



## **City of Northfield EDA Work Plan Overview**

# **Advancing Recommendations in the 2019 Summary Report of the Exploration of the Business Environment for Minority-Owned Businesses**

Prepared by Strong & Starlike Consulting, Inc.

## Introduction & Format

This work plan overview provides context for the priorities, tasks and team members identified in the work plan. The work plan identifies the following three 2021 Priorities:

- Priority 1: Increase Capacity To Do The Work
- Priority 2: Advance Equal Economic Opportunities
- Priority 3: Develop Accessible Communication, Outreach & Engagement Practices

The subsequent sections provide additional context for each priority identified. All strategic initiatives in the work plan will not be discussed in this document. This overview focuses on some key initiatives. During the presentation questions will be welcome on all initiatives where people have questions.

The work plan is formatted to include the following areas:

- **Strategic Initiatives:** These focus on a bigger picture item to advance in furtherance of the Priority area.
- **Key Tasks:** Often times we see work plans that do not include the key tasks. Although this allows for people to take in the big picture, after a plan is approved, the staff who are tasked with implementing the plan are uncertain as to where to start. These tasks identified are to help those implementing the plan to know what to tackle and where to focus next.
- **Responsible:** Through discussions with EDA Staff and Board members it was noted that people want to know who should be carrying the work forward. Throughout the plan we have identified individuals, departments and partners who may help to advance each Strategic Initiatives.
- **Desired Outcomes:** This is included so that those implementing the work plan are clear on what tangible finished product should be for each initiatives.
- **Key Performance Indicators:** Sometimes when creating plans or when people are tasks to respond to a need, we may fall into a reactive rather than proactive mode and forget to ask “How will we know we are successful?” or “How will we really know we have done what we set out to do?” This field helps to clarify that.
- **Target Start Dates:** This field notes suggested dates for starting various elements of each strategic initiative. Please note, that ‘start date’ can mean taking the first step to advance the initiative such as starting the research; having conversations with other departments; beginning an assessment. It does not necessarily mean the start of a new program in terms of a launch.

**Reading the Plan:** Each of the three 2021 Priorities list Strategic Initiatives, for the most part, in the order of what to tackle first. The plan also has rows in different colors to help offer some guidance on how the EDA may proceed. In November 2020, we strongly recommended that the City take a more holistic approach and the work plan reflected that. With a lens towards long term sustainability and impact, we do still encourage taking a holistic approach engaging other relevant departments and initiatives. In light of some shifts since November a revised work plan has been shared that reflects items the EDA may advance on its own.

- **Green:** Rows in this color represent items that the EDA may advance without or with minimal collaboration or buy in from other departments. These are also potentially lighter lifts that can move forward more immediately (1-2 months following work plan approval).

- **Blue:** Represents items that can be advanced and have a broader impact but envision interns doing a heavier lift.
- **Light Orange/Peach:** Represents items that may require engaging more than 1 department.  
*Note: These rows were removed in the revised work plan.*

## Approach

**Research and Assessment:** In developing the work plan we first conducted information gathering, research and reviewed other City work plans. The bullet points below outline in greater detail what we reviewed:

- Assessed other City work plans and action plans to assess any overlap such that a task on this work plan could have a broader impact and additional staff capacity. Plans assessed included:
  - City of Northfield Cultural Plan 2019-2024
  - Strategic Plan Summary 2018-2020
  - Strategic Plan 2018-2020 Action Plans
  - Racial Equity Action Plan Adopted July 2020
- Assessed current EDA Staff work plan and 2019 Strong & Starlike recommendations
- Drafted 2021 priorities with a racial economic equity lens as well as holistic approach lens in following October staff meetings attended by EDA Board members.

**Helping Northfield Go Further Faster:** In addition, this work plan is informed by our work advancing these efforts with other municipalities across Minnesota. The goal being to help the City of Northfield go further faster by building on lessons and practices from other marketplaces doing similar work.

**Holistic Versus Siloes Approach:** Through conducting community engagement for municipalities one thing we have heard repeatedly is that when community members think about a City they do not think about different departments or divisions. They see the City as one entity. In addition, City staff at all levels are often doing their best to work as hard as they can, but capacity is tight. In light of these two considerations, under the “Responsible” column on the November work plan we noted multiple departments, divisions or partners listed (1) so that various efforts already underway based off of other City work plans were not duplicated by the EDA and (2) so that where efforts are underway or other departments may have been engaged it is clear to all staff that they are not doing this alone, such that the lift may be lighter. With a big picture vision for the future sustainability for the City of Northfield’s staff capacity, we do encourage the City to revisit this approach later this year and in its upcoming strategic planning process.

