

CITY OF BURLINGTON
COMMUNITY DEVELOPMENT BLOCK GRANT - 2023 APPLICATION

*Application must be no more than 12 total pages (including cover page) with 12-point font.
Refer to NOFA for required information for each question.*

Project Name: Micro Business Development Program (MBDP) _____

Project Location / Address: 255 South Champlain, Burlington, VT _____

Applicant Organization / Agency: Champlain Valley Office of Economic Opportunity (CVOEO) _____

Mailing Address: 255 South Champlain, Burlington, VT 05401 _____

Physical Address: same as above _____

Contact: Rachel Goldstein _____ Title: Director, Financial Futures Program ___ Phone # _____

Web Address: www.cvoeo.org _____ E-mail: rgoldstein@cvoeo.org _____

EIN #: _____ DUNS #: _____

CDBG Funding Request: \$ 61,359
Total Estimated Program/Project Cost: \$ 277,656
Choose one category from Development OR one category from Public Service:
Development: (choose one) <input checked="" type="checkbox"/> Economic Development <input type="checkbox"/> Affordable Housing <input type="checkbox"/> Public Facilities/Improvements
OR
Public Service: (choose one) <input type="checkbox"/> Early Childhood Ed/Childcare <input type="checkbox"/> Youth Services <input type="checkbox"/> Health <input type="checkbox"/> Economic Opportunity <input type="checkbox"/> Housing and Homelessness

- 1. Type of Organization**
- | | |
|---|--|
| <input type="checkbox"/> Local Government | <input checked="" type="checkbox"/> Non-Profit Organization (please provide copy of your IRS 501(c)(3) tax exemption letter) |
| <input type="checkbox"/> For-Profit Organization | <input type="checkbox"/> Institution of Higher Education |
| <input type="checkbox"/> Faith-Based Organization | |

Certification
To the best of my knowledge and belief, data in this proposal are true and correct.
I have been duly authorized to apply for this funding on behalf of this agency.
I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.

I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator.

 _____ Signature of Authorized Official	Paul Dragon _____ Name of Authorized Official
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_____ Executive Director Title	_____ 1/19/2023 Date
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I. Demonstrated Need

1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG's national objectives?

CVOEO's Micro Business Development Program (MBDP) creates opportunities for low- to moderate-income (LMI) Vermonters who live or own a business in Burlington to start and run a small business or to enhance an existing business. The income earned from these businesses increases household income which increases financial independence and contributes to community spending; the U.S. Small Business Association Office of Advocacy says, "Small businesses are the lifeblood of the U.S. economy¹." CVOEO's MBDP, through technical assistance and individual coaching helps drive "innovation, jobs and economic growth²." In addition, the program contributes to the CDBG National Objective 3.2.2. by serving Low Mod Limited Clientele (LMC) with microenterprise activities.³

In November 2021, small businesses accounted for 62 percent of new jobs in the U.S. with almost 12 percent owned by women, and 9 percent owned by people representing minority populations (3.08% African American, .11% American Indian/Alaska Native, 2.54% Asian American, 3.97% Hispanic, .04% Native Hawaiian/Pacific Islander). In addition, 1.76 percent of these businesses were owned by veterans.⁴ In the City of Burlington, 9.2 percent of families with a working adult and 26.1 percent of working single mothers live in poverty.⁵ Many Vermonters seek to increase their incomes with small businesses.⁶ Roberts and Wortham⁷ report that microbusinesses often "employ local residents who are disadvantaged or excluded from traditional labor markets..." and that while the additional earnings from microbusinesses are small, they add up for households, providing "pathways by which families can exit poverty⁸."

Since 2020 and the start of the COVID-19 pandemic, the number of independent (self-employed) workers has increased by 34 percent and 55 percent of these workers are women⁹. Microbusiness development programs help people create income sources. Aside from the disease itself, one of the major downsides of the pandemic has been the "precariousness" of jobs that people thought were secure¹⁰. As people lost their jobs, it was necessary to start "side hustles" or microbusinesses that allowed people to earn income in more creative ways. Malinsky reports that "one in three Americans with a side hustle puts the extra income towards living expenses¹¹." Furthermore, people are recognizing that micro-business development in communities has a "multiplier" effect that can decrease poverty through job creation.¹²

Micro-businesses can be especially significant for specific demographic groups such as people of color and women¹³ although CVOEO works with people who represent all genders, races, and ethnicities. The Public

¹ SBA Office of Advocacy (2019). "Small Businesses Generate 44 Percent of U.S. Economic Activity." Release No. 19-1 ADV, Jan 30, 2019 <https://advocacy.sba.gov/2019/01/30/small-businesses-generate-44-percent-of-u-s-economic-activity/>

² Ibid.

