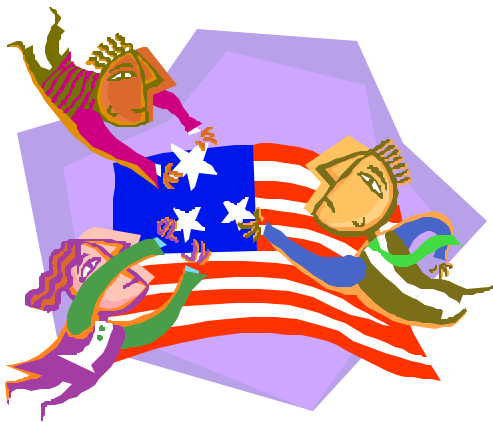

***“Invest in the American Dream”
Collaborative Community Model***

***INITIATIVE BRIEFING REPORT:
An Innovative Approach To Building
Community-Wide Financial Capacity***

2009 PROJECT YEAR

El Paso, Texas Version 1.35



***Prepared by:
Prestige Consulting Services***



SEPTEMBER 2009

**INVEST IN THE AMERICAN DREAM COMMUNITY INITIATIVE
INITIATIVE BRIEFING REPORT -- Version 1.35 DRAFT**

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TABLE OF CONTENTS

INTRODUCTION.....	9
THE “INVEST COMMUNITY COLLABORATIVE” MODEL.....	12
THE “INVEST CONFERENCE” RESULTS	20
THE STRATEGIC INITIATIVE PLANNING APPROACH.....	30
KEY INNOVATIVE “INVEST INITIATIVES” SUMMARY.....	33
#1 STUDENT SAVINGS MATCHING PROGRAM.....	35
INITIATIVE DESCRIPTION & VALUE PROPOSITION.....	35
INITIATIVE #1 PROCESS STEPS.....	37
INITIATIVE #1 RESOURCE & BUDGET REQUIREMENTS.....	39
INITIATIVE #1 IMPLEMENTATION SCHEDULE.....	39
INITIATIVE #1 INITIATIVE MILESTONES	40
INITIATIVE #1 FOLLOW -UP LEAD AND PARTNER ORGANIZATIONS	41
#2 COMMUNITY WIDE DEBT REDUCTION – FINANCIAL COUNSELING.....	44
INITIATIVE DESCRIPTION & VALUE PROPOSITION.....	44
INITIATIVE #2 PROCESS STEPS.....	46
INITIATIVE #2 RESOURCE & BUDGET REQUIREMENTS.....	48
INITIATIVE #2 IMPLEMENTATION SCHEDULE.....	48
INITIATIVE #2 MILESTONES.....	49
INITIATIVE #2 FOLLOW -UP LEAD AND PARTNER ORGANIZATIONS	50
#3 “COMPETENCY DRIVEN” PRE-K TO HS FINANCIAL LITERACY CURRICULUM.....	52
INITIATIVE DESCRIPTION & VALUE PROPOSITION.....	52
INITIATIVE #3 PROCESS STEPS.....	54
INITIATIVE #3 RESOURCE & BUDGET REQUIREMENTS.....	56
INITIATIVE #3 IMPLEMENTATION SCHEDULE.....	57
INITIATIVE #3 MILESTONES.....	58
INITIATIVE #3 FOLLOW -UP LEAD AND PARTNER ORGANIZATIONS	58
#4 INCREASING THE COMMUNITY LOAN CAPACITY.....	60
INITIATIVE DESCRIPTION & VALUE PROPOSITION.....	60
INITIATIVE #4 PROCESS STEPS.....	63
INITIATIVE #4 RESOURCE & BUDGET REQUIREMENTS.....	64
INITIATIVE #4 IMPLEMENTATION SCHEDULE.....	64
INITIATIVE #4 MILESTONES.....	65
INITIATIVE #4 FOLLOW -UP LEAD AND PARTNER ORGANIZATIONS	66
#5 MOBILE SMALL BUSINESS REGIONAL SUPPORT SERVICES PROGRAM.....	68
INITIATIVE DESCRIPTION & VALUE PROPOSITION.....	68
INITIATIVE #5 PROCESS STEPS.....	70
INITIATIVE #5 RESOURCE & BUDGET REQUIREMENTS.....	72
INITIATIVE #5 IMPLEMENTATION SCHEDULE.....	73
INITIATIVE #5 MILESTONES.....	74
INITIATIVE #5 FOLLOW -UP LEAD AND PARTNER ORGANIZATIONS	74
RESEARCH REFERENCES	76

INTRODUCTION

The **INVEST IN THE AMERICAN DREAM** Community Initiative was created by the Office of Senator Eliot Shapleigh representing the 29th Senatorial District which comprises the majority of El Paso County, Texas. It incorporates a unique collaborative community model with an innovative approach to building community-wide financial capacity addressing the very issues created by the current US economic climate of financial chaos. Now more than ever, financial literacy is the key to prosperity and success. In 2008, the nation saw a global financial crisis and the fall of financial institutions that dated to before the Civil War.

What happened in the financial meltdown is a familiar story — people borrowed more than they could pay; lenders hiked appraisals to lend more than assets were worth; and interest rates adjusted higher and higher such that few could pay at all. America's confidence has not been so shaken since the Great Depression.

As the nation rebuilds America's economy, it must also build the basic financial literacy, family savings and wealth-creation skills to empower American communities.

The purpose of the “Invest in the American Dream” initiative is to launch a five-year, community-driven process to develop model programs to promote El Paso as an entrepreneurial community. More than 280 participants engaged in a community-wide INVEST CONFERENCE in October 2008. The conference was the direct result of the work of over sixty stakeholder organizations in the public and private sectors in the pre-conference planning phase of nine months.

The conference resulted in a resounding endorsement of the following four (4) significant INVEST STRANDS tied to specific community goals and targets: WEALTH CREATION / FINANCIAL STABILITY, FINANCIAL LITERACY, ACCESS TO CAPITAL, and FINANCIAL CAPACITY BEST PRACTICES. The strand strategic initiatives highlighted in this document represent a subset of the INVEST initiatives with the INVEST PROJECT well into its third phase of community engagement,

This ***Initiative Briefing Report*** outlines the planning and developmental work of the post-INVEST conference strand teams in 2009. The teams focused on defining and planning the key “strategic initiatives” as the Project transitions into its 5-Year implementation cycle. This report is intended as a key tool to be integrated into the grant proposal process in response to and pursuit of grant funding opportunities at the local, state, and federal levels. Working in tandem with the Shapleigh Office staff, the Workforce Solutions Upper Rio Grande, the workforce development leader in the West Texas border region, has invested its resources to assist the project including the pursuit of grant funding. Prestige Consulting Services provided process design & planning, project management, facilitation, events management, and communications support for the INVEST Project in 2008, and is assisting with grant writing services as a follow-on initiative to help sustain the INVEST PROJECT momentum.

THE “INVEST COMMUNITY COLLABORATIVE” MODEL

Incorporating elements of the Greek’s assembly process, the INVEST PROJECT planning process was designed to focus on its purpose develop model programs to promote El Paso as an entrepreneurial community by designing three phases: Pre-Conference partnering; Community Commitment Conference & Dinner; Post-Conference Planning & Implementation.

PRE-CONFERENCE COMMUNITY PLANNING

This nine-month phase included an initial “partnering orientation session” held in January 2008 for key community leaders, institutions, and businesses. Eager to address the financial capacity issues in the regional community, four strands of project teams with “strategic thinkers” from both private and private sectors, as well as, individual citizenry were organized to develop proposed strand goals, targets, partners, and success criteria. The four strands included wealth creation / financial stability, financial literacy, access to capital, and financial capacity best practices.

The end-products of the four strands planning teams included a definitive set of proposals for the community body of conference attendees to “cuss and discuss” and reach agreement at the conference as the key “value propositions”.

In addition, the conference planning team of Prestige Consulting Services and the Office of Senator Shapleigh worked with the INVEST Strand Teams and Champions of key leaders to plan the process and mechanics of the Conference process. Included in this planning was the development of a planning framework focused on building community value, direction, accountability, and improved communications.

COMMUNITY COMMITMENT CONFERENCE & DINNER

Building on the work done by 62 stakeholder organizations organized into four strands in Phase I above, The “Invest in the American Dream” conference was held at the El Paso Museum Art in El Paso, Texas on October 21 and 22, 2008. More than 280 participants attended the conference to launch a five-year, community-driven process to develop model programs to promote El Paso as an entrepreneurial community. From this process, four major initiative strands, and their strand champions, were identified. Key Conference components included:

- Plenary assembly of community participants
- Champion-moderated plenary panel of experts in the four strands
- Conference Celebration Dinner highlighting “best practice” awards
- Break-out sessions per strand to “reflect, review, refine, and resolve” strand goals, targets, and players
- Final strand reports and community endorsement and commitment including follow-up calendar and accountability.

**POST-CONFERENCE
PLANNING & IMPLEMENTATION**

Having committed to a five-year strand initiative implementation timetable, 2009 included the design and planning of the key initiatives per strand. In addition to individual strand meetings and workshops led by the Strand Leaders announced at the Conference, a set of quarterly INVEST PROGRESS REPORT meetings were convened to provide that progress and status of each strand planning team. This included the development of initiative plans tied to the “I” planning framework introduced and facilitated by the Prestige Consulting team.

The entire INVEST PROJECT team will convene in the 4th quarter of 2009 to hold its annual celebration dinner and honor yet another set of “best practice” initiatives related to the strand objectives.

The innovative “community-wide collaboration” process model is represented in its entirety on the following page. It also highlights the Year 2 through 5 process including the following key components:

- ☑ Pursuit and commitment of resources by initiative partners
- ☑ Evaluation of each initiative per the accountability plan
- ☑ Reporting of progress with recommended plan refinements

What makes this unifying collaborative approach unique? The key attributes are outlined in the chart below:

The INVEST “Unifying Community-Wide” Collaborative Approach.....

WHAT MAKES THIS MODEL UNIQUE?

The Paso del Norte Community:

- ☑ ***Took Definitive Steps To Making This Region “An Entrepreneurial Community”***
- ☑ ***Endorsed Community-Developed Specific Goals & Targets For Four (4) STRANDS:***
 - ***Creating Wealth And Financial Stability***
 - ***Developing Financial Literacy***
 - ***Facilitating Access To Capital***
 - ***Replicating “Best Practices”***
- ☑ ***Committed To A 5-Year Plan With Accountability***
- ☑ ***Celebrated Financial Literacy “Best Practices”***

