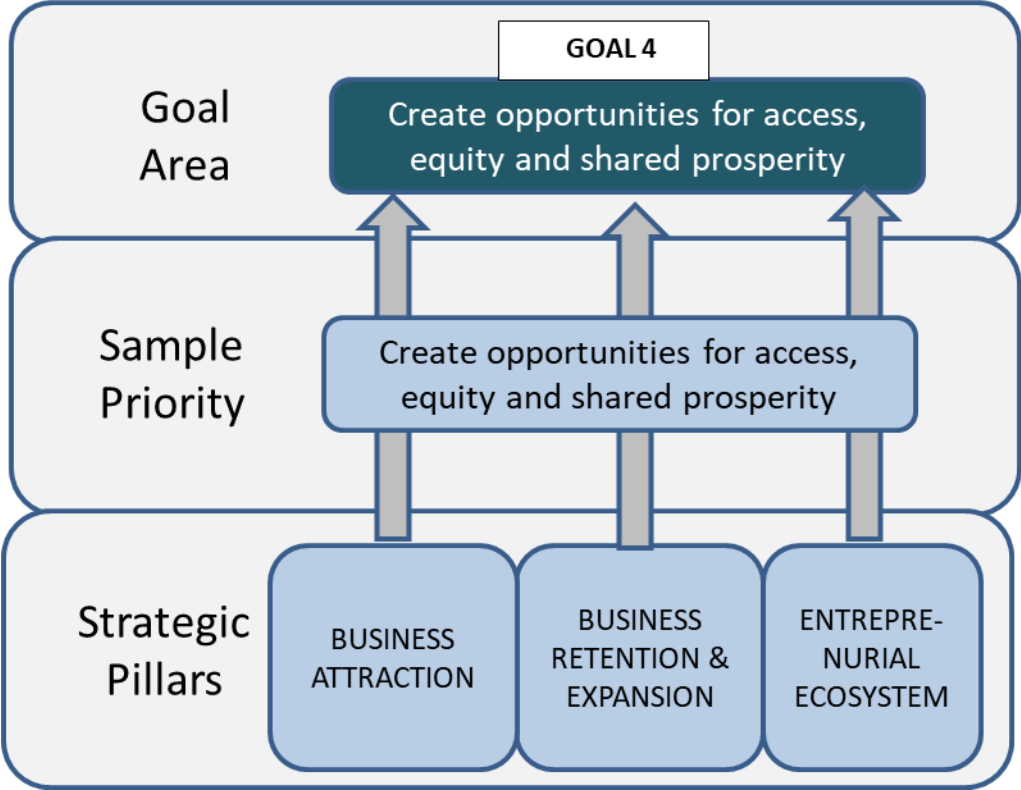
- a. Identify and secure the services of a non-traditional lender that focuses on education, training loans, and investments of small and minority businesses.
 - b. Use CCED funds to create a micro-loan pool to support business start-up.
2. Support small and minority owned businesses to become certified minority businesses by local and the state governments.