³ <https://files.hudexchange.info/resources/documents/Basically-CDBG-Chapter-3-Nat-Obj.pdf>, 3-8

⁴ U.S. SBA Office of Advocacy (2021). What's New with Small Business?

⁵ US Census Bureau. "Burlington city, Vermont: Poverty Status in the Past 12 Months of Families." 2019: ACS 5-Year Estimates Subject Tables. TableID: S1702.

⁶ SBA Office of Advocacy (2019). "Vermont Small Business Profile, 2019."

⁷ Roberts, P., W., and Wortham, D. D. (2018). The Macro Benefits of Microbusinesses: New recommendations for the very small businesses that help communities prosper." Stanford Social Innovation Review, Business, Jan. 16, 2018. https://ssir.org/articles/entry/the_macro_benefits_of_microbusinesses

⁸ Ibid.

⁹ MBO partners (2021). The Great Realization." 11th Annual State of Independence Research Report, December 2021.

https://info.mbopartners.com/rs/mbo/images/MBO_2021_State_of_Independence_Research_Report.pdf

¹⁰ Ibid.

¹¹ Malinsky, G. (2021) "7 side hustles you can do while working full time that can pay as much as \$150 per hour." Published Wed, Mar 11, 2020. Updated Tue, Jul 13, 2021. <https://grow.acorns.com/side-hustles-while-working/>.

¹² Edgcomb, E. and Thetford, T. (n.d.). "Microenterprise Development as Job Creation." The Aspen Institute.

¹³ Association for Enterprise Opportunity (AEO) (2011). "Bigger Than You Think: The Economic Impact of Microbusiness in the United States," 8.

Assets Institute reports that women in Vermont hold 22,000 fewer jobs than before the pandemic¹⁴ which means the opportunity for this demographic to benefit from a microbusiness development program like CVOEO's may increase. New Americans face further hurdles because of language barriers¹⁵ and culturally different understandings of business ownership with 80 percent of respondents from a 2013 study noting that they need support "to build their skills and knowledge in finance, marketing, and business development in order to start and grow their small business¹⁶." Microbusiness development programs are positioned to help all community members who need extra income or who need the flexibility to work independently.

II. Program/Project Design

1. Give us a short summary (2 sentences) that describe the program/project.

CVOEO's MBDP helps LMI Burlington residents start, sustain, and expand micro businesses. Participants have access to coaching, classes, and technical assistance for topics including product development, business plans, budgeting, credit, marketing, pricing, taxes, bookkeeping, applying for funding, and expansion.

2. Explain why the program activities are the right strategies to use to achieve the intended outcomes. Why is the program designed the way it is? (cite evidence, best practices, or community input)

MBDP assists LMI Vermonters in accessing three types of capital necessary to reach their business goals¹⁷:

- Human capital: the technical knowledge and soft skills required to run a business;
- Financial capital: access to the credit and capital needed to start and sustain a business;
- Social capital: the network of relationships that provides information and access to resources and opportunities.

CVOEO's MBDP builds human capital through 1:1 coaching that responds to a client's unique needs and goals and provides technical training and skill-development. MBDP supports the increase of financial capital through technical assistance in improving credit and seeking and applying for business funding. MBDP builds social capital through group classes that introduce entrepreneurs to other entrepreneurs as well as professionals in fields such as accounting, lending, and social media marketing. The program and its activities are designed as they are based on input received from an annual client survey. Participants identify the group classes in which they are most interested for that year, which helps increase engagement and create the social capital connections clients are seeking.

3. How will this program/project contribute to the City's anti-poverty strategy? If this activity is to respond to COVID-19, please also describe how this activity prepares or responds to the impacts of the COVID-19 pandemic.

The City's anti-poverty strategy includes increasing employment and economic opportunities such as the development of microenterprises. MBDP helps LMI entrepreneurs start businesses, create jobs, and increase their household income.

4. How do you use community and/or participant input in planning the program design and activities?

We conduct an annual survey of all MBDP clients to determine their priorities for group classes. We engage

¹⁴ State of Working Vermont 2021 | Public Assets Institute

¹⁵ North York Community House (2013). "DIY: Immigrant Entrepreneurs are Doing It for Themselves." Metcalf Foundation.