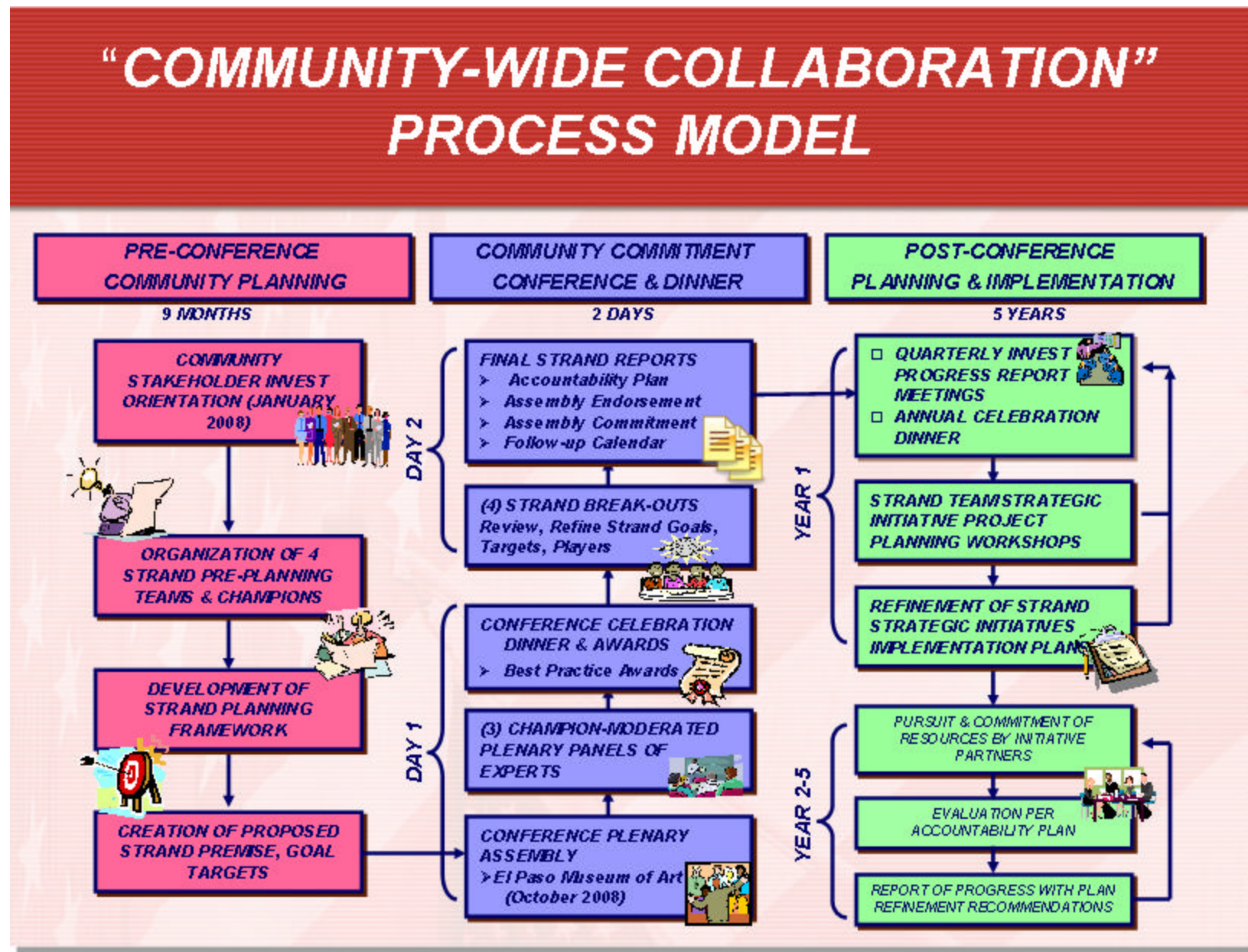
Who's engaged in this process? Over 60+ entities have been involved in the INVEST process in one of the three phased outlined above. The following chart highlights the involvement of local government, education, workforce development, non-profits, financial institutions, and local business.

WHO'S ENGAGED?

- **Local, State, Federal Government**
- **ISDs/ Higher Education**
- **Workforce Board**
- **Non-Profits**
- **Credit Unions/ Banks**
- **Local Businesses**



Figure 1.0 INVEST Collaborative Model



THE “INVEST CONFERENCE” RESULTS

The “Invest in the American Dream” conference was held at the El Paso Museum Art in El Paso, Texas on October 21 and 22, 2008. The conference was the direct result of the work of 62 stakeholder organizations in the public and private sectors over the last year. More than 280 participants attended the conference with a purpose to launch a five-year, community-driven process to develop model programs to promote El Paso as an entrepreneurial community. From this process, four major initiative strands, and their strand champions, were identified:

- **Strand #1: Wealth Creation and Financial Stability**

Strand Champions:

- Larry Garcia – El Paso Affordable Housing
- Denise Juarez – United Way of El Paso

- **Strand #2: Financial Literacy**

Strand Champions:

- Maureen Hawkins – YWCA
- Jimmy Vasquez – Region 19

- **Strand #3: Access to Capital and Lending**

Strand Champions:

- El Paso Hispanic Chamber of Commerce
- Greater El Paso Chamber of Commerce
- GECU

- **Strand #4: Best Practices**

Strand Champion:

- Office of State Senator Eliot Shapleigh

Through the conference planning process, volunteers refined and presented for each strand a set of S.M.A.R.T. Goals (specific, measurable, attainable, realistic, and timely), target goals and critical success factors to be achieved by the year 2013. The following strand components were endorsed by the community of leaders.

STRAND #1 – WEALTH CREATION and FINANCIAL STABILITY

S.M.A.R.T. Goals

- Promote debt reduction with adult budgeting and financial education.
- Establish annual growth in transaction accounts measured at the community level.
- Increase the earned income tax credit (EITC) claim ratios.
- Promote individual development account(IDA)/education strategies for student accounts.
- Ensure institutional engagement from: employers, organizations, financial institutions, and non-profits.

Targets

- Target #1 – 50,000 new savings accounts by 2013, with at least 25,000 of those being first time accounts.
- Target #2 – Increase the EITC claim ratio to 75 percent (~40 percent currently in El Paso).
- Target #3 – Gain participation from 500 non-profit, community organizations and area businesses (NPES).
- Target #4 – 20,000 debt reduction commitments by 2013

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The **critical success factors** for Strand #1 are as follows:

- 1.1 We must create more IDAs in order to develop good savings habits.
- 1.2 We must focus on debt reduction in order to create more disposable income.
- 1.3 We must approach economic success at a family level in order to make it long term.
- 1.4 We must educate families to realize the importance of having a budget in order to build a structure of discipline for economic success.
- 1.5 We must increase participation in financial workshops in order to increase knowledge of services that they are qualified to receive.
- 1.6 We must measure the life of a new savings account in order to assess the sustainability of savings as a mindset.
- 1.7 We must explore ways for student savings accounts to be protected in order to secure savings.
- 1.8 We must identify new strategies to minimize predatory lending in order to avoid harmful lending practices.
- 1.9 We must work with employers in order to offer substantive financial education at the workplace.

Key organizations in Strand #1 include:

- | | | |
|--|-----------------------------|----------------------------------|
| • State regulatory agencies | • Military | • City of El Paso |
| • YMCA | • Financial Institutions | • La Fe Clinic |
| • United Way | • Civic Organizations | • Border Interfaith |
| • Federal Reserve Bank | • Community-Interest Groups | • Internal Revenue Service (IRS) |
| • El Paso Inter-religious Organization (EPISO) | • EP Affordable Housing | • Housing Finance Corporation |
| • El Paso County ISDs | • Media | |
| • Print/Electronic Media | • El Paso County | |

STRAND #2 – FINANCIAL LITERACY

S.M.A.R.T. Goals

- For high school graduates and their families to develop and apply financial literacy skills, resulting from school and family financial literacy programs.

Targets

- Target #1 – 100 percent of El Paso public and private high school graduates shall complete a state-of-the-art, comprehensive financial literacy program by 2013.

The **critical success factors** for Strand #2 are as follows:

- 2.1 We must publish a well-defined best practice pre K-through-16 curriculum and evaluation structure in order to establish areas of engagement and define targeted areas (e.g., pilot with feeder pattern in mind).
- 2.2 We must define S.M.A.R.T. goals for student investment, including incentives (exit exams), in order to assess outcomes and define an evaluation through a project-learning approach.

**INVEST IN THE AMERICAN DREAM COMMUNITY INITIATIVE
INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

- 2.3 We must unite stakeholders in order to identify what programs already exist and assess their needs.
- 2.4 We must define a curriculum tailored to the El Paso culture to develop a baseline and benchmark in order to deliver specific services.
- 2.5 We must provide an outreach/PR campaign in order to maximize literacy impact. We may want to “piggyback” on the City’s Web-based approach and its revitalization process.
- 2.6 We must develop an "Entrepreneur's Camp" to teach entrepreneur faculty.

Key organizations in Strand #2 include:

- United Way
- El Paso County ISDs
- Region 19 Education Service Center (ESC)
- UTEP School of Business
- El Paso Community College
- Workforce Solutions – Upper Rio Grande
- Chambers
- Civic/Business Groups
- Texas Education Agency (TEA)
- Texas Bankers’ Association
- Credit Unions
- Banks
- Junior Achievement
- Private Schools
- Charter Schools
- YWCA
- Military
- Plan Estrategico de Ciudad Juarez
- Community Groups/Non-Profits
- La Fe Clinic
- Women Resource Centers
- Home Schools
- EPISO
- Immigration groups
- AARP
- City Senior Companion
- Area agency on aging
- Non-profit Center
- Consumer Action Network
- GECU
- HUD-approved counseling organizations
- El Paso Housing Authority
- Texas Appleseed

STRAND #3 – ACCESS TO CAPITAL and LENDING

S.M.A.R.T. Goals

- Increase capital lending volume of new micro-loans for the following levels:
 - \$500 to \$10,000
 - \$10,001 to \$50,000
 - \$50,001 to \$250,000
 - Up to \$500,000
- Educate borrowers/lenders and make use of economic programs and incentives that exist for small business (local, state and federal levels).

Targets

- Target #1 – Double the volume and dollar amount of lending by 2013. By 2013 , double lending to \$88 million and 622 loans. (The 2007 lending rate in El Paso was \$44 million with 311 loans).

The **critical success factors** for Strand #3 are as follows:

**INVEST IN THE AMERICAN DREAM COMMUNITY INITIATIVE
INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

- 3.1 We must identify/inventory where we are regarding loan history at all loan categories in order to define realistic loan targets and measures of lending success.
- 3.2 We must define our targets (S.M.A.R.T.) for each category in the next 5 years in order to measure our effectiveness in the increase of loan volume. We must develop other resources that SB can take advantage in order to be successful in finding and lending money.
- 3.3 We must expand the number of financial institutions (e.g., banks, other credit unions, chambers, micro-loan program agencies, etc.) engaged in this mandate in order to expand our “loan opportunities pipeline.” We must build relationships and strategic partnerships in order to educate lenders and borrowers.
- 3.4 We must provide a continuum of financial education/resources to businesses (including bonding) in order to provide a pathway of growth to the next level(s). We must help small businesses by increasing bonding capacity, cash flow management, and lending to the construction industry in order to help them respond to opportunities.
- 3.5 We must track businesses doing work for Ft. Bliss in order to leverage the Ft. Bliss opportunities in our community.
- 3.6 We must get reporting information from banks and other financial institutions, as well as, get information on other loans (CRA loans, non-profit loans, MX Mizzan Fund, etc.) in order to accurately report and assess the progress made in accessing loans and capital.
- 3.7 We must increase the number and amount of loans in determining categories (Empowerment Zone, non-profit, ACCION, revolving loan fund, Community Express loans, etc.) in order to increase our lending capacity.
- 3.8 We must separate loans by categories (SBA loans, micro-loans up to \$50,000, etc.) in order to enhance access to technical assistance, resources and education specific to prospective borrowers and lenders for each category.
- 3.9 We must inventory the economic programs and incentives that exist for small business in order to track the use of these programs.

Key organizations in Strand #1 include:

- | | | |
|------------------------|-------------------|-----------------------|
| • Micro Loan Entities | • City of El Paso | • Small Business |
| • US Small Business | • Procurement | • Advocacy Groups |
| • Administration (SBA) | • Chambers | • County Procurement |
| • Banks with SBA loans | • Credit Unions | • Include Banks, SBA, |
| • focus | • ISD Procurement | • and CRA Reps |
| • Ft. Bliss/Military | • Universities | • Banks’ CRA Accounts |
| | | • ACCION |

STRAND #4 – “BEST PRACTICES”

S.M.A.R.T. Goals

- Inventory, celebrate and build commitment to implement or expand “best practices” from local, state-wide, and national entities that effectively model the Strand #1-3 mandates.

Targets

- Target #1 – Annually identify the “top ten” local, state-wide, national and international practices starting at the conference that model the three strand criteria defined.

The **critical success factors** for Strand #4 are as follows:

- 4.1 We must clearly define our criteria for selection of “best practices” in order to address our specific mandate objectives.
- 4.2 We must identify “best local, state, and national practices” which will get local people to participate (EITC, IDA Accounts).
- 4.3 We must highlight evidence-based programs that have an established history of success in order to accelerate the replication of success.
- 4.4 We must learn from national “best practices” in light of Texas lagging behind in specific areas (financial literacy and wealth creation) in order to learn and leverage others’ successes and resources.
- 4.5 We must define practical communication vehicles to highlight our “best practices” in order to build community awareness, knowledge, and buy-in. [learn what works/doesn’t work].