**Defining the “Why”:** Through the 2019 scan, business owners engaged shared a number of thoughts and experiences that help to explain why this work is important now. Through conversations with EDA Staff and the EDA Board we have heard a number of individuals express why they believe this is important now. However, it is unclear if there is a collective EDA Staff and Board vision for why this is important for the EDA; why this is a value; and how the City is committed to this. It is recommended that the City have a clear vision for its efforts to advance programs, practices and resources related to minority-owned and immigrant-owned businesses, as well as other businesses historically underutilized or struggling to gain access to capital. The three 2021 Priorities build on what we have heard to date to provide a foundation for developing that clear “Why”.

## Priority 1: Increase Capacity To Do The Work

**A Team Approach with a Lens Towards Sustainability:** Defining the “Who” in terms of capacity to carry the work forward became a priority for two main reasons:

- EDA Staff and EDA Board members expressed a desire to see who would be responsible for carrying tasks forward.
- In our experience, government programs and initiatives without enough people or resource capacity to advance them face an increased likelihood of failure or delays. Great plans are wonderful, but only if they can be executed, sustained and have broader impact.

With this in mind, we assessed the capacity of EDA staff and program needs to address 2019 recommendations. To carry this work forward successfully, in November we recommended the following individuals and groups be considered the team members:

- EDA Staff
- EDA Board
- Interns
- Internal Partners / Other Departments
- External Partners (ex: NEC, Chamber, Consultants)
- A new hire who will work on equal economic opportunity efforts for businesses and engagement efforts city-wide

**Piloting Interns with the EDA:** In reviewing the EDA work plan for 2018-2020 as well as other City work plans, adding internship opportunities with the EDA became a strategic initiative for the following reasons:

- Developing a College Engagement Strategy was a part of the 2018-2020 EDA work plan and has not yet been fully realized as planned.
- Conversations with EDA Staff and EDA Board members expressed interest in advancing this and potential connections in making this happen.
- Other City work plans highlighted an increasing population of retirees and a need to have a pipeline for people into working with the City.
- It was shared that there are students at local colleges and universities interested in this work.
- Interns can help provide additional capacity to staff and efforts in a meaningful way and help advance tasks that may seem small to staff but could have a huge community impact.

We understand that in bringing on interns there can be a number of considerations and steps to keep in mind under usual circumstances such as:

- Posting opportunities and determining if they are paid or unpaid internships
- Assessing the budget for paid interns
- Determining if there are enough available computers or actual physical workstation space for interns
- Determining who will manage the interns

This time seems like a great time to pilot such an opportunity for the following reasons:

- In light of the pandemic, most people are working remotely. This may allow the EDA to minimize costs of having a workstation set up for the interns.
- Although we are strongly recommending that interns come from the local colleges and universities, in light of the pandemic and everyone working remotely, for purposes of piloting this effort internship opportunities could also engage students in the Twin Cities (or broader). With a broader reach, it may allow for (1) more support and (2) more flexibility as to when students may be engaged and/or start.
- We are recommending that interns are unpaid interns receiving academic credit. As one example, St. Olaf College has Domestic Academic Internships for college credit. In taking this approach, the EDA could contact St. Olaf as to how it may be listed or considered as an option for students. The following website has more details:  
<https://wp.stolaf.edu/pipercenter/find-internships-research-opportunities/getting-academic-credit-for-an-internship/domestic-academic-internships/>
- This work plan proposes piloting internship opportunities with the EDA where interns may support efforts of staff and efforts where the EDA is working with NEC. The tasks for the interns are already laid out in the work plan and would minimize staff time developing those.
- Lastly, although EDA staff are recommended to be the site supervisor, Strong & Starlike would be available to help advance this and build out some infrastructure to make this easier for staff now and in the future.

Lastly, in piloting having interns it will allow the EDA time to track and evaluate the amount of time worked by interns and time saved by staff through using tools like Toggl. As a result, when the EDA looks to assess continuing to provide internship opportunities beyond the pilot and/or adding staff in the future it can assess time and efforts advanced.