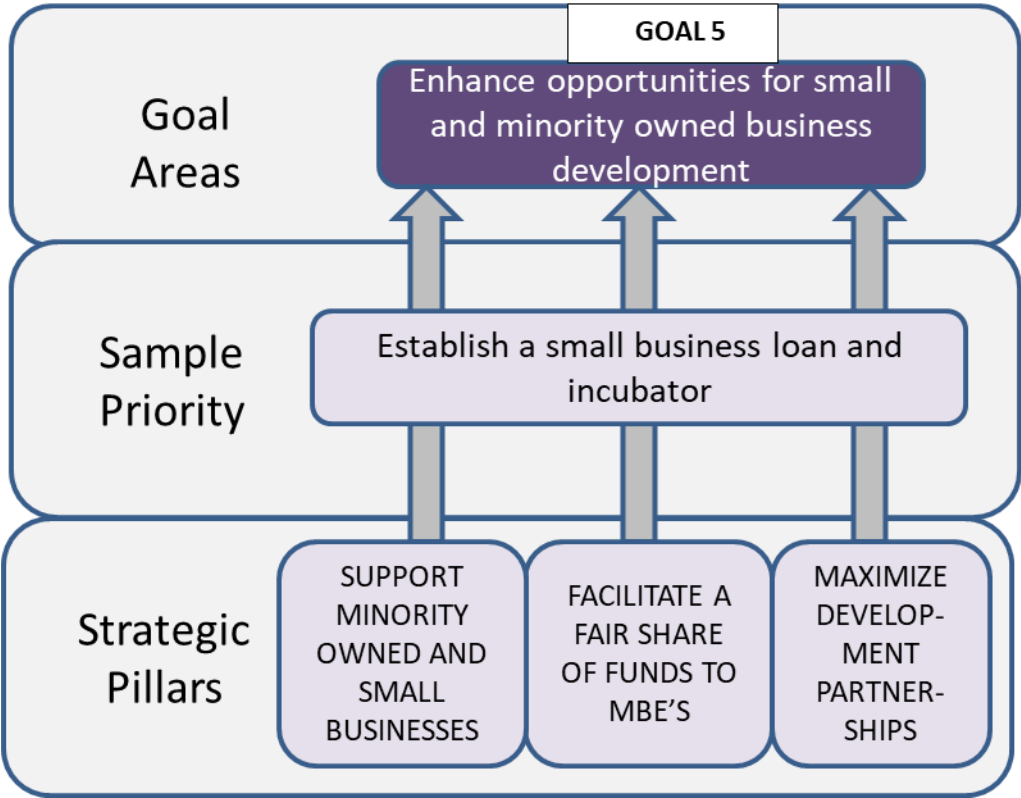
Action Item

- a. Recruit mentors to assist small and minority business through the certification process.
3. Create an annual event where Central City business owners can interact with community business leaders to learn best practices.

The Goal and Priority Framework







PERFORMANCE MEASURES



Performance Measures

Performance measures should flow from the organization’s strategic plan with the specific metrics selected to measure the progress towards the plan’s objectives. The performance measures emanating from this strategic plan are below.

PERFORMANCE METRICS DESIGN/FORMULATION MATRIX

GOALS		SWOT Analysis	FREQUENCY
GOAL 1:	Create opportunities for access, equity and shared prosperity		
	# of infilled projects completed	Strength (lower land value)	Annually
	# of commercial redevelopment projects completed	Strength (lower land value)	Annually
	# of transformational projects completed	Weaknesses	Annually
	# of (blighted) buildings rehabbed or preserved	Strength (Vacant Land)	Quarterly
GOAL 2:	Create and expand employment opportunities		
	# of persons employed by major jobs type in the community	Weakness	Annually
	# of workforce partnerships	Weakness	Quarterly
	# of new two-year and four-year higher education partnerships	Opportunity	Annually
	# of new investment ready sites in the community	Opportunity	Quarterly
	Average household income within the community	Weakness	Annually

PERFORMANCE METRICS DESIGN/FORMULATION MATRIX

GOALS		SWOT Analysis	FREQUENCY
GOAL 3:	Foster and maintain diverse and sustainable neighborhoods		
	# of affordable and senior housing units	Opportunity	Annually
	% or ratio of affordable and senior housing units to total housing units	Opportunity	Annually
	# of housing units rehabilitated	Opportunity	Quarterly
	# of new affordable housing units constructed	Opportunity	Quarterly
	dollar value of transit-oriented investment in proximity to the rapid transit corridor	Opportunity	Annually
GOAL 4:	Enhance opportunities for small and minority owned business development		
	# of development partnerships established	Opportunity	Quarterly
	# of developer organizations/companies participating in capacity building events	Opportunity	Annual
	Average dollar amount of a loan dispensed from the small business loan fund	Opportunity	Quarterly
	# of MBE's bidding on development projects	Opportunity	Quarterly
	# and % of MBE's (including subcontractors) receiving funding for development projects	Opportunity	Quarterly