Key organizations in Strand #4 include:

- | | | |
|---|---|---|
| “Best Practices” Selection Committee: | Set a committee cap =<15 | • Banks(s) with high community focus and presence |
| • Ed Speed (Dow Chemical Credit Union) | • EP Fed. Reserve | • 2-3 non-profits (YWCA, United Way, etc.) |
| • Harriet May (GECU) | • ESC Region 19 | • Faith Based Participation |
| • Anthony Martinez (Sen. Shapleigh’s Office) | • Ft. Bliss | • Private Sector (2-3 Businesses) |
| • Gilbert Moreno (Prestige Consulting Services) | • NLCUP | |
| • Ann Baddour (Texas Appleseed) | • Pablo de Filippi – CCUC | |
| • Shiree Sanchez (Hispanic Alliance for Progress) | • Texas CU League | |
| • Richard Rhodes (EPCC Rep.) | • Local CU Consortium Association | |
| • Robert Nachtmann (UTEP) | • Center for Responsible Lending (National Group) | |
| | • Veterans’ Business Association | |

Accountability and Communications Plans. What’s next?

- ☑ Every strand group will meet as needed to move target goals.
- ☑ In February, May and August, at quarterly meetings, all Invest stakeholders will gather at Region 19 to benchmark progress.
- ☑ By February 1, Invest stakeholders will redesign the Invest Web site to maximize operations.
- ☑ A follow-up to the “Invest” conference will be held in October 2009 and in each Invest year thereafter, in order to update the public on progress.

THE STRATEGIC INITIATIVE PLANNING APPROACH

This section summarizes the strategic initiative definition and planning approach as a follow-on process for the four (4) key strands endorsed by the community at the INVEST Conference. Four teams of “strategic thinkers” representing the community continue to focus on aligning current and future community efforts to address financial stability, wealth creation, financial literacy, and access to capital, while celebrating “best practice” successes. Each strand has a set of “champions” and stakeholders. 2009 represents the first of five years of strand initiative development and implementation incorporating community-wide partnerships to realize the commitments made to turn El Paso into an entrepreneurial community.


Prestige Consulting Services incorporated its “i5” linear thinking process © to assist the strand planning teams in the development of its strategic initiatives. This “i5” framework includes making a intentional connection by defining the functional value between the five (5) I’s: the proposed **initiative** and the **issues** it is trying to address, the **intent**, the **investments** required, and finally the proposed **impact**. The following key components using this model were used to profile the planning components highlighted in the subsequent sections:

FUNCTIONAL VALUE	What is the intended benefit to be realized by the community in realizing the initiative goals and objectives? What issues is it attempting to address? What is the impact on the community and participants, in particular?
INITIATIVE STEPS	Given the resources will be identified and committed, what steps need to taken to develop fulfill the functional value defined above?
RESOURCES REQUIRED	Given the plan of attack above, what resources (staffing, skills, training, supplies, equipment, etc.) are required?
BUDGET	What is needed in funding and in-kind services to meet or exceed our objectives?
IMPLEMENTATION SCHEDULE	When must we do what in order to logically proceed and succeed with our steps?
MILESTONES	How do we propose to measure our progress and success for this particular initiative?
FOLLOW-UP LEADERSHIP	Who is leading the effort and partnering to fulfill the initiative milestones and functional value?

KEY INNOVATIVE “INVEST INITIATIVES” SUMMARY

This document highlights the TOP FIVE strategic initiatives defined for three of the four strands. Since the last strand deals with the recognition of “best practices” tied to the three strands, it is omitted from this list.

The five strand strategic initiatives are highlighted in the following chart that includes as assessment of the planning progress made tied to the “i5” linear thinking process © framework described in the previous section.

<div> <div>KEY INVEST INITIATIVE PROFILE....</div>  </div>								
		= Defined & Documented						
STRAND	INITIATIVES	FUNC. VALUE	INITIATIVE STEPS	RESOURCE REQTS.	BUDGET	IMPLEM. SCHEDULE	MILESTONES	FOLLOW-UP LEAD
Wealth Creation / Fin. Stability	#1) STUDENT COLLEGE 529 ACCOUNTS WITH MATCHING FUNDS CRITERIA	✓	✓	✓	✓	✓	✓	✓
Wealth Creation / Fin. Stability	#2) FINANCIAL COUNSELING – COMMUNITY-WIDE DEBT REDUCTION PROGRAM	✓	✓	✓	✓	✓	✓	✓
Financial Literacy	#3) “COMPETENCY DRIVEN” PRE-K TO HS FINANCIAL LITERACY CURRICULUM	✓	✓	✓	✓	✓	✓	✓
Access to Capital	#4) ACCESS TO CAPITAL – COMMUNITY LOAN FUND	✓	✓	✓	✓	✓	✓	✓
Access to Capital	#5) MOBILE SMALL BUSINESS SUPPORT SERVICES PROGRAM IN SIX COUNTIES	✓	✓	✓	✓	✓	✓	✓

The following five (5) sections provide the descriptive detail of each of the initiatives as outlined by the planning teams.

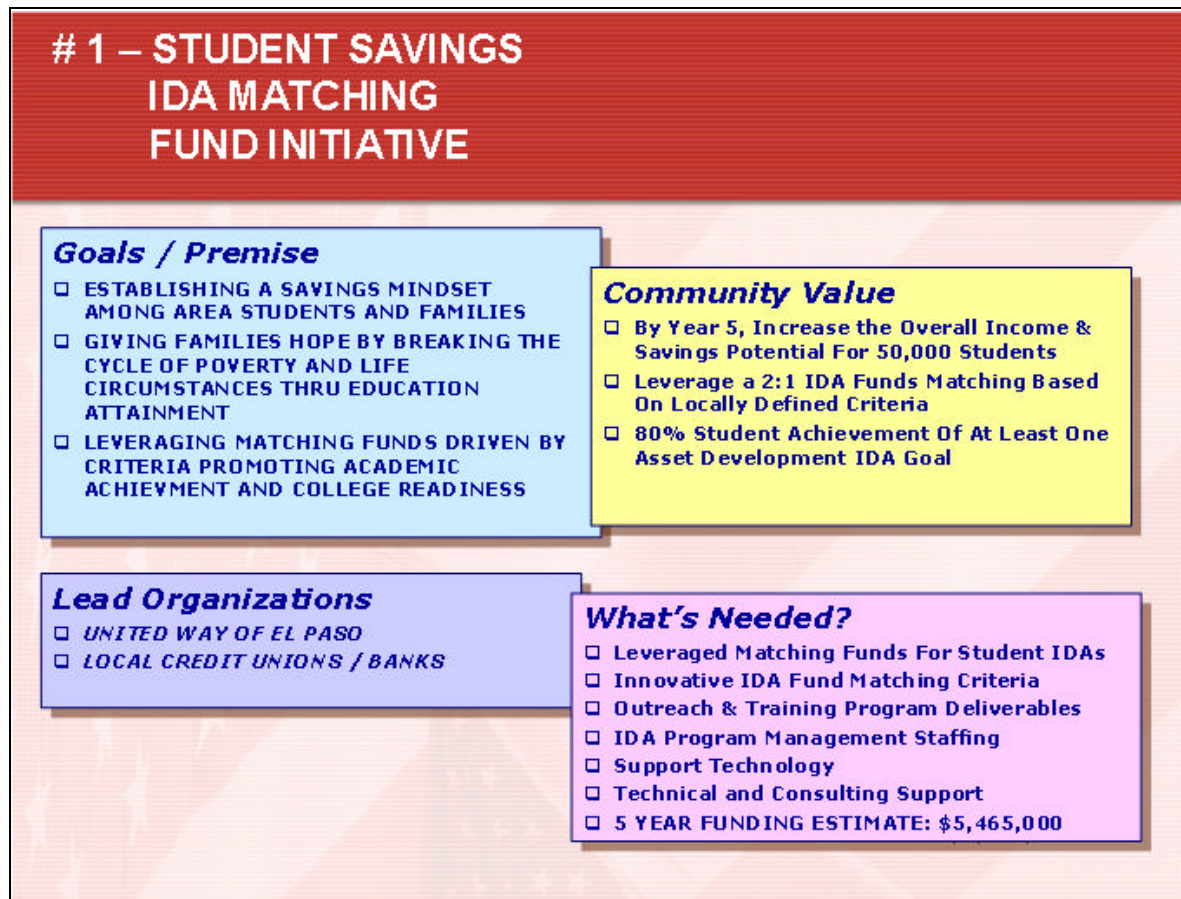
#1 Student Savings Matching Program

Initiative Description & Value Proposition

"A unique student savings program with fund matching criteria promoting savings for post-secondary pursuits."

Developed by the Wealth Creation / Financial Stability Strand and endorsed by the INVEST community team, the student savings and loan matching program focuses on establishing a savings mindset through individual development accounts (IDAs). IDAs include a fund matching criteria to promote savings towards college education or other post-secondary pursuits leveraged by matching funds from public or private sources. IDAs are a goal-oriented asset development and savings tool. Asset matching sources can be both public and private sector driven. The program is designed to give low-income families hope in having a different financial future based on their needs and dreams, including educational attainment. Education leads to a variety of economic benefits that fundamentally change the life circumstances of participants.

The following chart captures the primary goals/ premise, community value, lead organizations, and summary of the key needs. These components are detailed in the following sections.



Student Savings Matching Program

What is the Opportunity?

- ☐ Financial literacy is a 21st Century global citizen competency fundamental to future success¹
- ☐ Children born today will face college costs that are 3 to 4 times current levels by the time they matriculate²
- ☐ Parents are expected to pay at least half to two-thirds of their children's college costs through a combination of savings, current income, and loans³
- ☐ Students can and will dramatically influence parental financial management habits⁴
- ☐ Student bank accounts make it easier and encourage students to save and manage their money for a particular purpose⁵
- ☐ Education requires less savings compared to home ownership or micro enterprise investment – education saving goals are easier to attain⁶
- ☐ Those at lower income levels have higher success rates attaining education savings goals versus other IDA objectives⁷
- ☐ The El Paso community recognizes the need to dramatically increase college graduation rates and post secondary education attainment⁸

Initiative #1 Process Steps

STEP A: Design Local Student Savings Matching Program

- ☒ STEP A.1: Identify, develop, adapt, and/or adopt established IDA criteria or needed IDA rule changes required for this region
- ☒ STEP A.2: Identify, develop, adapt, and/or adopt appropriate fund matching criteria
- ☒ STEP A.3: Identify role of families/ schools/ students, funders (i.e., partners)
- ☒ STEP A.4: Identify materials/ resources needed
- ☒ STEP A.5: Design community outreach plans based on demographic-driven success strategies and culture-specific outreach approaches (e.g., “geo-local” factors)
- ☒ STEP A.6: Define a realistic set of milestones and outcomes based on the above
- ☒ STEP A.7: Develop accountability plan
 - Management
 - Evaluation Plan.