¹⁶ Ibid., 3.

¹⁷ Bosma, N., van Praag, M., Thurik, R., and G. de Wit (2004). "The Value of Human and Social Capital Investments for the Business Performance of Start-Ups." *Small Business Economics*, Vol. 23, 3: 227-236.

https://www.researchgate.net/publication/5158247_The_Value_of_Human_and_Social_Capital_Investments_for_the_Business_Performance_of_Start-Ups

professionals in many of our classes, so client input in class development influences both the knowledge that is shared in the classes as well as the professional connections that are established.

We also conduct an annual client survey to gather feedback about the outcomes of the client’s work with the MBDP (increased financial confidence, changes in credit, debt, and income, etc.). We use this annual survey to compare what clients had hoped to gain from the program when they first entered services with what they found most helpful engaging with the program. Analysis of the similarities and differences in these factors helps us market the program more effectively and ensure we are focusing on the aspects of the program that clients report are most beneficial to them in the long-run.

III. Proposed Outcomes

1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating?

The intended outcomes of the MBDP are:

- 1) 80 clients will meet with an MBDP coach for a total of 320 coaching appointments
- 2) 10 volunteers will be recruited, trained, and supported
- 3) 3 new businesses will be established (start-ups)
- 4) 5 businesses will expand or enhance their operations
- 5) 5 jobs will be created

As a result of these outcomes, people will be better off because they will learn the specifics of starting their own business, from the initial phase of writing a business plan to the final phase of applying for microbusiness loans. With the support from CVOEO coaches, new and existing businesses owners will be able to use the income from their businesses to increase their economic stability and build assets. Note: funding for group classes comes from other grants. MBDP is part of the larger Financial Futures Program at CVOEO, which includes the Growing Money Program (personal finance), GreenSavingSmart (financial and environmental counseling) and the Financial Empowerment for New Americans Project. A sub-program of MBDP is the Community Navigator Pilot Program (CNPP) which provides small business counseling and classes to traditionally marginalized communities such as women, veterans, LGBTQ+, New Americans, and BIPOC Vermonters. These projects are funded by different grants. Participants in CDBG-funded services can access these opportunities as well.

2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)

Goal: Increase clients’ readiness to start businesses, and skills in sustaining and expanding businesses.		
Objective	Activity to Support Objective	Expected Outcome(s)
Clients build knowledge and soft skills and technical skills to start and sustain a small business.	1:1 business coaching to identify the knowledge about their industry and teach the soft skills they need in order to be successful. Use coaching to help them structure how they will gain knowledge and build skills.	- 80 clients will attend 320 coaching appointments - 75% of clients report increase in knowledge and skill based on participation in program
Increase clients’ access to professional services.	Develop volunteer network of professionals (accountants, attorneys, insurance brokers, etc.) who meet with clients to build both clients’ knowledge and their network of resources, and	- 12 people will report that their entrepreneurial networks have expanded since participating in the MBDP; - 6 volunteers established

	help them gain confidence in working effectively with professionals.	
Strengthen entrepreneurs' social capital	Refer new American clients to the group classes and networking opportunities hosted by CVOEO's Financial Empowerment for New Americans Project, which partners with MBDP team members to host events	- 8 clients will report that their new American entrepreneurial networks have expanded since participating in FENAP and MBDP
Contribute to an entrepreneurs' understanding of how to access financial capital	Provide 1:1 technical assistance in seeking and applying for grants, loans, and other business funding.	- 10 clients will report they have applied for grants and other business funds after participating in MBDP
Strengthen entrepreneurs' financial capabilities skills.	Refer clients to CVOEO's Growing Money Program, which provides financial and credit coaching services in partnership with MBDP.	- 10 clients engage in Growing Money services
Increase client's access to non-traditional loans.	Provide access to capital to BIPOC, women owned, and other underserved businesses that have typically been excluded from traditional funding.	- 1 MBDP coach will serve on Burlington's Revolving Loan Fund Review Committee - 2 clients will receive loans through Burlington's Revolving Loan Fund
Goal: Contribute to the City of Burlington's anti-poverty strategy by supporting LMI individuals to start and expand small businesses and create new jobs		
Support new business starts	Provide 1:1 business coaching and technical assistance to support entrepreneurs to launch new businesses	3 new businesses will form
Support business expansions	Provide 1:1 business coaching and technical assistance to support existing business owners to expand	5 businesses will expand
Create new jobs	Through start-ups and expansions, entrepreneurs will create new jobs	5 new jobs will be created

IV. Impact / Evaluation

1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data, the method/tool for collecting the data, from whom you collect data, and when it is collected.*

Participants will be better off by increasing their annual incomes through starting or enhancing a micro business. Participants who do not start a business will have acquired information that may help them open a business in the future and manage finances effectively now.