NEXT STEPS



Next Steps



In light of a number of simultaneous initiatives that the Board is currently undertaking as well as potential sales tax declines, the following next steps are contemplated for the near term:

- Board's approval of the strategic plan.
- Revisions to the Board's Request for Proposal (RFP) based upon the newly-adopted strategic plan and the organization's goals and priorities.
- Redesign of the applicant's proposal evaluation scorecard.
- Launch a housing initiative that will facilitate substantial homeownership and preserve the existing housing stock for current and future residents.
- Implementation of a performance measurement quarterly and annual reporting process aligned with the strategic plan.
- Acquiring or contracting for an automated/"on-line" application system to streamline the funding review, evaluation, selecting, and reporting process.
- Initiation of webinars to internal and external stakeholders, prospective applicants and awardees in the areas of strategic planning, proposal development and writing, and the Board's evaluation/scorecard process.





**THE CENTRAL CITY ECONOMIC
DEVELOPMENT SALES TAX BOARD**



**CONSULTANT'S RESPONSE TO
TACTICAL SUGGESTIONS**

2020-2027 STRATEGIC PLAN

August 31, 2020

Prepared by:



Table of Contents



	Page #
<input type="checkbox"/> Background and the Consultant’s Approach	3
<input type="checkbox"/> The Types of Business Plans for High Performing Organizations	5
<input type="checkbox"/> Consultant’s Review of Board Member Richardson’s Strategic Plan Suggestion Document	9
<input type="checkbox"/> Proposed Format for a Board’s Master Approved Task List	14
<input type="checkbox"/> Proposed Next Steps	18

Background and the Consultant's Approach

DRAFT

BACKGROUND

- ❑ Chairman DJ Pierre requested that **Harrison-Lee Development Consulting, LLC** (“the Consultant”) review a document prepared by Board Member Nia Richardson.
- ❑ Board Member Richardson’s document is entitled **CCED 2020-2027 Strategic Plan Suggestions – “Organizational Structure” and “Racial Wealth Building”**.
- ❑ The purpose of the Chairperson’s request is for the Consultant to assist the Board in determining the document’s alignment to the CCED Sales Tax Board’s new strategic plan.

APPROACH

- ❑ The Consultant reviewed Board Member Richardson’s document and then categorized her strategic plan “suggestions” into the CCED’s four strategic plan goals and the following eight (8) general business planning-type best-practice documents:

1. The Strategic Plan	2. The Operational Plan	3. The Organization’s Structure Plan	4. The Financial Plan
5. The Human Resources Plan	6. The Information Technology Plan	7. Action/Tactical Plans	8. Program/Project Plans



Background and the Consultant's Approach

DRAFT

THE APPROACH (Continued)

- ❑ The Consultant then prepared the following three documents to address and respond to Chairperson Pierre's request as provided in the remaining sections of this report:
 1. *The Eight (8) Best-Practice Organizational Business Planning Documents*
 2. *The Consultant's Assessment of the "Suggestion" Document to the Organization's Strategic Plan and the eight best-practice organizational planning documents*
 3. *A CCED Board's Proposed Master Tactical Task Review and Approval Master List.*
- ❑ The Consultant's proposed recommendations for the Board's near-term priorities and next steps.

Types of Business Plans for High Performing Organizations

1. **Strategic Plan** – Long-term visionary planning

- ❖ **Time Horizon** – typically three to five years.
- ❖ **When to Implement** – In the first year and consistently updated thereafter every two to three years.
- ❖ **Primary features:**
 - It's big picture, long-term thinking .
 - A high-level overview of the entire business.
 - It's the foundational basis of the organization and will dictate long-term decisions.