STEP B: Define/ Create Implementation Plan

- ☒ STEP B.1: Identify Partners and Resource commitments
- ☒ STEP B.2: Define Schedule/ Timetable for Key Activities/ Milestones
- ☒ STEP B.3 Identify Training Program/ Participants
- ☒ STEP B.4: Identify Evaluation Team

STEP C: Implement Training Program

- ☒ STEP C.1: Conduct the Training Program
- ☒ STEP C.2: Certify Partners/ Players

STEP D: Implement Outreach Plan and The Program

- ☒ STEP D.1: Program Management

- ☑ STEP D.2: Management Review

STEP E: Evaluate, Assess, and Adjust Program

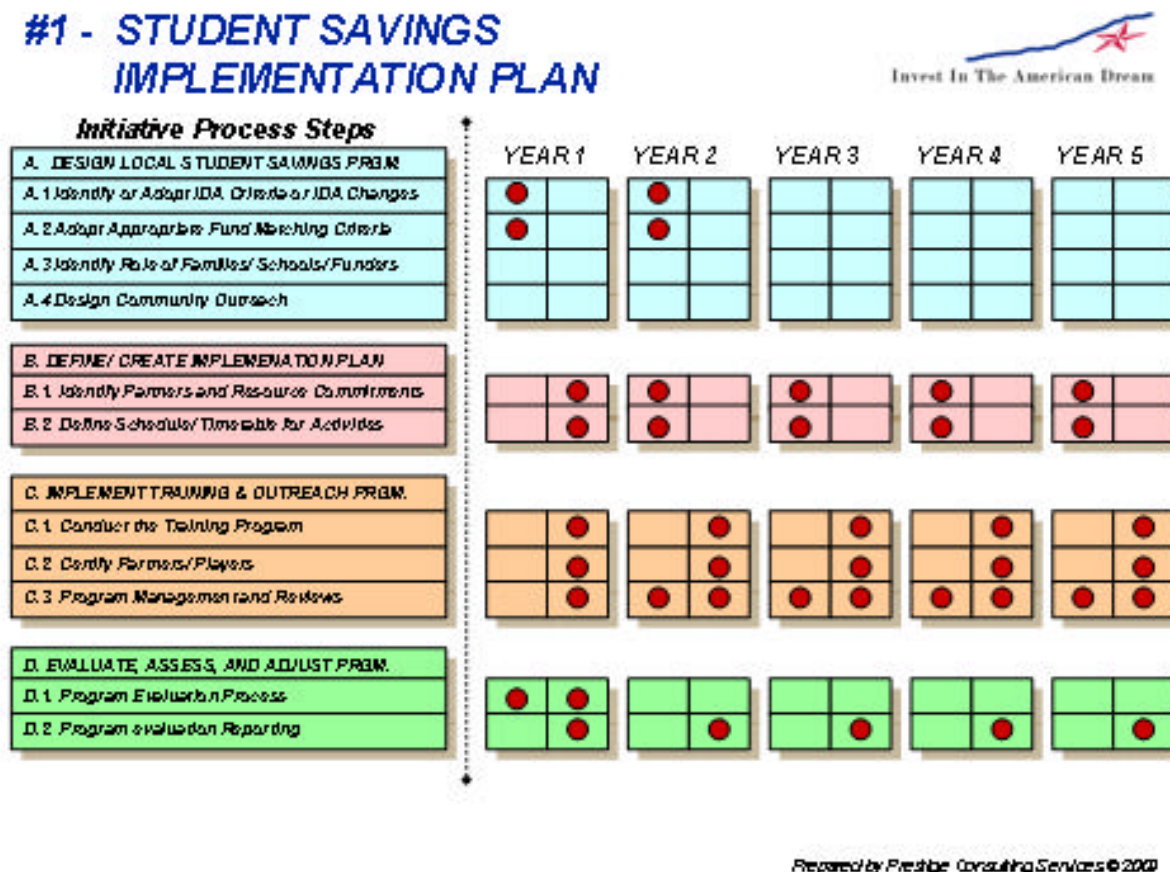
- ☑ STEP E.1: Program Evaluation Process
- ☑ STEP E.2: Program Evaluation Report

Initiative #1 Resource & Budget Requirements

The chart Figure #1a in the following page outlines the resources and budget requirements needed for the development and implementation of this key initiative.

Initiative #1 Implementation Schedule

The chart below outlines the implementation schedule over the course of the next five years for this initiative. Only the key steps from above are summarized.



Initiative #1 Initiative Milestones

The defined value for the community will result in attaining the following:

- By Year 5, increase in the overall income and savings potential for 50,000 students
- Leveraging a 2:1 IDA funds matching based on locally defined criteria
- 80% student achievement of at least one asset development IDA goal

Initiative #1 Follow-Up Lead And Partner Organizations

Who is leading the charge? The United Way of El Paso and local credit unions and banks are the key partners in this initiative.

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INITIATIVE BRIEFING REPORT -- Version 1.35 DRAFT**

Figure #1.a Initiative #1 Student IDA Savings Resource and Budget Plan

**Proposed 5 Year Budget for #1
Student Savings Account w/ Matching Funds**

	Year 1	Year 2	Year 3	Year 4	Year 5	
STAFFING (This includes all staff, consultants, support personnel, evaluators, etc.)						Comments
Program Administrator	\$ 45,000.00	\$ 47,250.00	\$ 49,625.00	\$ 52,100.00	\$ 54,700.00	
Per Diem for Program Administrator Staff	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Support Staff	\$ 25,000.00	\$ 26,250.00	\$ 27,600.00	\$ 29,000.00	\$ 30,400.00	
Subtotal Fees/ Salaries	\$ 70,000.00	\$ 73,500.00	\$ 77,225.00	\$ 81,100.00	\$ 85,100.00	
Subtotal Per Diems	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Total STAFFING Budget STEP N	\$ 73,000.00	\$ 76,500.00	\$ 80,225.00	\$ 84,100.00	\$ 88,100.00	

SUPPLIES / MATERIALS (Includes CONSUMABLE marketing, training materials, publishing resources, paper supplies, etc.)						Comments
Matching Funds	\$ 500,000.00	\$ 750,000.00	\$ 1,000,000.00	\$1,250,000.00	\$1,500,000.00	10000 Accounts Matched Per Year @ 100 Per Account
Marketing Materials	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00	
Total SUPPLIES Budget STEP N	\$ 510,000.00	\$ 765,000.00	\$ 1,015,000.00	\$1,260,000.00	\$1,510,000.00	

EQUIPMENT (Includes computer systems, vehicles, office equipment, etc.)						Comments
Laptop computers	\$ 2,000.00					
Printers	\$ 1,000.00					
Total EQUIPMENT Budget STEP N	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	

	Year 1	Year 2	Year 3	Year 4	Year 5	5 YEAR TOTAL
TOTAL STEP N BUDGET	\$ 586,000.00	\$ 841,500.00	\$ 1,095,225.00	\$1,344,100.00	\$1,598,100.00	\$ 5,464,925.00

#2 Community Wide Debt Reduction – Financial Counseling

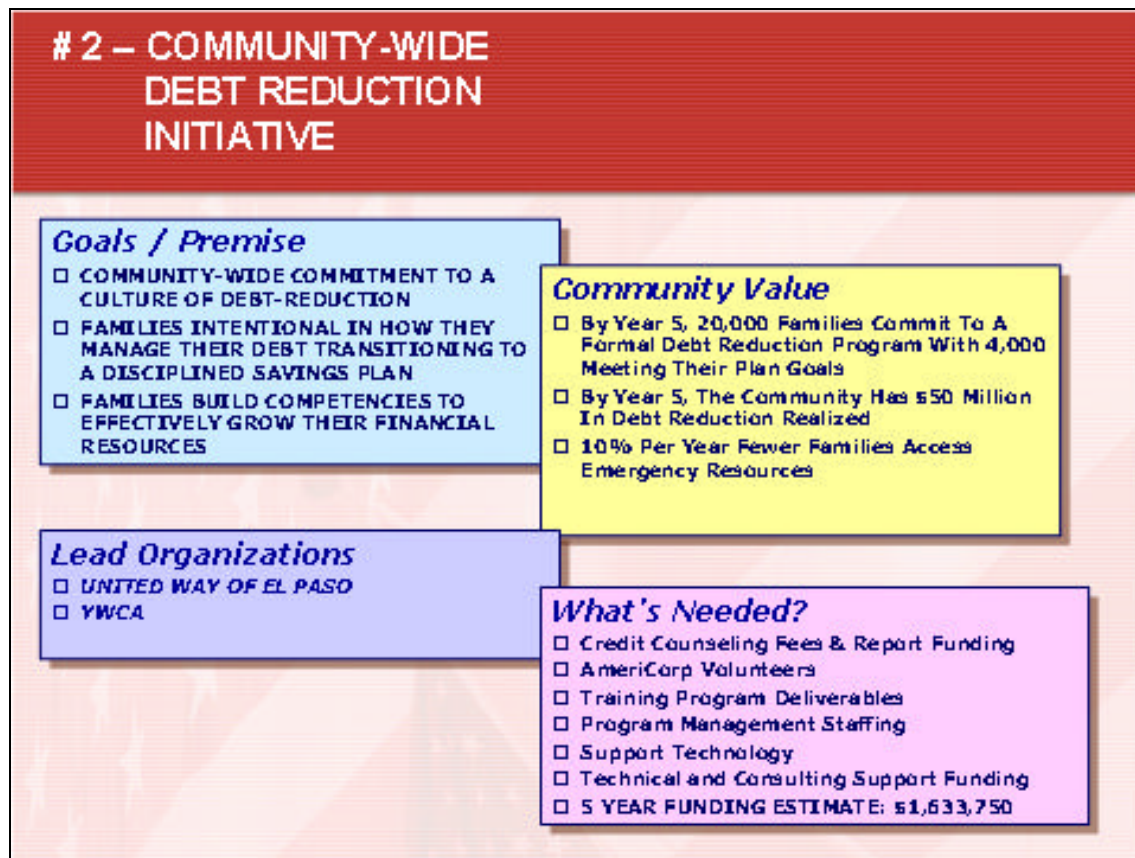
Initiative Description & Value Proposition

"Innovative one-on-one financial counseling driven by AmeriCorp volunteers and credit counselors."

Critical to a family's ability to support their children is development of financial literacy and long-term savings goals, as well as, their own commitment to reducing debt as a family. Establishing savings accounts is a worthy goal and Americans generally recognize savings as an important factor in building wealth for life planning. Despite this recognition, families struggle to reduce debt and this struggle impacts many wealth-related opportunities be they establishing credit, purchasing a new home, or saving for a college education. The INVEST Financial Counseling - Community Wide Debt Reduction Initiative was created to address this issue. The value propositions for this initiative include:

- Families in our community are intentional in how they manage their financial debt
- Families build competencies to effectively grow / utilize their financial resources
- The community increases its awareness, understanding, and buy-in to the value of a culture of debt-reduction

The following chart captures the primary goals/ premise, community value, lead organizations, and summary of the key needs. These components are detailed in the following sections.



What is the Opportunity?