**Rationale for a New Hire:** After assessing the volume of work for EDA staff; the City's strategic priority for Diversity, Equity and Inclusion; and the Racial Equity Action Plan, having a staff person hired with the following in mind seems critical to the advancement and sustainability of the work:

- Someone with deep interest and/or experience in advancing economic equity initiatives and/or business inclusion programs
- Having an individual who may be bi-lingual or multi-lingual
- Someone with experience or deep interest in community engagement and outreach as it relates to economic equity

Equity and engagement work takes time and investment. Having someone dedicated to launching and leading this work is essential. The original work plan recommended that this new hire work within the City's Community Development department's Economic Development Division. Although there have been some shifts since November, with a lens towards long-term sustainability, we do recommend that the department assess and determine how it may add additional staff capacity to the department to do this work in the near future. In light of the November shifts, we support the EDA Board's current efforts to have a position created at the NEC that may collaborate with the EDA on advancing elements of the work plan.

## Priority 2: Advance Equal Economic Opportunities

The current City Racial Equity Action Plan does not appear to have a priority focused on equal economic opportunity. As a result of the 2019 engagements and research, we are recommended the second priority for 2021 as “Advance Equal Economic Opportunities”. Economic inequities and disparities deeply intersect with racial equity issues. By making this a priority for 2021, the EDA may take the work completed last year a step further as well as help support other city-wide efforts.

**The Starting Point:** We understand that the City does not have an in-house general counsel or City Attorney. With a desire for the City to explore programs and efforts specific to minority-owned businesses we recommend first assessing the legal parameters of race-conscious and race-neutral vendor inclusion programs. Once the City has a clear vision and understanding of what it can do and how it may proceed, then all other strategic initiatives in this section will have parameters for how broad or narrow to craft programs, initiatives or practices.

**Dollars to Businesses:** Extensive research has been conducted noting that access to capital is one of the biggest barriers to the startup and sustainability of minority-owned businesses. Through the 2019 conversations with business owners many expressed that having access to funds to help with marketing and communications would be extremely helpful. A number mentioned that \$1,500-\$2,000 could be meaningful. This year the EDA did have an E-Commerce grant available. The pandemic forced businesses to find ways to reach clients online. Although vaccines are available, we do not yet know how our communities will shift in terms of how customers want to purchase goods and services. Having an online presence still seems relevant. The work plan recommends making a few revisions to this E-Commerce grant in alignment with recommendations from community members previously engaged and allowing it to be available again in 2021.

## Priority 3: Develop Accessible Communication, Outreach & Engagement Practices

The City has a lot of great resources in place. However, in the 2019 scan 87.5% of those engaged did not believe they were well informed of how the City may assist with their business needs. As a result, the third strategic priority is to “Develop Accessible Communication, Outreach & Engagement Practices”.

In reviewing other City work plans accessible communication was one area that kept appearing. As it relates to equal economic opportunity and the work the EDA seeks to do related to minority-owned businesses it is of note that across the country in the midst of the pandemic many minority-owned and immigrant-owned businesses missed out on funding and financial relief because they did not know who to call, what was available or how to navigate the processes. For a number, language was a barrier. Below are two reasons this is a 2021 Priority:

- Outreach and engagement are truly just alternative words for relationship building. When people are in a crisis, they call who they know. If business owners in your community do not know who to call or what resources are available, this presents missed opportunities.
- The City has been making great progress related to language accessibility. To take this to the next level would be to update all materials and handouts as well as help community members who connect with the EDA know that translation and interpretation services are available.

In the spirit of relationship building the first initiative to tackle under this priority is to close the loop with all engaged in 2019 directly.

## Recommended Initiatives Strong & Starlike May Support

Our proposal noted that following the approval of the work plan, we would help staff with implementation support of one initiative. Below are recommendations we provided in November on what we may support, with a lens of doing work that can have a broader rippling effect.

### Increase Capacity To Do The Work:

- **Develop an internship program in partnership with local colleges and universities that may serve as a pipeline into this work.** We recommend supporting staff with this because, as you can see on the work plan, a number of tasks identified may be advanced with intern support. This will allow more work to be completed during the first half of 2021. This will be the heaviest lift of the tasks by Strong & Starlike as our team can help with the outreach, onboarding and kicking off tasks.
- **Assist in initial engagement of external partners.** We may assist staff with the initial external outreach to potential partners.