Outcome	Data Type	Method	From Whom/When
- 80 clients engage in 320 1:1 business coaching and technical assistance sessions.	Quantitative; recorded in Outcome Tracker client database Quantitative – number of people	Record focus of client session including: Access to markets; Budgeting (personal); Business plan development; Business skills/Readiness Assessment; Business Systems, Capital acquisition; Cash flow;	MBDP counselors/End of each 1:1 appointment

- 75% of clients report increased knowledge and/or skill related to their area(s) of focus	who are enrolled and learning specific skills Survey, retrospective measuring differences between pre/post	Computer/info technology; Creating financial projections; Credit; Financial education; Financial management; Government procurement; Government regulations and permits; Import/export; Industry analysis; Inventory control; Legal issues; Market plan development; Market research; Marketing materials development; Social media and web marketing; Networking; Personnel; Pricing; Product development; Referral; Research; Sales; Soft skills; Social service counseling; Start-up issues; Taxation.	Administrative Coordinator/Develops and administers annual survey of clients in May 2023.
- 10 volunteers recruited	Quantitative	Excel workbook developed to track volunteer participation (# of hours they volunteer, list of skills they teach, # of participants the engage with	Administrative Coordinator/Monthly
Clients referred to Growing Money and Financial Empowerment for New Americans Project (FENAP services	Quantitative (descriptive statistics) recorded in Outcome Tracker client database	# of participants along with associated demographics, i.e., age, gender, ethnicity, race, income category	MBDP, Growing Money, and FENAP staff/After each client engagement in Growing Money and FENAP services
- Businesses started - Business expansions - Job starts	Quantitative, recorded in Outcome Tracker database	# of business start-ups # of business expansions # of jobs created as a result of business starts or expansions (Outcomes identified during 1:1 sessions with counselor)	MBDP counselors/End of each 1:1 appointment
Client engagement in program development	Mixed	Two annual surveys that ask about desired classes (qualitative) and feedback about the services they received (quantitative)	Participants/Annually in May and October
Increase in household income	Quantitative	Track income for clients over a one year period	MBDP Counselors/Annual income updates
Increase Access to Non-Traditional Loans	Quantitative	MBDP Coaches will participate in Burlington's Revolving Loan Fund Review Committee MBDP will track the number of clients who are approved for the Revolving Loan Fund	MBDP Counselors

2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2022 (or June 2021). For non-CDBG participants – report on your achievements from the previous year.

Activity	Attachment A Estimate	Attachment C Outcomes Q4	Difference
New Business Start-Ups	6	10	(4)
Business Expansions	10	23	13
Grants for New American businesses	No estimate	10	10
Number of microenterprises/persons attend classes and/or individual coaching	80	89	(9)
Recruit new volunteers	No estimate	1 volunteer created 3 new classes	1
Consult with Financial Empowerment on developing culturally responsive outreach and curricula	No estimate	2 group events held – participants were 3 clients from Burlington, 7 from outside Burlington	2

V. Experience / Organizational Capacity

1. What is your agency's mission, and how do the proposed activities fit with your mission?

CVOEO's mission is to address fundamental issues of economic, social, racial, and environmental justice and work with people to achieve economic independence. MBDP's activities fit into CVOEO's mission by contributing to economic independence by increasing income and employment opportunities.

2. Explain how your agency has the capacity to carry out the proposed activity (i.e. staff qualifications, years of experience related to this type of activity, etc.)*

CVOEO has had a MBDP since 1988. Simeon Geigel, a community business counselor, has worked for the program for 23 years, John Gergely, a small business owner, for 6 years, and Pacifique Nsengiyumva, Micro Business Digital Literacy Coach, 1 year. Rachel Goldstein is the director of CVOEO's Financial Futures Program (FFP) that includes the Microbusiness Development Program. Rachel has 12 years of experience in direct service and administration, including with the Peace Corps and AmeriCorps.