- ❑ Clear disparities exist between the quantity and quality of financial products made available to low-income and minority consumers⁹
- ❑ A major factor in eliminating/reducing debt is consumers' ability to connect with certified, affordable credit counselors who can work with them to assess their current situation while recommending the best course of action to resolve the debt¹⁰
- ❑ Debt reduction affects the well being of our citizens by facilitating their movement from a debt reduction plan to a savings plan via a comprehensive action plan developed by certified credit counselors¹¹
- ❑ 75% of persons with barriers to home ownership present high debt/credit ratios as the primary barrier¹²
- ❑ High debt/credit ratios prevent families from purchasing homes and other assets - home ownership is a major staple in achieving the American Dream and building wealth¹³
- ❑ Debt reduction reduces family stress - finances have been identified as a major factor leading to divorce and domestic violence¹⁴
- ❑ Financially stable families become more active participants as citizens in the community (e.g., voting, volunteering, school engagement, etc.)¹⁵

Initiative #2 Process Steps

STEP A: Design Financial Counseling – Debt Reduction Program

- ☑ STEP A.1: Design / refine the specific “one-on-one” counseling service delivery model (i.e., including the services process flowchart)
- ☑ STEP A.2: Identify / design materials and resources related to the model
- ☑ STEP A.3: Identify roles of partners, clients, and volunteers (e.g. client self-managed vs. resource certified counseling)
- ☑ STEP A.4: Identify role of the counselors and criteria for selection, referrals, and fee structure(s) for assistance and partial waivers
- ☑ STEP A.5: Design the initiative training program
- ☑ STEP A.6: Design community outreach plan, promotional materials and incentives for sustained family engagement
- ☑ STEP A.7: Develop accountability plan
 - Quality management
 - Evaluation plan
 - Evaluation model and evaluators

STEP B: Define/ Create Implementation Plan

- ☑ STEP B.1: Define Schedule/ Timetable for Key Activities/ Milestones
- ☑ STEP B.2 Identify Training Program/ Participants
- ☑ STEP B.3: Gain commitment and endorsement from the partners for the implementation plan and responsibilities
- ☑ STEP B.4: Finalize the Evaluation Team

STEP C: Implement Volunteer/ Counselor Training Program

- ☑ STEP C.1: Conduct the Training Program for service volunteers and counselors (e.g. training on self-managed versus use of directly managed resources)
- ☑ STEP C.2: Identify community resources for volunteers to leverage (e.g., 211 has a role)

STEP D: Implement Outreach Plan and The Program

- ☑ STEP D.1: Start program management team
- ☑ STEP D.2: Initiate management review process

STEP E: Evaluate, Assess, and Adjust Program

- ☑ STEP E.1: Program evaluation
- ☑ STEP E.2: Program evaluation reporting
- ☑ STEP E.3: Program continuous process improvement

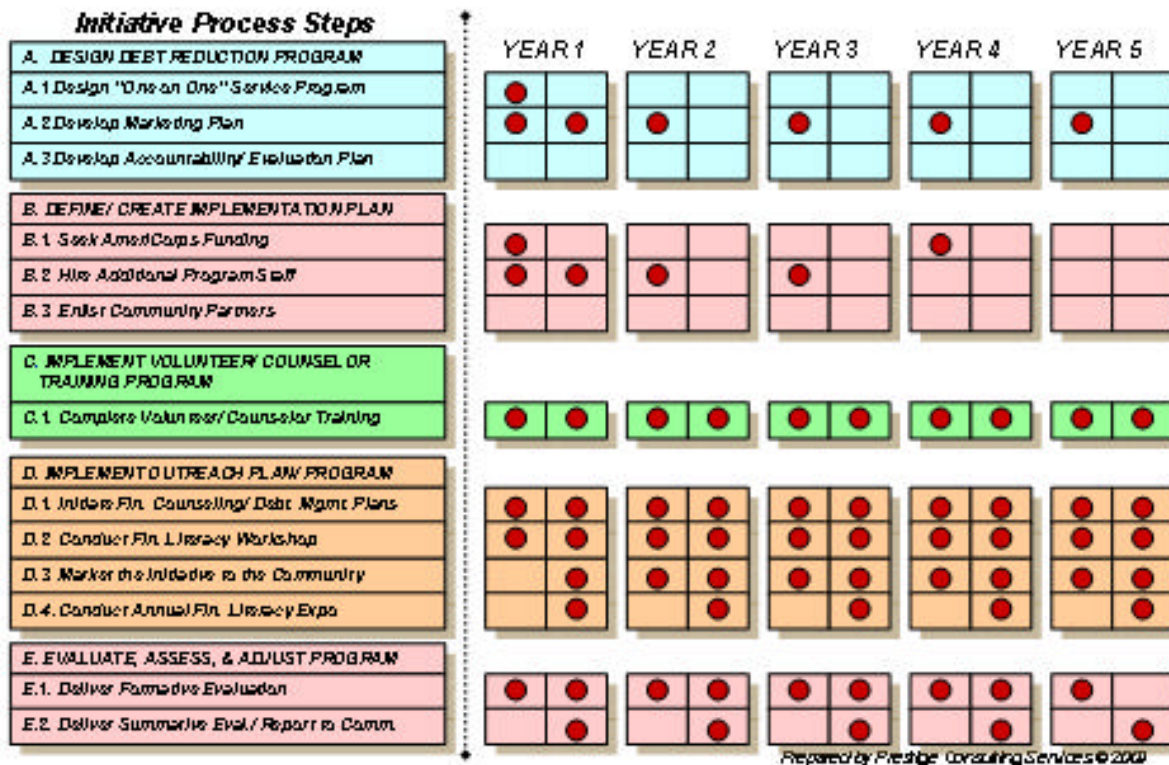
Initiative #2 Resource & Budget Requirements

The chart Figure #2.a on the following page outlines the resources and budget requirements needed for the development and implementation of this key initiative.

Initiative #2 Implementation Schedule

The chart below outlines the implementation schedule over the course of the next five years for this initiative. Only the key steps from above are summarized.

#2 - COMMUNITY-WIDE DEBT REDUCTION IMPLEMENTATION PLAN



Initiative #2 Milestones

- By year 5, 20,000 families commit to a formal debt reduction program with 4,000 meeting their plan goals
- By year 5, the community has \$50 million in debt reduction realized
- 10% per year fewer families access emergency resources

Initiative #2 Follow-Up Lead And Partner Organizations

Who is leading the charge? The United Way of El Paso and the YWCA are the lead organizations in this endeavor.

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INITIATIVE BRIEFING REPORT -- Version 1.35 DRAFT**

Figure #2.a Initiative #2 Financial Counseling / Debt Reduction Resource and Budget Plan

**Proposed 5 Year Budget for
#2 Debt Reduction**

Figure #2a.

	Year 1	Year 2	Year 3	Year 4	Year 5	
STAFFING (This includes all staff, consultants, support personnel, evaluators, etc.)						Comments
1a) Credit Counselors	\$ 242,000.00	\$ 284,000.00	\$ 326,000.00	\$ 400,000.00	\$ 400,000.00	Includes FTEs times salaries or fees fully burdened
Less current investment	\$ (200,000.00)	\$ (200,000.00)	\$ (200,000.00)	\$ (200,000.00)	\$ (200,000.00)	Current Investment by YWCA El Paso del Norte Region
1b) Staff Type A Per Diem						Includes travel, lodging, etc.
2a) Program Administrator	\$ 51,200.00	\$ 51,200.00	\$ 51,200.00	\$ 51,200.00	\$ 51,200.00	Includes FTEs times salaries or fees fully burdened
2b) Staff Type B Per Diem						Includes travel, lodging, etc.
3a) Volunteers	\$ 250,856.00	\$ 250,856.00	\$ 250,856.00	\$ 250,856.00	\$ 250,856.00	This is for the AmeriCorps volunteers
Planned AmeriCorps Support	\$ (250,856.00)	\$ (250,856.00)	\$ (250,856.00)	\$ (250,856.00)	\$ (250,856.00)	United Way will apply for these funds under a separate opportunity
3b) Staff Type C Per Diem	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	Mileage for volunteers, staff professional development and certifications
Training	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,000.00	
Trainer Per Diem	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Professional Fees	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Marketing consultant	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	
Subtotal Fees/ Salaries	\$ 114,700.00	\$ 135,200.00	\$ 177,200.00	\$ 251,200.00	\$ 251,200.00	
Subtotal Per Diems	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	
Total STAFFING Budget STEP N	\$ 131,200.00	\$ 151,700.00	\$ 193,700.00	\$ 267,700.00	\$ 267,700.00	
SUPPLIES / MATERIALS (Includes CONSUMABLE marketing, training materials, publishing resources, paper supplies, etc.)						Comments
Credit when Credit is Due	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	Include shipping and handling
Credit reports	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	one on intake and one after program completion
Training Manual	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	for volunteers
Marketing hard costs	\$ 20,000.00	\$ 50,000.00	\$ 50,000.00	\$ 20,000.00	\$ 20,000.00	
1e) Supply item #5						
1f) Supply item #6						
Office supplies	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	general office supplies and calculators
Total SUPPLIES Budget STEP N	\$ 98,500.00	\$ 128,500.00	\$ 128,500.00	\$ 98,500.00	\$ 98,500.00	
EQUIPMENT (Includes computer systems, vehicles, office equipment, etc.)						Comments
Computers	\$ 13,500.00	\$ 1,500.00	\$ 3,000.00	\$ 3,000.00		1 per counselor; 4 for educators
Projectors	\$ 4,000.00					
Copier	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	
Printer	\$ 2,500.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00		
Phone lines	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	
Total EQUIPMENT Budget STEP N	\$ 27,850.00	\$ 9,850.00	\$ 11,850.00	\$ 11,850.00	\$ 7,850.00	
	Year 1	Year 2	Year 3	Year 4	Year 5	5 YEAR TOTAL
TOTAL STEP N BUDGET	\$ 257,550.00	\$ 290,050.00	\$ 334,050.00	\$ 378,050.00	\$ 374,050.00	\$1,633,750.00

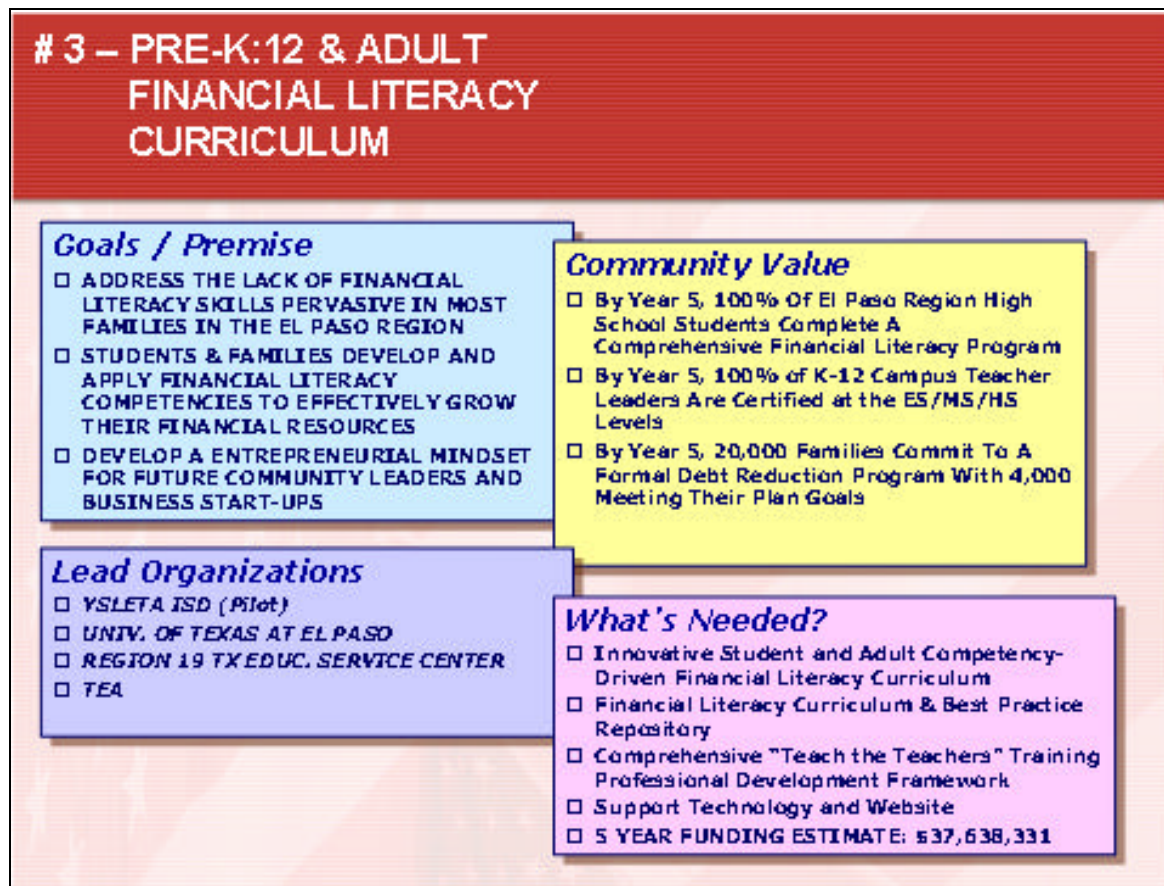
#3 “COMPETENCY DRIVEN” Pre-K to HS FINANCIAL LITERACY CURRICULUM

Initiative Description & Value Proposition

“Development of thirteen financial literacy competencies as a foundation for creating a Paso del Norte entrepreneurship region.”