2. **Operational Plan** – “Day-to-day” running of an organization

- ❖ **Time Horizon** – on-going and updated as the strategic plan and other contingencies require.
- ❖ **When to Implement** – (1) After the strategic plan has been adopted, and (2) organizational and financial plans have been executed.
- ❖ **Primary features:**
 - Operational plans are about how things need to happen.
 - Document at a detail level how things need to happen in order to be successful.
 - Provides detail on how the organization will accomplish its mission.

Types of Business Plans for High Performing Organizations

3. **Tactical/Action Plan** – Breaks down the strategic plan into actionable steps.

- ❖ **Time Horizon** – typically one year or less.
- ❖ **When to Implement** – After first the strategic plan and then the operational plan are adopted and approved.
- ❖ **Primary features:**
 - Includes tactics that the organization will use to implement the strategic plan.
 - Tactical/Action planning asks specific questions about what needs to happen to accomplish a strategic goal.

4. **Organizational Structure Plan** – Sets up the optimal legal structure for the organization.

- ❖ **Time Horizon** – on-going unless other contingencies require an organizational change.
- ❖ **When to Implement** – ideally prior to the start of operations.
- ❖ **Primary features:**
 - Based on the organization's mission and legal, regulatory, and governmental factors and requirements.

Types of Business Plans for High Performing Organizations

5. The Financial Plan – Identifies and reports on the financial resources necessary for the organization to achieve its mission and priorities.

- ❖ **Time Horizon** – Typically one to three years both retrospective (historical) and prospective (future-focus).
- ❖ **When to Implement** – After the strategic plan and the operational plan are adopted.
- ❖ **Primary financial documents:**
 - Annual operating budget
 - Community Economic Development Financing Distribution Plan
 - Financial projections
 - Financial statements

6. Information Technology (IT) Strategic Plan – Outlines the path that technology is to be used as an enabler to achieve organizational results.

- ❖ **Time Horizon** – updated as strategic priorities and macro-technology changes or evolves.
- ❖ **When to Implement** – in year one or two after business processes have been formulated.
- ❖ **Primary features: of the IT Plan:**
 - Needs assessment
 - Technology initiatives and projects
 - Hardware, software, and facility resource requirement
 - Itemized budget, cost/expense rational, and funding sources

Types of Business Plans for High Performing Organizations

7. **Program/Project Plans** – Are generally made when something unexpected happens or when something needs to be changed.
- ❖ **When to Implement** – On a project or “as-needed” basis.
 - ❖ **An example:**
 - Developing and funding “a pilot/model housing program” when sufficient sales tax revenues are not currently available for a for a robust Fourth Round funding effort.
8. **Human Resources Plan** – Based upon the desired level of operations, the personnel resources required to complete these processes is determined.
- ❖ **When to Implement** – within the first year of the organization’s format.
 - ❖ **A necessary deliverable:**
 - The organization chart and reporting relations
 - Job descriptions.

Consultant's Review of Board Member Richardson's Strategic Plan Suggestion Document

DRAFT

- ❑ Board Chairman DJ Pierre asked the Consultant, Harrison-Lee Development Consulting, LLC, to review a document entitled **CCED 2020-2027 Strategic Plan Suggestions - "Organizational Structure" and "Racial Wealth Building"** written by Board Member Nia Richardson.
- ❑ The Consultant's completed the following tasks:
 - Compared the "suggestions" in the document to strategic planning best-practices.
 - Identified the total number of "suggestions" Board member Richardson recommended in the document. The total number of suggestions were forty (40).
 - *Categorized the 40 "suggestions" into eight (8) general business planning-type of documents.*
- ❑ Eighteen (18) or 45% of the 40 suggestions are tactical/action plan-related due to their specificity.

SUMMARY

A summary of the types of "suggestions" provided in Board member's Richardson's document is shown to the right:

A detail review of each of the "suggestions" is provided in slides #10 to #13.