3. What steps has your organization/board taken in the past year to address racial equity, inclusion, and belonging internally? What new commitments have been made to address racial equity, inclusion, and belonging internally in the year ahead?

CVOEO is committed to addressing racial equity, inclusion, and belonging through training and organizational development. Our director of racial equity has increased organizational knowledge by developing monthly large-group trainings and small-group discussions for staff on topics ranging from cultural competence and humility to unconscious bias to understanding White supremacy culture. These trainings help staff acquire general knowledge about specific DEI issues as well as provide practical ways to work with clients and each other. CVOEO's 3-year strategic plan includes DEI as a stand-alone goal and also is woven into the larger plan that guides CVOEO's program development.

4. Have you received Federal or State grant funds in the past three years? Yes No

5. Were the activities funded by these sources successfully completed? Yes No N/A

If No, please explain:

VI. Proposed Low & Moderate Income Beneficiaries

1. Will the program solely serve a specific group of people? If so, check ONE below:

- Abused Children Elderly (62 years +) People with AIDS
 Battered Spouses Homeless Persons Illiterate Adults
 People with Severe Disabilities

2. a. For your proposed project, please estimate how the Burlington residents will break out into the following income categories during the total grant period. Use the Income Table at <https://www.burlingtonvt.gov/CEDO/2021-HUD-Income-Limits>

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income (30% median)	# Very Low-Income (50% median)	# Low-Income (80% median)	# Above Income Limits (above 80% median)
MBDP Services	80	35	25	20	0

b. All CDBG grantees serving limited clientele will be required to use CEDO’s CDBG Beneficiary Self-Certification form to collect beneficiary data including race, ethnicity, annual income, and family size. Is your organization willing and prepared to add this documentation to the intake process for your CDBG funded program by July 1, 2022?
 Yes NO Not Serving Limited Clientele

VII. Commitment to Equity, Inclusion and Belonging

1. Who is the project/program designed to benefit? Describe the project/program’s target population, citing (if relevant) specific age, gender, income, community/location, race or ethnicity, or other characteristic of the people this program is intended to serve. How do you select and reach your target population?

The MBDP program benefits LMI residents in Chittenden, Addison, Franklin, and Grand Isle Counties with CDBG funds used specifically to assist Burlington residents. MBDP serves adults of all genders, races, and ethnicities whose household income is at or below 80% of the Area Median Income.

Comparison between MBDP program and City of Burlington		
Ethnicity and Race	MBDP Program Number, Percent Served N=73	City of Burlington ¹⁸ Number, Percent N=42,545
White	55, 75%	35,270, 83%
Black/African American	4, 5.5%	2,327, 5.5%
Asian	3, 4%	2,461, 6%
American Indian/Alaska Native	1, 1.4%	66, 0.2%
Native Hawaiian/Pacific Islander	0	12, 0
Multi-racial	3, 4%	1,028, 2.4%
Hispanic	3, 4%	1,320, 3%

Through CVOEO’s Financial Empowerment for New Americans community ambassadors and other community partners we reach out to the New American community. We have referral relationships with HireAbility, Howard Center, and the VT Department of Labor. We advertise our services on Front Porch Forum, Facebook, Seven Days, the Fletcher Free Library, VT 211, the CVOEO website, and through community partners and other CVOEO programs.

¹⁸ Censusreporter.org <https://censusreporter.org/profiles/16000US5010675-burlington-vt/>. Total population 42,545

2. Describe the steps you take to ensure the project/program is accessible, inclusive, addressing racially equity, and culturally appropriate for the target population. *

MBDP consults with the Financial Empowerment for New Americans Project to ensure that clients can access services in their preferred language and that coaching and classes respond to cultural needs. Members of the MBDP staff regularly participate in CVOEO’s cultural-competency trainings and in small-group discussions to dive deeply into topics such as systemic racism, white supremacy culture, implicit bias, trauma, and more. MBDP’s office is fully accessible for people with physical disabilities. MBDP provides classes via webinar and coaching and technical assistance via phone, video conferencing, email, and U.S. mail, based on clients’ preferences.

VIII. Budget / Financial Feasibility

1. Budget Narrative: Provide a clear description of what you will do with CDBG’s investment in the project/program. How will you spend the money? Give specific details.