The Financial Literacy Strand developed by the INVEST community team focuses on addressing the lack of financial literacy skills pervasive in most families in the El Paso region, at both the adult and youth levels. The purpose of this initiative is to ensure high school students and their families develop and apply key financial literacy skills resulting from school and family financial literacy programs.

The following chart captures the primary goals/ premise, community value, lead organizations, and summary of the key needs. These components are detailed in the following sections.



What is the Opportunity?

- Teens have an ever-growing buying power and are pursued by retail advertising and marketing¹⁶
- Financial literacy is a 21st Century global citizen competency fundamental to future success¹⁷

**INVEST IN THE AMERICAN DREAM COMMUNITY INITIATIVE
INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

- ❑ Predatory lending is rampant in our community – need to avert this early as a financing option¹⁸
- ❑ Financial literacy is a Texas Education Agency essential knowledge and skill requirement that is part of life readiness skills development¹⁹
- ❑ Students can and will dramatically influence parental financial management habits²⁰
- ❑ The current US economic woes warrant better informed consumers²¹
- ❑ Pursuit of higher education requires new, innovative approaches to meet rising college costs²²
- ❑ Future El Paso area economic development opportunities require savvy, financially-literate entrepreneurs²³

Initiative #3 Process Steps

STEP A: Financial Literacy Curriculum Development & Planning

- ☑ STEP A.1: Identify, develop, adapt, and/or adopt age-appropriate **student financial literacy knowledge and curricula** tied to the defined thirteen (13) competencies
 - Continue mining for curricula to support El Paso County schools
 - Identify teacher focus groups for examination of curricula
 - Tailor the needs to using current, proven financial literacy curricula (i.e., Junior Achievement and MicroSociety) to develop a list of recommended curricula and resources
- ☑ STEP A.2: Identify, develop, adapt, and/or adopt appropriate **adult financial literacy knowledge and curricula** tied to the defined thirteen (13) competencies
 - Discuss and define the INVEST role with respect to adult financial literacy
 - Identify the schools' roles with adult financial literacy
- ☑ STEP A.5: Design an **evaluation model and accountability plan** for program assessment.

STEP B: Community Service Support

- ☑ STEP B.1: Identify and develop **partnerships and investments from the community** to support the financial literacy curriculum and programs defined in Step A.
 - Explore opportunities for community support
 - Warehouse information on student and adult financial learning in the community
- ☑ STEP B.2: Develop a **resource plan for support of adult literacy** opportunities
 - Develop a list of recommended presenters and adult financial service opportunities
 - Create a website that allows community agencies to explore recommended presenters or adult financial service opportunities

STEP C: Professional Development

- ☑ STEP C.1: Research and design **professional development standards and implementation structures** for educators
- ☑ STEP C.2: Design and implement a the **designed framework and professional development training program** focused on a T3 “teach the teachers” model targeted at school district educators at all three education levels (HS, MS, and ES).
- ☑ STEP C.3: Create a **financial literacy website** that allows school districts and teachers to explore recommended curricula and resources

STEP D: Stakeholder Outreach

- ☑ STEP D.1: Design and implement a **structured community outreach campaign** focused on developing stakeholder awareness, understanding, and buy-in to the purpose and value of this financial literacy initiative.
 - Discuss methods for informing El Paso County of these curricula and resources
 - Include Public Service Announcements and community-wide PreK-12 instruction
- ☑ STEP D.2: Provide **opportunities for families to engage in financial learning** activities
 - Sponsor “family financial literacy” fairs with student presenters
 - Provide a list of community service resources for adults in financial crisis

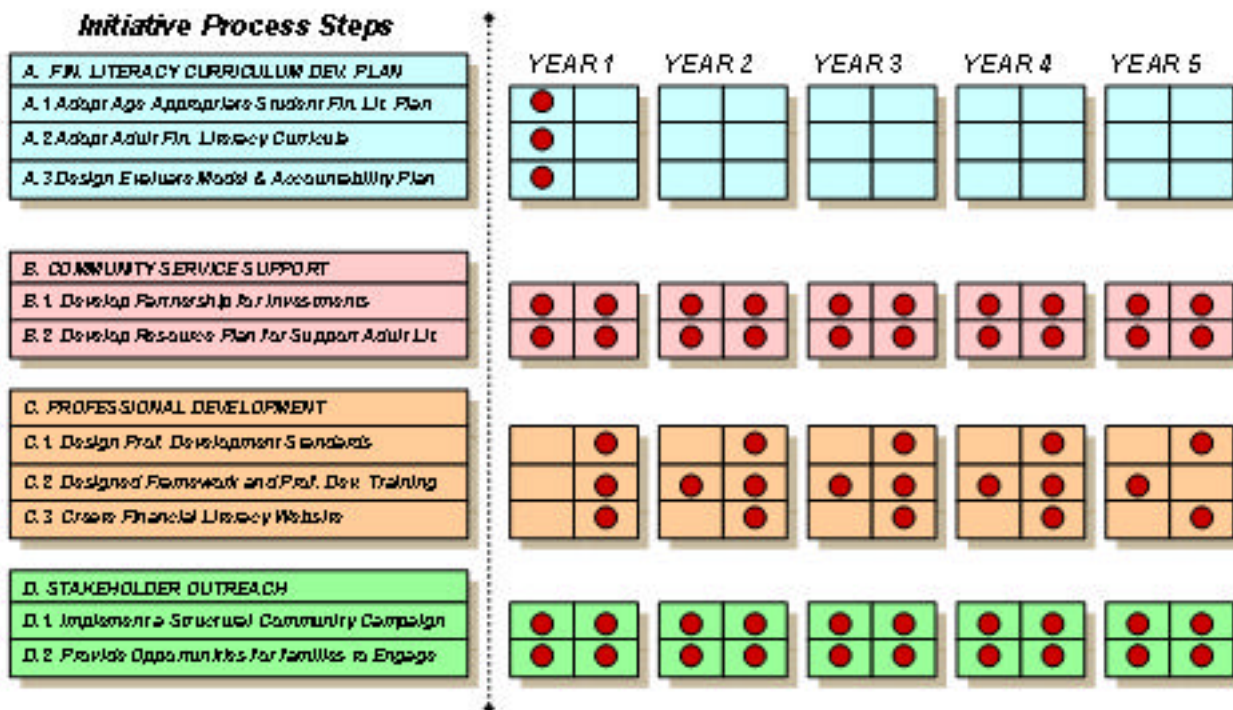
Initiative #3 Resource & Budget Requirements

The chart Figure #3.a on the following page outlines the resources and budget requirements needed for the development and implementation of this key initiative.

Initiative #3 Implementation Schedule

The chart below outlines the implementation schedule over the course of the next five years for this initiative. Only the key steps from above are summarized.

#3 - PRE-K – 12 & ADULT FINANCIAL LITERACY CURRICULUM IMPLEMENTATION PLAN



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Initiative #3 Milestones

- By year 5, 100% of El Paso region high school students complete a comprehensive financial literacy program
- By year 5, 100% of K-12 campus teacher leaders are certified at the ES/MS/HS levels
- By year 5, 20,000 families commit to a formal debt reduction program with 4,000 meeting their plan objectives

Initiative #3 Follow-Up Lead And Partner Organizations

Who is leading the charge? The Ysleta Independent School District is the lead pilot school district with the Univ. of TX at El Paso and Region 19 Texas Education Service Centers contributing as lead organizations in this endeavor.

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INITIATIVE BRIEFING REPORT -- Version 1.35 DRAFT**

Figure #3.a Initiative #3 Financial Literacy Curriculum Resource and Budget Plan

**Proposed 5 Year Budget for
#3 Financial Literacy Strand**

Figure #3a.

	Year 1	Year 2	Year 3	Year 4	Year 5	
STAFFING (This includes all staff, consultants, support personnel, evaluators, etc.)						
A. Curriculum Development						
Consultant Fees	\$ 1,708,000.00	\$ 854,000.00	\$ 427,000.00	\$ 213,500.00	\$ 106,750.00	decrease by 50% annually
Consultant Per Diem (Includes	\$ 103,000.00	\$ 51,500.00	\$ 25,750.00	\$ 12,875.00	\$ 6,438.00	decrease by 50% annually
Support Personnel	\$ 612,000.00	\$ 306,000.00	\$ 153,000.00	\$ 76,500.00	\$ 38,250.00	decrease by 50% annually
Program Evaluators	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	
B. Community Service Report						
Consultant Fees	\$ 160,000.00	\$ 80,000.00	\$ 40,000.00	\$ 20,000.00	\$ 10,000.00	decrease by 50% annually
Consultant Per Diem	\$ 20,720.00	\$ 10,360.00	\$ 5,180.00	\$ 2,590.00	\$ 1,295.00	decrease by 50% annually
Staffing	\$ 652,000.00	\$ 652,000.00	\$ 652,000.00	\$ 652,000.00	\$ 652,000.00	
Evaluators	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	
Staff Travel	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	
C. Professional Development						
Consultants	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	
Teacher Compensation	\$ 2,844,800.00	\$ 2,930,144.00	\$ 3,018,049.00	\$ 3,108,591.00	\$ 3,201,839.00	increase 3% annually
Principal training sessions	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	
D. Outreach						
Professional marketing campaign	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Promotional events participants	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	
Vender Booth Creation	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	
Total STAFFING Budget STEP N	\$ 6,638,520.00	\$ 5,422,004.00	\$ 4,858,979.00	\$ 4,624,056.00	\$ 4,554,572.00	
SUPPLIES / MATERIALS (Includes CONSUMABLE marketing, training materials, publishing resources, paper supplies, etc.)						
A. Curriculum Development						
Publishing Resources	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	
Program Evaluations	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ 1,200.00	new evaluation every other
Supplies	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
B. Community Service Report						
Curriculum Resources	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	
Supplies	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
Evaluations	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ 1,200.00	
C. Professional Development						
Curriculum Publication	\$ 1,500,000.00	\$ 750,000.00	\$ 375,000.00	\$ 375,000.00	\$ 187,500.00	decrease by 50% annually
DVD Curriculum Materials	\$ 500,000.00	\$ 250,000.00	\$ 125,000.00	\$ 62,000.00	\$ 31,250.00	decrease by 50% annually
Website Hosting Fee	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	
Training Materials	\$ 187,500.00	\$ 187,500.00	\$ 187,500.00	\$ 187,500.00	\$ 187,500.00	
D. Outreach						
Television and radio commercials	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	
Billboards	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00	
Print Advertising	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
ads, flyers, brochures, mailers	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	
Public Service Announcements	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	
Promotional Items	\$ 30,800.00	\$ 30,800.00	\$ 30,800.00	\$ 30,800.00	\$ 30,800.00	
Total SUPPLIES Budget STEP N	\$ 2,908,700.00	\$ 1,906,300.00	\$ 1,408,700.00	\$ 1,343,300.00	\$ 1,127,450.00	
EQUIPMENT (Includes computer systems, vehicles, office equipment, etc.)						
A. Professional Development						
Financial Calculators	\$ 990,000.00	\$ 990,000.00	\$ 495,000.00	\$ 247,000.00	\$ 123,750.00	
Total EQUIPMENT Budget STEP N	\$ 990,000.00	\$ 990,000.00	\$ 495,000.00	\$ 247,000.00	\$ 123,750.00	
	Year 1	Year 2	Year 3	Year 4	Year 5	5 YEAR TOTAL
TOTAL STEP N BUDGET	\$ 10,537,220.00	\$ 8,318,304.00	\$ 6,762,679.00	\$ 6,214,356.00	\$ 5,805,772.00	\$ 37,638,331.00