Types of Organizational Business Plans	Count
Strategic Plan	1
Operational Plan	4
Organizational Plan	1
Financial Plan	5
Human Resources Plan	2
Technology Plan	1
Tactical/ Action Plan	7
Program/ Project Plans	18
Other	1
TOTAL	40

STEP 2: CONSULTANT'S ASSESSMENT OF THE SUGGESTION DOCUMENT AGAINST THE ORGANIZATIONAL STRATEGIC PLAN

Central City Economic Development Sales Tax Board's STRATEGIC PLANNING GOALS

Goal 1 - Create opportunities for access, equity and shared prosperity
Goal 2 - Create and expand employment opportunities
N/A - Not applicable or Strategic Alignment is not determinable at this time

Goal 3 - Foster and maintain diverse and sustainable neighborhoods
Goal 4 - Enhance opportunities for small and minority owned business development

Time Horizon for the Various Business Plans in Years

Year 3 to Year 5	Year 1 and On-going	Year 2 and On-going	After Year 2	As Needed
------------------	---------------------	---------------------	--------------	-----------

Type of Suggestion in the Report Document

Suggestion #	Proposed Action Items from the <u>CCED 2020 - 2027 Strategic Plan Suggestion</u> Document	Strategic Plan Goal Alignment
1	Implement online/automated application and reporting systems	N/A
2	Hire full-time staff dedicated to CCED Board (the number and type of positions to be determined)	N/A
3	In conjunction with a financial institution, establish a revolving loan program to organizations for public infrastructure and/or site development within the CCED	1
4	Determine the legal structure of a 501c3 for the CCED	N/A
5a	Revise CCED priorities	N/A
5b	Revise the RFP funding allocation process	4
6	Revise the application fee policy and process	4
7	Revise the Fund recipient project and status reporting process	4

Strategic Plan	Operational Plan	Organizational Plan	Financial Plan	Human Resources Plan	Technology Plan	Tactical/Action Plan	Program/Project Plans	Other
					IT			
				HR				
		ORG					PGM	
ST PL								
	OP							
						ACT PL		
						ACT PL		



CCED 2027 Strategic Plan Suggestions - "Organizational Structure" and "Racial Wealth Building" Document
 Prepared by Nia Richardson

STEP 2: CONSULTANT'S ASSESSMENT OF THE SUGGESTION DOCUMENT AGAINST THE ORGANIZATIONAL STRATEGIC PLAN

Central City Economic Development Sales Tax Board's STRATEGIC PLANNING GOALS

Goal 1 - Create opportunities for access, equity and shared prosperity
Goal 2 - Create and expand employment opportunities
N/A - Not applicable or Strategic Alignment is not determinable at this time

Goal 3 - Foster and maintain diverse and sustainable neighborhoods
Goal 4 - Enhance opportunities for small and minority owned business development

Time Horizon for the Various Business Plans in Years				
Year 3 to Year 5	Year 1 and On-going	Year 2 and On-going	After Year 2	As Needed

Type of Suggestion in the Report Document

Suggestion #	Proposed Action Items from the <u>CCED 2020 - 2027 Strategic Plan Suggestion</u> Document	Strategic Plan Goal Alignment
8.1.a	Hire a full-time financial staff person for the CCED	N/A
8.1.b	Determine the roles and responsibilities of the City's financial liaison	N/A
8.2	Establish an annual funding and operation budget for FY 21-22	N/A
8.3.a	Establish a reserve or contingency fund	N/A
8.3.b	Include in the budget reconciliation report future sales tax revenue projections	N/A
8.4	Develop a financial dashboard for the Board	N/A
9	Set funding guidelines and parameters for major corridors, infrastructure, site development and business districts	1
9.1	Establish a formal funding allocation for each round prior to RFP issuance.	N/A
9.2	Establish a revolving loan program/process	1
9.3	Establish a process for forgivable loans	1
9.4	Establish a process or program to disseminate grants to businesses and organizations in the Central City boundaries.	1