CDBG funds will be used for salary, fringe, and administrative costs for staff to: a) provide technical assistance and business counseling to Burlington residents, b) engage clients in additional free services at CVOEO to increase readiness for business ownership; and c) recruit new volunteers and further develop volunteer and mentoring programs.

2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.

a.

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Business counseling, technical assistance	John Gergely, MBDP Business Counselor	Outreach, coaching, technical assistance, training	18 hours	40%
Business counseling, technical assistance	Simeon Geigel, MBDP Business Counselor	Outreach, coaching, technical assistance, training	40 hours	37.5%
Volunteer and mentor project	Sofija Sir, Administrative Coordinator	Recruit, train, and engage volunteers and mentors; develop systems for sustaining volunteer and mentor projects	5 hours	100%

b. All CDBG grantees that use CDBG funds for salaries must submit timesheets that capture total time and effort of staff members funded with CDBG. These timesheets must record hours worked on CDBG-funded programs, hours worked on non-CDBG funded programs and the corresponding program name/funding source(s). Timecards must include a narrative for all CDBG and non-CDBG funded activities, and must be signed by the employee and supervisor. Does your organization have the ability to implement a timekeeping system for CDBG funded staff that meets these requirements by July 1, 2022? Yes No Not funding salaries

3. Program/Project Budget

Line Item	CDBG Funds	Other	Total
Salary	\$35,175	\$127,581	\$162,756
Fringe	\$14,286	\$45,746	\$60,032
Workers Compensation	\$366	\$1,428	\$1,794
Indirect	\$6,528	\$26,659	\$33,187
Program Materials and Office Supplies	\$500	\$1,990	\$2,490
Liability Insurance	\$75	\$250	\$325
Service Contracts	\$1,000	\$1,422	\$2,422
Rent, Utilities, Telephone, Maintenance	\$3,008	9188	\$12,196
Fees and Dues	\$421	\$333	\$754
Other: Background fees, volunteer recognition, credit reports, postage, printing, staff training, computer equipment, travel		\$1,700	\$1,700
Total	\$61,359	\$216,297	\$277,656

4. Funding Sources

	Program/Project		Agency	
	Current	Projected	Current	Projected
CDBG	\$46,000	\$61,359	\$ 61,000	\$ 76,359
State (specify):				
Employment and Training Programs	\$98,667	\$98,667	\$217,722	\$217,722
Housing and Homeless Programs			\$1,846,639	\$1,846,639
Nutrition Programs			\$6,882	\$6,882
Utility Assistance & Energy Programs			\$1,808,216	\$1,808,216
Victim Services & Prevention			\$379,245	\$379,245
Head Start & Education Programs			\$278,368	\$278,368
Federal (specify) :				
Health and Human Services	\$120,162	\$120,162	\$10,652,057	\$10,652,057
USDA			\$74,623	\$74,623
Energy			\$3,069,360	\$3,069,360
HUD	\$46,000	\$61,359	\$1,529,800	\$1,529,800
FEMA				
Justice			\$253,073	\$253,073
Treasury			\$555,411	\$555,411
United Way	0	0	\$120,000	\$120,000
Private (specify)		0		
Donations	\$12,827		\$2,152,967	\$2,152,967
Foundations			\$376,500	\$376,500
Private Organizations			\$421,703	\$421,703
Program Income	0	0		
Weatherization			\$11,800	\$11,800
Fee for Service			\$654,419	\$654,419
Other (specify)	0	0		
City and Town Grants			\$121,833	\$121,833
Interest			\$65,000	\$65,000
In-Kind: Food			\$800,000	\$800,000
In-Kind: Volunteer			\$200,000	\$200,000
In-Kind: Volunteer Professional			-	-
In-Kind Space			-	-
Total	\$277,656	\$280,188	\$25,656,618	\$25,671,977

5. Of the total program/project cost, what percentage will be financed with CDBG?

$$\frac{\$ \underline{61,359.00}}{\text{CDBG Funding}} \div \frac{\$ \underline{277,656}}{\text{Total Program/Project Costs}} = \underline{23.2} \% \text{ Percentage}$$

6. Of the total program/project cost, what would be the total cost per person?

$$\frac{\$ \underline{277,656}}{\text{Total Program/Project Cost}} \div \frac{\underline{425} \text{ (four counties)}}{\# \text{ Total Proposed Beneficiaries}} = \frac{\$ \underline{653.31}}{\text{Cost Per Person}}$$

$$\frac{\$ \underline{61,359.00}}{\text{Total Amount of CDBG Funding}} \div \frac{\underline{80} \text{ (Burlington)}}{\# \text{ Total Proposed CDBG Beneficiaries}} = \frac{\$ \underline{767}}{\text{Cost Per Person CDBG Investment}}$$

** CDBG funds are used for 1:1 coaching, while other funding sources are used for group classes as well as coaching. 1:1 coaching is inherently higher cost per client than group work.*

7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?

