

Community Capital Development

Your partner ~ Building Businesses





Keys ~

- ◆ Community Capital Development Recognized as a Best Practice
 - Organizational Structure
 - Board Involvement
 - Best-in-class Training
 - Quality Underwriting
 - Economic Development Partnerships
 - Proven Results



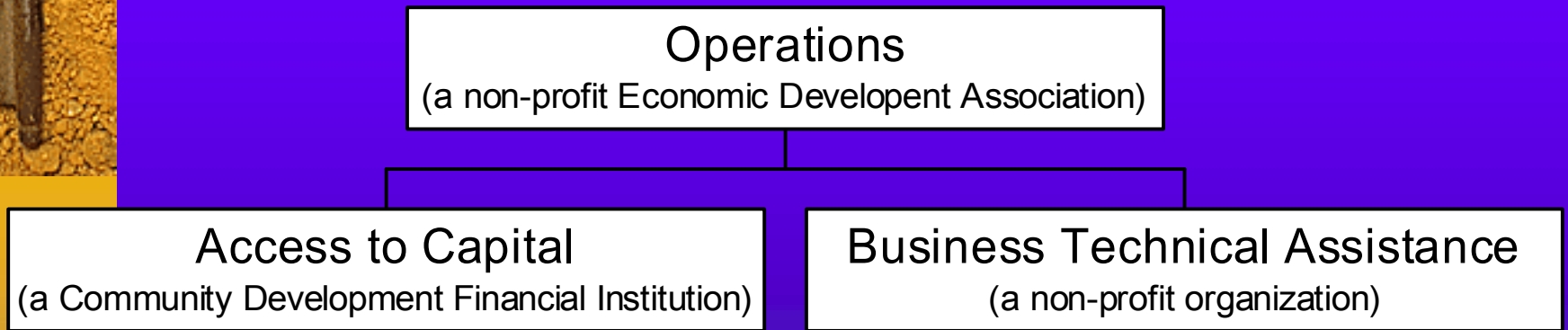
Mission

Provide business assistance and financing to small businesses that:

- Create livable-wage jobs
- Develop life-long, transferable skills
- Create wealth for entrepreneurs



Organizational Structure





Access to Capital

- ◆ Community Development Financial Institution
- ◆ Economic Development Lender
 - Programs for Institutions, Municipalities, Associations
 - Programs for Business Owners

Access to Business Assistance

- ◆ Small Business Development Center (SBDC), WBC, MDBC, SCORE,
- ◆ Provides Business Assistance to all loan customers
 - Trains over 2,500 each year
 - Counsels over 1,500 each year



Investors

- ◆ City of Seattle
- ◆ U.S. Dept. of the Treasury, Community Development Financial Institutions (CDFI)
- ◆ Foundations
- ◆ Banks
- ◆ Small Business Administration (SBA)
- ◆ Faith-based Investors



Customers

- ◆ Existing Businesses
- ◆ Start-ups
- ◆ Immigrants
- ◆ Minorities
- ◆ Women
- ◆ Low- to moderate-income earners
- ◆ Non Bankable



Accomplishments

Cumulative Results: August 1997 to July 2005

Total new Loans	388
Number of clients assisted by the Business Assistance Center	6,892
Actual jobs created and/or retained	1,455
Dollar amount of loans made	\$14.4 million

Average Borrower Distribution: 1997 to 2005

Women and minority business owners	80%
Non-minority business owners	20%
Loans within the distressed communities	62%



Best Practices

◆ Services for Success

- Business training and education comes first
- Automatic repayments
- Quarterly site visits
- Keep partners & investors informed of the good & the bad
- Graduate the borrowers as soon as possible

◆ Requirements of the Customer

- Require a business or marketing plan
- Require in-house ability to develop financial statements
- Systems to record accountability & economic impact

◆ Partnerships

- Municipalities, Government, Banks, Colleges, CDCs, EDCs, Chambers of Commerce, etc.

◆ Corporate Structure / Governance

- Separate TA from Lending
- Separate lending from Documentation

City of Shoreline

Economic Development Program

- ◆ The Pilot Project
- ◆ New Program Proposal
- ◆ Long-Term Engagement





The Pilot Project



- ◆ 5 Month Project Designed for Immediate Impact
- ◆ Immediate contact with businesses
 - Needs Assessment, Information Sharing, Problem Solving
- ◆ Coordinated Economic Development Effort
 - Coordinate services parallel to ECOSS
 - Coordinate with relocation services consultant
- ◆ Deliverables ~ Success Pyramid
 - Analyze existing data and new data to assess business needs



New Program Proposal



◆ Based on Needs Assessment

– Initiate Business Retention & Expansion Programs, to include:

- Business Technical Assistance
- One-on-one Business Counseling
- Business Training Programs with Local Partners
- Develop a City of Shoreline Small Business Loan Program



Long Term Engagement



- ◆ Develop long term program with timelines, activities and deliverables

Potentially to include:

- CCD / Small Business Development Center (SBDC)
- Expanded and Specialized business training programs and services in partnership with Shoreline Community College and others
- Establish a dedicated revolving loan fund for the City of Shoreline



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