Strategic Plan	Operational Plan	Organizational Plan	Financial Plan	Human Resources Plan	Technology Plan	Tactical/Action Plan	Program/Project Plans	Other
				HR				
	OP							
			FP					
			FP					
			FP					
	OP							
			FP					
							PGM	
							PGM	
							PGM	



STEP 2: CONSULTANT'S ASSESSMENT OF THE SUGGESTION DOCUMENT AGAINST THE ORGANIZATIONAL STRATEGIC PLAN

Central City Economic Development Sales Tax Board's STRATEGIC PLANNING GOALS

Goal 1 - Create opportunities for access, equity and shared prosperity
Goal 2 - Create and expand employment opportunities
N/A - Not applicable or Strategic Alignment is not determinable at this time

Goal 3 - Foster and maintain diverse and sustainable neighborhoods
Goal 4 - Enhance opportunities for small and minority owned business development

Suggestion #	Proposed Action Items from the CCED 2020 - 2027 Strategic Plan Suggestion Document	Strategic Plan Goal Alignment
10.a	Revise and update the RFP priorities	N/A
10.b	Revise and update the scorecard/matrix	N/A
11	Implement catalytic and incremental projects	N/A
11.a	Implement a targeted homeownership initiative to reverse population decline	3
11.b	Implement a targeted entry- and middle-wage job program for the area.	2
11.c	Implement a targeted rent to home-ownership program	3
11.d	Investigate the merits of tax abatements for existing residents	3
11.e	Develop a plan to retain and grow the City's Black/African American middle class and professionals	1
11.f	Implement a policy to increase minority and minority women-owned business at or above 35% per category	4
11.g	Implement programs to fund projects from seven different types of organizations/entities	1
12	Single-family residential development	N/A
12.1	Establish the "Quality Single-family Home Ownership Initiative"	3
12.1.a	Board to provide a definition of "quality single-family homes"	N/A

Time Horizon for the Various Business Plans in Years								
Year 3 to Year 5	Year 1 and On-going		Year 2 and On-going		After Year 2	As Needed		
Type of Suggestion in the Report Document								
Strategic Plan	Operational Plan	Organizational Plan	Financial Plan	Human Resources Plan	Technology Plan	Tactical/Action Plan	Program/Project Plans	Other
	OP							
						ACT PL		
							PGM	
							PGM	
							PGM	
						ACT PL		
							PGM	
							PGM	
							PGM	
							PGM	
						ACT PL		

STEP 2: CONSULTANT'S ASSESSMENT OF THE SUGGESTION DOCUMENT AGAINST THE ORGANIZATIONAL STRATEGIC PLAN

Central City Economic Development Sales Tax Board's STRATEGIC PLANNING GOALS

Goal 1 - Create opportunities for access, equity and shared prosperity
Goal 2 - Create and expand employment opportunities
N/A - Not applicable or Strategic Alignment is not determinable at this time

Goal 3 - Foster and maintain diverse and sustainable neighborhoods
Goal 4 - Enhance opportunities for small and minority owned business development

Time Horizon for the Various Business Plans in Years

Year 3 to Year 5	Year 1 and On-going	Year 2 and On-going	After Year 2	As Needed
------------------	---------------------	---------------------	--------------	-----------

Type of Suggestion in the Report Document

Suggestion #	Proposed Action Items from the CCED 2020 - 2027 Strategic Plan Suggestion Document	Strategic Plan Goal Alignment
12.2	Establish a program to offer affordable single family home options in the range of \$80K to \$100K	3
12.3	Achieve sustainable long-term revenue growth for the City, County, and School District	N/A
12.4	Secure joint ventures and/or letters of support with a CCED neighborhood association, business, or community organization	N/A
13	Commercial/industrial	N/A
13.1	Establish an affordable retail/commercial space options program for existing businesses and new businesses	3
13.2	Develop a job development program for entry, middle, and high income employment opportunities for the CCED	2
13.3	Develop an initiative that improves the quality of space for business and employees	3
14	Public infrastructure	N/A
14.1	Establish an initiative that focuses on cultural industries with an outcome of job creation in cultural industries	3
14.2	Promote CCED's cultural institutions and historic sites	3
14.3	Establish a cultural tourism initiative within the CCED boundaries	N/A
14.4	Create a cultural district within the CCED boundaries	3