### Advancing Equal Economic Opportunities:

- **Facilitate discussion with staff on potential grant barriers and updates.** Consultants may facilitate a discussion with staff on grant and loan application barriers identified and suggest edits. Interns may assist staff in making updates.
- **Hold conversation with Legal or City Leadership on Vendor Inclusion programs.** Consultants may hold an initial meeting with legal or City Leadership on such programs and consult on suggested avenues. Legal research is recommended to appropriately advance this.

### Develop Accessible Communication, Outreach & Engagement Practices

- **Offer communications information on LEP and/or hold a conversation on LEP Plans.** Consultants may hold a meeting with the Communications Department to discuss LEP Plans and share examples of plans/tools for reference in the discussion.
- **Updates to those engaged.** We can assist staff in creating tools needed to update those engaged in 2019.

## What Has Been Accomplished Since November

Since the November EDA Board meeting we have engaged in the following to help support staff and advance efforts, where we were able.

- **Increase Capacity To Do The Work:** Developed an internship program toolkit with resources that may be used in the recruitment and management of interns who may work with the division and EDA Board.
- **Advancing Equal Economic Opportunities:** Facilitated work sessions with staff on potential grant barriers and made revisions to the previous E-commerce grant informed by the 2019 community feedback.
- **Develop Accessible Communication, Outreach & Engagement Practices:** Facilitated working sessions with staff to craft updates to business owners engaged in 2019.

2021 STRATEGIC PRIORITY 1

2021 Priorities	Strategic Initiatives	Key Task(s)	Responsible	Desired Outcome(s)	Key Performance Indicator(s)	Target Start Date(s)
Increase Capacity To Do The Work	Develop and pilot unpaid internship opportunities with the EDA in partnership with local colleges and universities that may serve as a pipeline into this work	<ul style="list-style-type: none"> <li>Create EDA internship toolkit with templates</li> <li>Research important internship dates for local colleges and universities</li> <li>Craft internship tasks and communications for recruitment</li> <li>Engage in recruitment and securing interns</li> <li>Onboarding and managing interns</li> </ul>	EDA Staff, Consultants	Piloted Internship experience with the EDA Replicable internship practices and tools	Interns secured	November, 2020 (preparation) January-March, 2021 (develop and implement)
	Build strategic cross-sector partnerships with external partners who may help expand the reach and ways the City may provide business owners support	<ul style="list-style-type: none"> <li>Create external partner engagement toolkit (ex: draft introductory communications to strategic partners (listed on Connections spreadsheet from 2019); templates; overview of work)</li> <li>Contact potential partners, exploring collaboration possibilities or support.</li> <li>Secure partnerships that fill gaps in existing programs.</li> </ul>	EDA Staff, EDA Board, Consultants	Cross-sector partners who can support local businesses' needs where City staff do not have capacity	Business owners have access to holistic support	December, 2020 (drafting) January-December, 2021 (engaging and securing)
	Support the creation of a new staff position dedicated to advancing equal economic opportunity, outreach and engagement with business owners	<ul style="list-style-type: none"> <li>Confirm duties available for position</li> <li>Approve budget available for position</li> <li>Draft job description with a racial equity lens</li> <li>Collaborate with key city staff/departments on finalizing posting, posting and interviewing</li> </ul>	EDA Staff, EDA Board, NEC Staff	New hire who collaborates with city staff on initiatives intersecting with equal economic opportunity; community engagement and minority business development	New Hire Increased Staff Capacity	March-April, 2021 (assessment and preparation) May-June, 2021 (start date)
	Expand the financial capacity to manage the work and support minority-owned businesses	<ul style="list-style-type: none"> <li>Research funding opportunities related to supporting minority-owned and immigrant-owned businesses</li> <li>Create spreadsheet calendar of grant deadlines for funding opportunities</li> <li>Develop template(s) of language that may be used in grant proposals</li> <li>Ongoing submittals of proposals</li> </ul>	interns, EDA Staff	More funds available for grantmaking and running programs	Additional grants available or increased dollar amount available for grants	January-December, 2021