#4 Increasing the Community Loan Capacity

Initiative Description & Value Proposition

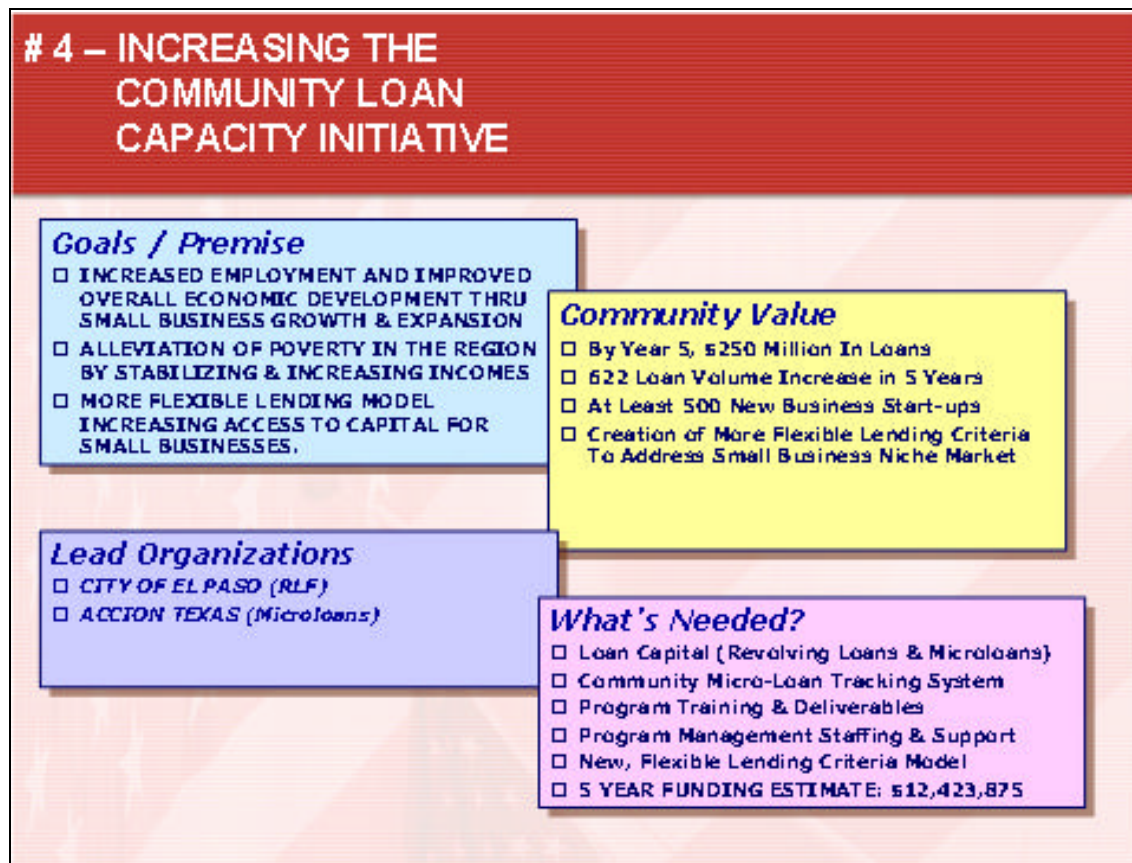
“Expanding the community’s new business lending capacity through expansion of existing loan programs.”

Access to capital for small business start-up and expansion efforts continues to be a major barrier for entrepreneurs across the country and also in the El Paso community. The Expanded Access to Capital – Community Loan Initiative is intended to enhance and expand existing loan programs to increase the community’s loan capacity and create new business lending for the small business community. This will ensure entrepreneurial start-up growth and improve small business sustainability.

Specifically, the intent of this initiative is two-fold:

- to grow and expand businesses leading to increased employment and improving overall economic development
- to stabilize and increase income alleviating poverty in our region

The following chart captures the primary goals/ premise, community value, lead organizations, and summary of the key needs. These components are detailed in the following sections.



Expanded Access to Capital

What is the Opportunity?

- ☐ Lack of access to capital is creating obstacles for entrepreneurship growth²⁴
- ☐ Hispanic small business ventures have the fastest growth rate in the nation²⁵
- ☐ Building connections for small business owners between their needs and access to available services is a challenge, especially in the rural areas²⁶
- ☐ Revolving Loan Funds (RLF) and micro-loan programs are tools designed to stimulate growth, economic activity and job creation by providing improved access to capital for new and existing small businesses in El Paso²⁷
- ☐ Revolving loan funds and micro-loans provide critical financing when credit access is limited, supporting the development and expansion of local businesses and other special initiatives²⁸
- ☐ While a revolving loan fund cannot finance projects on its own, it is an integral part of the small business loan package with essential gap financing²⁹
- ☐ Borrowers benefit from flexible and favorable terms, and financial institutions enjoy lower overall risk in supporting small businesses. The results include new jobs, new businesses, and a healthier local economy³⁰
- ☐ Micro-loan programs entertain loan applications not typically considered by traditional financial institutions and prepares small businesses to graduate to these traditional loan sources³¹
- ☐ El Paso has a unique market for “nano-loan” programs, that is, loans smaller than the conventional micro loans³²

Initiative #4 Process Steps

STEP A: Design / Refine Existing Community Loan Program Services to Meet Local Demand

- ☒ STEP A.1: Inventory current community loan programs/ initiatives
- ☒ STEP A.2: Design training program for service providers and clients
- ☒ STEP A.3: Design tracking system (inventory loan history)
- ☒ STEP A.4: Design outreach/ education programs (e.g., “grow local business” or “hit the streets”)
- ☒ STEP A.5: Identify resources/ deliverables/ partners
- ☒ STEP A.6: Design program management process
- ☒ STEP A.7: Design program evaluation model
- ☒ STEP A.8: Define the use of existing tools, such as bonding resource
- ☒ STEP A.9: Define partner roles

STEP B: Procure Additional Capital, Resources, and Partners for Increased Community Loan Capacity

- ☒ STEP B.1: Identify and secure additional capital, resources, and partners
- ☒ STEP B.2: Identify participating micro-loan programs with their specific criteria

STEP C: Implement Education and Outreach Programs

- ☒ STEP C.1: Implement borrower/ lender specific education and outreach
- ☒ STEP C.2: Implement small business community education and outreach
- ☒ STEP C.3: Implement technology-based service model (e.g., internet)

STEP D: Implement the Evaluation Model

- ☑ STEP D.1: Focus on program effectiveness/quality
- ☑ STEP D.2: Focus on increase in loan volume
- ☑ STEP D.3: Continue periodic continuous process improvement strategy

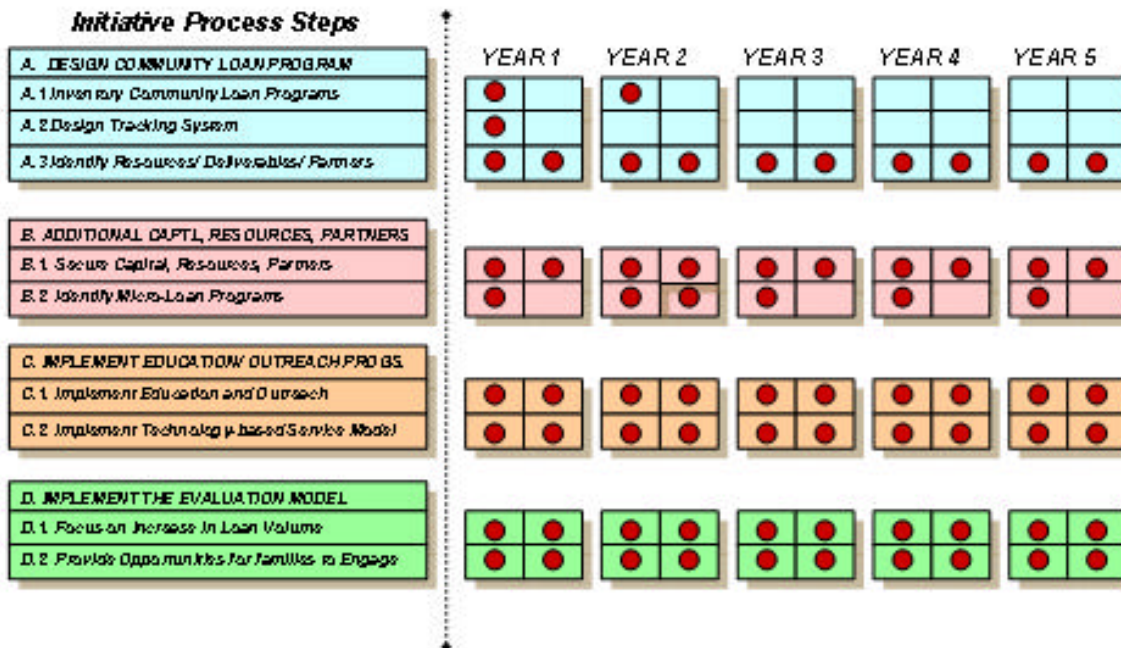
Initiative #4 Resource & Budget Requirements

The chart Figure #4.a on the following page outlines the resources and budget requirements needed for the development and implementation of this key initiative.

Initiative #4 Implementation Schedule

The chart below outlines the implementation schedule over the course of the next five years for this initiative. Only the key steps from above are summarized.

#4 - INCREASING THE COMMUNITY LOAN CAPACITY IMPLEMENTATION PLAN



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Initiative #4 Milestones

Infusion of at least \$5M in loan capital resulting in meeting or exceeding the following 5 year targets

- ❑ \$250M in loans as measured by SBA, Microloans, and RLF stats
- ❑ 622 loan volume as measured by SBA, Microloans, and RLF stats
- ❑ At least 500 startups as measured by SBA, Microloans, and RLF stats
- ❑ Creation or retention of at least 1200 jobs as a result of this loan program

Initiative #4 Follow-Up Lead And Partner Organizations

Who is leading the charge? The City of El Paso for the RLF fund and Accion Texas for the microloan initiatives are the lead organizations.

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INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

Figure #4.a Initiative #4 Community Loan Capacity Resource and Budget Plan

**Proposed 5 Year Budget for
#4 SB Community Loan Capacity Program**

Figure #4a.

	Year 1	Year 2	Year 3	Year 4	Year 5	
STAFFING (This includes all staff, consultants, support personnel, evaluators, etc.)						Comments
Staff (Pgm Admin., Admin.Asst., TA Contractor, Loan Officer, Senior Loan Officer)	\$ 245,000.00	\$ 269,500.00	\$ 296,450.00	\$ 326,095.00	\$ 358,704.50	See Narrative
Benefits	\$ 40,000.00	\$ 44,000.00	\$ 48,400.00	\$ 53,240.00	\$ 58,564.00	Identify benefits
Travel Per Diem	\$ 35,000.00	\$ 38,500.00	\$ 42,350.00	\$ 46,585.00	\$ 51,243.50	Travel with 10% growth
Subtotal Fees/ Salaries	\$ 285,000.00	\$ 313,500.00	\$ 344,850.00	\$ 379,335.00	\$ 417,268.50	
Subtotal Per Diems	\$ 35,000.00	\$ 38,500.00	\$ 42,350.00	\$ 46,585.00	\$ 51,243.50	
Total STAFFING + Per Diem	\$ 320,000.00	\$ 352,000.00	\$ 387,200.00	\$ 425,920.00	\$ 468,512.00	
SUPPLIES / MATERIALS (Includes CONSUMABLE marketing, training materials, publishing resources, paper supplies, etc.)						Comments
Variable Admin Costs (Marketing/ Supplies)	\$ 35,000.00	\$ 38,500.00	\$ 42,350.00	\$ 46,585.00	\$ 51,243.50	
Fixed Admin Costs (Rent, Communications, Accounting, Legal, Insurance)	\$ 100,000.00	\$ 110,000.00	\$ 121,000.00	\$ 133,100.00	\$ 146,410.00	
Total SUPPLIES Budget STEP N	\$ 135,000.00	\$ 148,500.00	\$ 163,350.00	\$ 179,685.00	\$ 197,653.50	
LOAN PROCEEDS						Comments
RLF	\$ 200,000.00	\$ 220,000.00	\$ 242,000.00	\$ 266,200.00	\$ 292,820.00	City/County RLF Proceeds
Accion, TX	\$ 1,215,000.00	\$ 1,336,500.00	\$ 1,470,150.00	\$ 1,617,165.00	\$ 1,778,881.50	Mini Micro Loans
Loan Load Proceeds	\$ 165,000.00	\$ 181,500.00	\$ 199,650.00	\$ 219,615.00	\$ 241,576.50	
Total LOAN PROCEEDS Budget STEP N	\$ 1,580,000.00	\$ 1,738,000.00	\$ 1,911,800.00	\$ 2,102,980.00	\$ 2,313,278.00	
	Year 1	Year 2	Year 3	Year 4	Year 5	5 YEAR TOTAL
TOTAL STEP N BUDGET	\$ 2,035,000.00	\$ 2,238,500.00	\$ 2,462,350.00	\$ 2,708,585.00	\$ 2,979,443.50	\$ 12,423,878.50

#5 Mobile Small Business Regional Support Services Program

Initiative Description & Value Proposition

“Enhancing small business growth in the Paso del Norte region incorporating a creative mobile center service delivery model.”