Strategic Plan	Operational Plan	Organizational Plan	Financial Plan	Human Resources Plan	Technology Plan	Tactical/ Action Plan	Program/ Project Plans	Other
							PGM	
								TBD
						ACT PL		
							PGM	
							PGM	
							PGM	
							PGM	
						ACT PL		
							PGM	
							PGM	

Count of Suggestions by Type	
Total # of Organizational Suggestions	40

1	4	1	5	2	1	7	18	1
---	---	---	---	---	---	---	----	---

Proposed Format for a Board's Master Approved Task List DRAFT

- ❑ In facilitating the next course of action related to Board Member Richardson's document, the Consultant is providing a proposed "**master task list**" in which for the Board to evaluate and make decisions regarding the 40 "suggestions".
- ❑ The Consultant's proposed evaluation criteria is provided in the table below:

The Master Task List is provided on slides #15 to #17.

Evaluation Criteria	Rating
Priority	High/Medium/Low
Complexity	High/Medium/Low
Start-up Costs	\$'s
Recurring Costs	\$'s
Estimated Start Date	For Programs and Projects
Estimated Completion Date	For Programs and Projects

STEP 3: THE CCED BOARD'S MASTER TACTICAL TASK REVIEW AND APPROVAL LIST

Suggestion #	Proposed Action Items from the <u>CCED 2020 - 2027 Strategic Plan Suggestion</u> Document	Strategic Plan Goal Alignment	Type of Business Plan
1	Implement online/automated application and reporting systems	N/A	IT
2	Hire full-time staff dedicated to CCED Board (the number and type of positions to be determined)	N/A	HR
3	In conjunction with a financial institution, establish a revolving loan program to organizations for public infrastructure and/or site development within the CCED	1	PGM
4	Determine the legal structure of a 501c3 for the CCED	N/A	ORG
5a	Revise CCED priorities	N/A	ST PL
5b	Revise the RFP funding allocation process	4	OP
6	Revise the application fee policy and process	4	ACT PL
7	Revise the Fund recipient project and status reporting process	4	ACT PL
8.1.a	Hire a full-time financial staff person for the CCED	N/A	HR
8.1.b	Determine the roles and responsibilities of the City's financial liaison	N/A	OP
8.2	Establish an annual funding and operation budget for FY 21-22	N/A	FP
8.3.a	Establish a reserve or contingency fund	N/A	FP
8.3.b	Include in the budget reconciliation report future sales tax revenue projections	N/A	FP
8.4	Develop a financial dashboard for the Board	N/A	FP

BOARD ACTION
Approve, Not Approve or Defer

Board's Evaluation of Tactical Suggestion					
PRIORITY	COM- PLEXITY	COST / EXPENSE		TIMELINE	
		High, Medium or Low	High, Medium or Low	One Time or Recurring	Estm. Start-up Cost (in thousands)