2021 STRATEGIC PRIORITY 2

2021 Priorities	Strategic Initiatives	Key Task(s)	Responsible	Desired Outcome(s)	Key Performance Indicator(s)	Target Start Date(s)
Advance Equal Economic Opportunities	Develop tracking tools to track city contracting spends, grant awards and loans to local small businesses, minority-owned businesses, woman-owned businesses and veteran-owned businesses	<ul style="list-style-type: none"> <li>Research tracking tools already available (ex: Procurement may use Info) and those for purchase</li> <li>Determine if a budget exists to purchase a tool, if needed, or if a spreadsheet must be used initially</li> <li>Draft and approve tracking processes for EDA grant and loan programs</li> <li>Quarterly assess dollars going to (1) all businesses and (2) minority-owned, woman-owned and veteran-owned businesses</li> <li>Data from the tracking for 2021 is reported to EDA Board and readily available for community members to view</li> </ul>	Interns, EDA Staff, EDA Board	City can start to see where disparities exist in contracting with, and awarding grants and loans to, businesses	Disaggregated data is tracked	January-April, 2021, (research and tool creation) April-June, 2021 (draft) June, 2021 (approval)
	Assess grant and loan application barriers and update as needed	<ul style="list-style-type: none"> <li>Assess all granting and loan processes with a racial equity lens</li> <li>Remove barriers identified during 2019 listening sessions and racial equity lens assessment.</li> <li>Provide updated grant and loan applications and processes for EDA Board review</li> </ul>	Interns, EDA Staff, EDA Board	Grant and loan applications are clear and easy to navigate for community members	More minority-owned businesses and immigrant-owned businesses apply for grants and loans	January-February, 2021, (assess) February-May, 2021 (update) June, 2021 (review for approval)
	Develop a micro-loan program for the smallest of small businesses	<ul style="list-style-type: none"> <li>Research micro-loan programs in the region</li> <li>Draft criteria and procedures for the program</li> <li>Share criteria and procedures with the EDA Board for approval</li> </ul>	Interns, EDA Staff, EDA Board	Business owners from communities that have historically faced barriers with access to capital are able to access loans	More minority-owned businesses and immigrant-owned businesses apply for loans and gain access to capital	Summer, 2021 (begin development)
	Develop a micro-grant program available for E-commerce, marketing and communication	<ul style="list-style-type: none"> <li>Review the existing E-Commerce grant with a plain language and racial equity lens</li> <li>Update the E-Commerce grant to include plain language revisions, racial equity lens revisions and a broader definition of marketing and communications as eligible</li> <li>Share updated grant program materials with the EDA Board for approval</li> <li>Allow this grant program to be available on a rolling basis until funds expire</li> </ul>	Interns, EDA Staff, EDA Board	Business owners needing marketing and communication assistance are able to attain it	More business owners have a strong web and marketing presence	January, 2021, (assess) February-March, 2021 (update) March-April, 2021 (review for approval)
	Provide technical support to minority-owned and immigrant-owned businesses	<ul style="list-style-type: none"> <li>Draft an overview of technical support available (1) specific to helping business owners prepare materials for a City grant or loan and (2) aligned with areas business owners have identified needed assistance</li> <li>Post office hours available to assist business owners with an interpreter present</li> </ul>	NEC, Interns	<ul style="list-style-type: none"> <li>Business owners know where to go for assistance with business plans and completing City grant applications</li> <li>More minority-owned and immigrant-owned businesses feel welcomed and receive technical assistance</li> </ul>	Increase in number of minority-owned businesses accessing NEC services	April-May, 2021 (start)
	Create webinar on existing grant, loan and financing programs with materials available in different languages	<ul style="list-style-type: none"> <li>Develop a PowerPoint and simple handout that provides an overview of all grants, loans and financing offered by the City</li> <li>Record webinar lasting no more than 1-hour covering materials and enable closed caption</li> <li>Provide materials to Language Line for translation into multiple languages</li> <li>Share materials on website in multiple languages</li> </ul>	Interns, NEC, EDA Staff, Communications, Language Line	More people are aware of how to navigate City grant and loan processes	More businesses are submitting complete and competitive applications	April, 2021 (draft materials) May, 2021 (record webinar) June, 2021 (share)
	Providing support or direction to minority-owned and immigrant-owned businesses with complaints	<ul style="list-style-type: none"> <li>Research resources available to small and minority-owned businesses who may be seeking to file a discrimination complaint</li> <li>Create an FAQ or resources 1-2-page handout listing resources available</li> <li>Work with Language Line to have the document translated</li> <li>Make handout available on the City website and in the office</li> </ul>	Interns, EDA Staff, Communications, Language Line Consultants	More business owners feel comfortable in making a complaint	Less business owners identify instances of discrimination without a clear path for remedy	April-May, 2021 (research) May-June, 2021 (draft) June-July, 2021 (share)