The MBDP is an economic development program that aligns well with the purpose of CDBG funds, especially the City’s focus on increasing economic opportunities for its residents. MBDP accesses multiple funding sources and has a base to sustain its current work; however, we seek CDBG funds to enhance programming for new Americans providing a high level of support to Burlington businesses. Funding will facilitate the participation of MBDP Counselors on the Burlington Revolving Loan Fund Review Committee.

8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources?

There are currently 3 volunteers with MBDP. One of our goals for 2022 was to expand this volunteer base to include people from other fields like marketing. We met this goal by recruiting and working with a local marketing professional who offered several highly-attended webinars. In addition to the MBDP classes, clients can access other CVOEO programs like Growing Money that offers financial capability classes and credit coaching and the Financial Empowerment for New Americans Project. We use CDBG funds to leverage funds from private foundations.

IX. Collaboration/Efficiency

1. Give 1 or 2 examples of key successful collaboration(s) between your program/project and another agency/program/group to address the needs of the people you serve.

An example of a statewide partnership is the EMBRACE grant program. In 2020, in response to needs specific to the COVID-19 pandemic, the Vermont Community Action Partnership and the Micro Business Development programs across the state partnered to offer small grants (\$5000) to businesses with five or fewer employees. The program continued through 2022 and was expanded to include new businesses.

An example of both an internal and external partnership is the relationship between the MBDP and the Financial Empowerment for New Americans Program (FENAP) and both programs’ partnership with Technology 4 Tomorrow, a Colchester based digital literacy nonprofit. Through information gleaned from FENAP house parties, we learned that many New Americans were interested in starting their own businesses, but that many were lacking the digital literacy skills needed to connect with resources. We held 2 Training of Trainer sessions in partnership with Technology 4 Tomorrow on the Google Suite for our 9 Community Ambassadors, 1 Digital Literacy Micro Business Coach, and 1 Financial Empowerment for New Americans Project Manager, each of whom is now prepared to teach the curriculum themselves moving forward. In addition, 7 French language speakers attended a targeted class, and another three sessions were

conducted in English to the broader Vermont community. Of the 7 New Americans French speakers who attended the digital literacy class, 4 were Burlington residents.

2. Do identical or similar community programs exist? How does this program complement or collaborate rather than duplicate services? What makes this program unique?

The VT Small Business Development Center, SCORE, Center for Women and Enterprise, and Mercy Connections offer business advising and classes. MBDP is unique in focusing on LMI residents while having no other eligibility criteria. Our community culture and language ambassadors link CVOEO and our programs to the New American community. We are respected for our expertise in meeting the unique needs of our most vulnerable neighbors and routinely receive referrals from other business development programs.

3. Provide 1 example of how your agency has become more efficient in achieving your outcomes or managing your project/program.

MBDP is part of the Financial Futures Program, which has grown during COVID-19. We have hired a third Micro Business Coach whose primary focus is on teaching business classes and digital literacy. This has expanded our capacity, increasing the number of 1:1 counseling sessions and classes taught. We also hired an Administrative Coordinator to oversee class coordination and the collection of required paperwork, thus relieving that burden from our Business Coaches and Counselors.

X. Sustainability

1. How will this project have a long-term benefit to the City of Burlington? If this program/project ends, how will that benefit continue?

The MBDP benefits the City of Burlington because it creates business opportunities for the City's residents, which increases a household's income and spending capabilities. If the MBDP ends, existing business owners will continue to earn income and contribute to the City's economy, but it will be more difficult for LMI households to start new businesses.

2. CDBG funding is intended for new or expanded services. If CDBG funding ends, will the project be able to continue?

If CDBG funding ends, the project can continue but fewer people will be served. CDBG funds contribute to salaries and benefits for our business counselors.

3. How will you prioritize the proposed project activities if you do not receive the full amount requested?

If we do not receive the full amount requested, we will prioritize in this order: 1) Provide technical assistance and business counseling; 2) Recruit volunteers and develop infrastructure.