The Mobile Small Business Regional Support Services Program is designed to develop a partner-driven set of proven technical support services to build and enhance small business growth and success in the Paso del Norte region by incorporating a mobile center concept. The value proposition for this initiative: “To expand the small business entrepreneurship in the Southwest Border region.”

The following chart captures the primary goals/ premise, community value, lead organizations, and summary of the key needs. These components are detailed in the following sections.



What is the Opportunity?

- Small businesses represent the largest job creation engine in our community, state, and nation³³
- Technology has sprung up a burgeoning home business market³⁴
- Lack of access to capital is creating obstacles for entrepreneurship growth³⁵

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INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

- ❑ Minority, women-owned and small business ventures have the fastest growth rate in the nation³⁶
- ❑ Local focus on small business support and technical services is growing³⁷
- ❑ Small business growth in areas of high tech, high skill, and high wages is a cornerstone of economic development focus in the region³⁸
- ❑ Building connections for small business owners between their needs and access to available services is a challenge, especially in the rural areas³⁹
- ❑ One-on-one personal connectivity is an effective approach to providing support services⁴⁰
- ❑ Leveraging programs and resources that deliver the best one-on-one connectivity leading to economic development success⁴¹
- ❑ The EPHCC can serve as a model to other chambers from this region to provide knowledge-based support⁴²

Initiative #5 Process Steps

STEP A: Design / Plan Mobile Program Incorporating the D³ Service Delivery Model

- ☑ STEP A.1: Identify and design a **knowledge based support services**
 - Profile the inventory of current technical service deliverables targeted at the small business community (EPHCC, the URG and other local organizations)
 - Use the **D³ (Design, Develop, and Duplicate)** model for the delivery of small business regional technical services including the innovative use of technology, mobile vans, etc. to build direct connections to the small business community at prime regional sites.
 - Identify community and partnering opportunities to leverage other resources.
 - Develop a partner resource plan (including in-kind services) needed to implement the program including current expertise and community resources (staffing, materials, supplies, equipment, etc.). Finalize a program commitment from all partners to engage.
- ☑ STEP A.2: Design an **outreach program** to build community awareness, understanding and buy-in.
 - Outline an outreach plan to generate interest and connections to the SB community including the rural areas
 - Incorporate current partner communication vehicles to leverage the effectiveness of the outreach program
 - Seek other partners to provide assistance in the outreach efforts.
- ☑ STEP A.3: Design an **evaluation model and accountability plan** for program assessment focused on data management and reporting of the impact and results
 - Define targeted results and a process for program effectiveness.
 - Include a process to periodically adjust the services based on effectiveness and small business client feedback.

STEP B: Develop and Implement the Mobile Program

- ☑ STEP B.1: Identify and produce the necessary program deliverables supporting the services selected including initial program pilots, schedule, locations, and key deliverables
 - Develop a project implementation schedule using the resources identified above
 - Define a “ready go” checklist to introduce and implement the program.

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INITIATIVE BRIEFING REPORT – Version 1.35 DRAFT**

- ☑ STEP B.2: Design and implement a training program focused on the development of key skills and competencies of the service providers identified.
- ☑ STEP B.3: Implement the **Outreach Program** designed above.

STEP C: Duplicate the D³ Model Across the Region

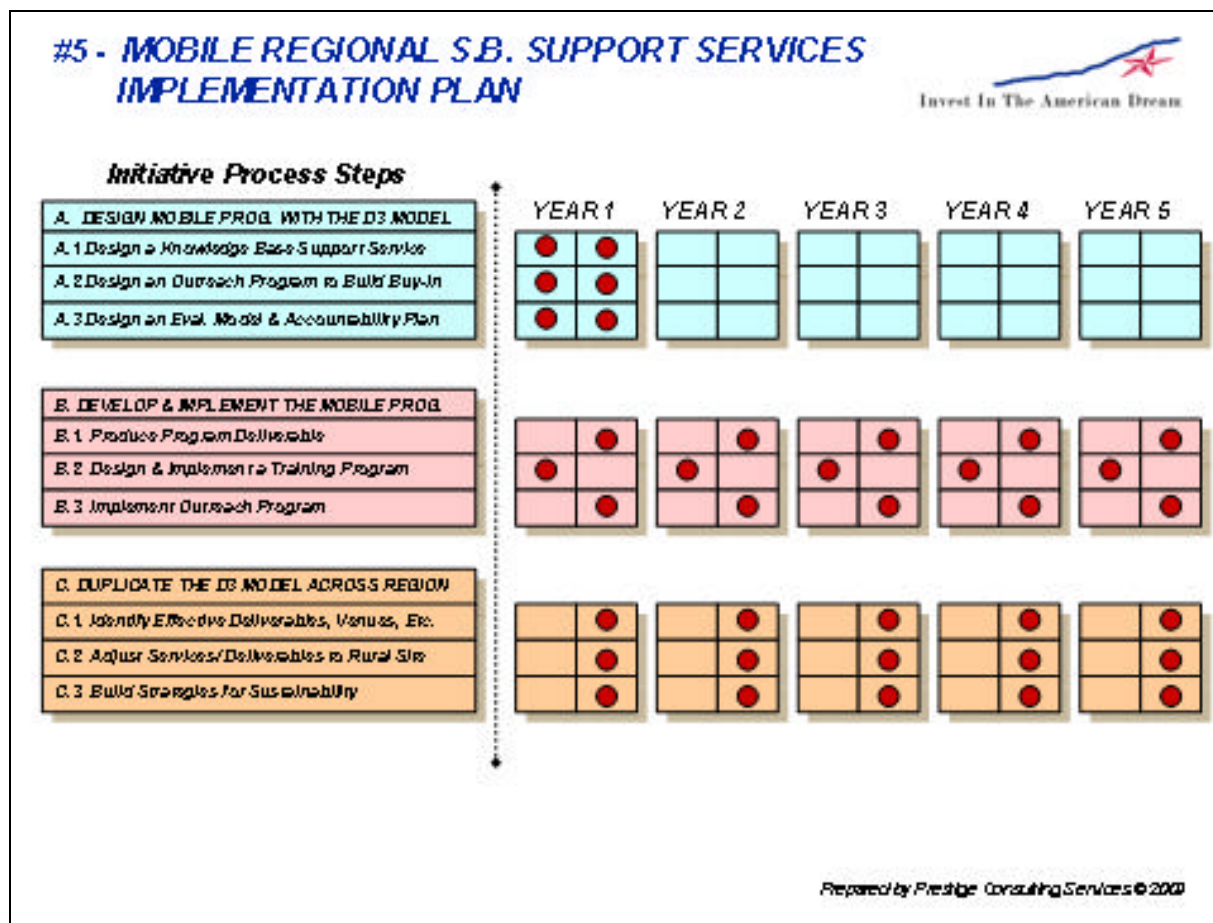
- ☑ STEP C.1: Identify effective deliverables, venues, and mobile channels based on initial customer feedback for replication at other sites in the region.
- ☑ STEP C.2: Adjust the services and deliverables to include the rural sites.
- ☑ STEP C.3: Document the success of the program to build strategies for sustainability.

Initiative #5 Resource & Budget Requirements

The chart Figure #5.a on the following page outlines the resources and budget requirements needed for the development and implementation of this key initiative.

Initiative #5 Implementation Schedule

The chart below outlines the implementation schedule over the course of the next five years for this initiative. Only the key steps from above are summarized.



Initiative #5 Milestones

- By Year 5, \$250 Million In Loans
- 622 Loan Volume Increase in 5 Years
- Serve At Least 500 Businesses With Hiring, Recruiting, Screening, And Labor Market Information
- 25% annual increase in high-tech, high-skill, and high-wage job creation

Initiative #5 Follow-Up Lead And Partner Organizations

Who is leading the charge? The El Paso Hispanic Chamber and the Workforce Solutions Upper Rio Grande are the key drivers of this initiative.

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Figure #5.a Initiative #5 Mobile Small Business Support Services Resource and Budget Plan

**Proposed 5 Year Budget for
#5 Mobile Training Vehicle**

Figure #5a.

	Year 1	Year 2	Year 3	Year 4	Year 5	
STAFFING (This includes all staff, consultants, support personnel, evaluators, etc.)						Comments
Staff Type A Fees/Salaries	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	Coordinator / Management Design
Staff Type A Per Diem	\$ 1,000.00	\$ 1,250.00	\$ 1,500.00	\$ 1,750.00	\$ 2,000.00	Includes travel, lodging, etc.
Staff Type B Fees/Salaries	\$ 20,800.00	\$ 21,500.00	\$ 22,750.00	\$ 24,000.00	\$ 25,750.00	Administrative position
Staff Type B Per Diem	\$ 1,000.00	\$ 1,250.00	\$ 1,500.00	\$ 1,750.00	\$ 2,000.00	Includes travel, lodging, etc.
Staff Type C Fees/Salaries	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	Driver
Staff Type C Per Diem	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	Includes travel, lodging, etc.
	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	Consulting Support /
	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	Includes travel, lodging, etc.
Subtotal Fees/ Salaries	\$ 130,800.00	\$ 131,500.00	\$ 132,750.00	\$ 134,000.00	\$ 135,750.00	
Subtotal Per Diems	\$ 3,000.00	\$ 3,500.00	\$ 4,000.00	\$ 4,500.00	\$ 5,000.00	
Total STAFFING Budget STEP N	\$ 133,800.00	\$ 135,000.00	\$ 136,750.00	\$ 138,500.00	\$ 140,750.00	
SUPPLIES / MATERIALS (Includes CONSUMABLE marketing, training materials, publishing resources, paper supplies, etc.)						Comments
Supply item #1	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	Marketing
Supply item #2	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	Training Materials
Supply item #3	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	Publishing
Supply item #4	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	Paper supplies, etc.
Supply item #5	\$ 10,000.00	\$ 12,000.00	\$ 14,000.00	\$ 16,000.00	\$ 18,000.00	Gas, Insurance, maintenance
Supply item #6	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	New Material Development
Total SUPPLIES Budget STEP N	\$ 54,500.00	\$ 51,500.00	\$ 53,500.00	\$ 55,500.00	\$ 57,500.00	
EQUIPMENT (Includes computer systems, vehicles, office equipment, etc.)						Comments
Equipment item #1	\$ 15,000.00	\$ 2,500.00	\$ 2,500.00	\$ 5,000.00	\$ 2,500.00	Computers
Equipment item #2	\$ 10,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	Laptops
Equipment item #3	\$ 2,000.00	\$ 500.00	\$ 500.00	\$ 2,000.00	\$ 500.00	Printers
Equipment item #4	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	Printer and IT Supplies
Equipment item #5						
Equipment item #6						
Total EQUIPMENT Budget STEP N	\$ 29,000.00	\$ 7,500.00	\$ 7,500.00	\$ 11,500.00	\$ 7,500.00	
	Year 1	Year 2	Year 3	Year 4	Year 5	5 YEAR TOTAL
TOTAL STEP N BUDGET	\$ 217,300.00	\$ 194,000.00	\$ 197,750.00	\$ 205,500.00	\$ 205,750.00	\$1,020,300.00

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