2021 STRATEGIC PRIORITY 3

2021 Priorities	Strategic Initiatives	Key Task(s)	Responsible	Desired Outcome(s)	Key Performance Indicator(s)	Target Start Date(s)
Develop Accessible Communication, Outreach & Engagement Practices	Develop and Share an Update to Business Owners Engaged in 2019	<ul style="list-style-type: none"> <li>Draft an engagement summary and update document that includes details on an upcoming informational session on City grants, loans and resources</li> <li>Follow up with mail, phone, and email communications to all who participated in the listening sessions, in the preferred update manner shared in the engagement</li> </ul>	EDA Staff, Consultants	All business owners engaged in 2019 updated	Communication sent to business owners	January, 2021 (draft) March, 2021 (send updates)
	Researching and Drafting a Limited English Proficiency Plan (LEP Plan)	<ul style="list-style-type: none"> <li>Determine if the City has an LEP Plan in place-(1) if so, update it as needed for the EDA and (2) if not, proceed to other bullet points</li> <li>Research LEP requirements, plan templates, and process</li> <li>Confirm any potential risks for non-compliance</li> <li>Research demographics to inform languages needed and draft plan</li> <li>Approve plan</li> <li>Post plan on website and communicate requirements to all departments</li> </ul>	Interns, EDA Staff	LEP Plan	EDA complying with plan requirements	April-June, 2021 (research and drafting) July-August, 2021 (review for approval) August-September, 2021 (share)
	Assess the EDA Website, Materials and Services for Accessibility	<ul style="list-style-type: none"> <li>Assess website and materials for plain language</li> <li>Assess website and materials for ADA related information and tools (ex: materials that can be reviewed with a screen reader)</li> <li>Signage for translation and interpretation services clearly visible in buildings as well as online</li> <li>Make prominent that translating the page with Google translate is available</li> <li>Create handouts and materials that help people navigate program requirements (ex: multilingual FAQ page, resource guides and videos online, program goals)</li> <li>Ensure all PDF documents (ex: applications, handouts) on the page are available in the languages identified in the LEP plan</li> </ul>	Interns, Language Line, EDA Staff	Accessible EDA website and materials	Surveys and business interviews where business owners feel comfortable accessing and understanding information	June-July, 2021 (assessment & drafting) August, 2021 (share)
	Create Comprehensive Resource & Support List for Businesses	<ul style="list-style-type: none"> <li>Research resources available for business owners</li> <li>Use the Connections spreadsheet as a foundation and draft the comprehensive list</li> <li>Make the list available on the EDA website in languages aligned with the LEP Plan</li> </ul>	Interns, EDA staff	Business Resources & Support List	Surveys indicating this tool is useful	February-June, 2021
	Develop Community Engagement Plan	<ul style="list-style-type: none"> <li>Draft strategies for in-person, virtual, print media and social media engagement</li> <li>Review strategies with a racial equity lens</li> <li>Draft engagement and communication minimum standards that should be used when engaging community (ex: ADA and language accessibility)</li> <li>Craft EDA and NEC specific strategies for community engagement</li> </ul>	Interns, EDA Staff, NEC Staff	Community Engagement Plan(s)	Increase in community members aware of EDA and NEC resources and services	April-August, 2021
	Engage in Ongoing Outreach and Relationship Building	<ul style="list-style-type: none"> <li>Create engagement toolkit that includes drafted engagement emails, scripts detailing opportunities for support and funding, and contact people/information.</li> <li>Engage all businesses listed as Northfield minority-owned businesses.</li> <li>Create business visits calendar for EDA Board members to engage in business visits</li> <li>Develop and host an annual Doing Business with the City event with EDA staff available to provide an overview of programs; NEC and other partners available for a resource fair; and procurement staff available to talk about contracting opportunities</li> <li>Create feedback opportunities for businesses as they are engaged (ex: online feedback 24/7, office hours, etc.)</li> </ul>	Interns, NEC, EDA Staff, EDA Board	Business owners feel confident in know who to contact at the City and how to access resources	Feedback surveys with positive feedback	May, 2021 (creating tools) June-December, 2021 (ongoing)