STEP 3: THE CCED BOARD'S MASTER TACTICAL TASK REVIEW AND APPROVAL LIST

Suggestion #	Proposed Action Items from the <u>CCED 2020 - 2027 Strategic Plan Suggestion Document</u>	Strategic Plan Goal Alignment	Type of Business Plan	BOARD ACTION Approve, Not Approve or Defer	Board's Evaluation of Tactical Suggestion						
					PRIORITY High, Medium or Low	COM- PLEXITY High, Medium or Low	COST / EXPENSE		TIMELINE		
							One Time or Recurring	Estm. Start-up Cost (in thousands)	Estm. Start Date	Estm. Time to Complete	
9	Set funding guidelines and parameters for major corridors, infrastructure, site development and business districts	1	OP								
9.1	Establish a formal funding allocation for each round prior to RFP issuance.	N/A	FP								
9.2	Establish a revolving loan program/process	1	PGM								
9.3	Establish a process for forgivable loans	1	PGM								
9.4	Establish a process or program to disseminate grants to businesses and organizations in the Central City boundaries.	1	PGM								
10.a	Revise and update the RFP priorities	N/A	OP								
10.b	Revise and update the scorecard/matrix	N/A	ACT PL								
11	Implement catalytic and incremental projects										
11.a	Implement a targeted homeownership initiative to reverse population decline	3	PGM								
11.b	Implement a targeted entry- and middle-wage job program for the area.	2	PGM								
11.c	Implement a targeted rent to home-ownership program	3	PGM								
11.d	Investigate the merits of tax abatements for existing residents	3	ACT PL								
11.e	Develop a plan to retain and grow the City's Black/African American middle class and professionals	1	PGM								
11.f	Implement a policy to increase minority and minority women-owned business at or above 35% per category	4	PGM								
11.g	Implement programs to fund projects from seven different types of organizations/entities	1	PGM								

STEP 3: THE CCED BOARD'S MASTER TACTICAL TASK REVIEW AND APPROVAL LIST

Suggestion #	Proposed Action Items from the <u>CCED 2020 - 2027 Strategic Plan Suggestion Document</u>	Strategic Plan Goal Alignment	Type of Business Plan	BOARD ACTION Approve, Not Approve or Defer	Board's Evaluation of Tactical Suggestion														
					PRIORITY High, Medium or Low	COM- PLEXITY High, Medium or Low	COST / EXPENSE		TIMELINE										
							One Time or Recurring	Estm. Start-up Cost (in thousands)	Estm. Start Date	Estm. Time to Complete									
12	Single-family residential development																		
12.1	Establish the "Quality Single-family Home Ownership Initiative"	3	PGM																
12.1.a	Board to provide a definition of "quality single-family homes"	N/A	ACT PL																
12.2	Establish a program to offer affordable single family home options in the range of \$80K to \$100K	3	PGM																
12.3	Achieve sustainable long-term revenue growth for the City, County, and School District	N/A																	
12.4	Secure joint ventures and/or letters of support with a CCED neighborhood association, business, or community organization	N/A	ACT PL																
13	Commercial/industrial																		
13.1	Establish an affordable retail/commercial space options program for existing businesses and new businesses	3	PGM																
13.2	Develop a job development program for entry, middle, and high income employment opportunities for the CCED	2	PGM																
13.3	Develop an initiative that improves the quality of space for business and employees	3	PGM																
14	Public infrastructure																		
14.1	Establish an initiative that focuses on cultural industries with an outcome of job creation in cultural industries	3	PGM																
14.2	Promote CCED's cultural institutions and historic sites	3	ACT PL																
14.3	Establish a cultural tourism initiative within the CCED boundaries	N/A	PGM																
14.4	Create a cultural district within the CCED boundaries	3	PGM																

Proposed Next Steps

In light of a number of simultaneous initiatives that the Board is currently undertaking as well as the projection of sales tax revenues to fund future CCED programs and projects, the Consultant proposes the following next steps for the near future:

- ❑ Board's approval of the strategic plan.
- ❑ Redesign of the applicant's proposal evaluation scorecard.
- ❑ Revise the Board's Request for Proposal (RFP) based upon the newly-adopted strategic plan and the organization's goals and priorities.
- ❑ Implement a performance measurement quarterly and annual reporting process.
- ❑ Acquire or contract for an automated/"on-line" application system to streamline the funding review, evaluation, selecting, and reporting process.
- ❑ Conduct webinars to internal and external stakeholders, prospective applicants and awardees in the areas of strategic planning, proposal development and writing, and the Board's evaluation/scorecard process.

