

**1. APPLICATION CERTIFICATION**

Name of Applicant: Rising Tide Capital, Inc.

Address: 334 Martin Luther King Drive

City: Jersey City Zip Code: 07305

Internet

Website: www.RisingTideCapital.org

Name of Contact Person: Alex Forrester COO  
201-432-4316 ext. 102  
Name Title Phone

Email: Alex@RisingTideCapital.org

Name of Chief Executive Officer: Alfa Demmellash CEO  
201-432-4316 ext. 101  
Name Title Phone

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Name of Chief Financial Officer: Alex Forrester COO 201-  
432-4316 ext. 102  
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**Project Information**

Name of Project: Entrepreneurship Training for Greenville Residents & Local Minority & Women Contractor Training Program

NRTC Funding Request: \$ \$200,000.00

Use of NRTC funding (Check all that apply):

**Supportive Services:**

**Other:**

- |  |  |
|--|--|
| <input type="checkbox"/> Afterschool Program                           | <input type="checkbox"/> Street Scape Improvements       |
| <input type="checkbox"/> Youth Program                                 | <input type="checkbox"/> Public/Open Spaces Improvements |
| <input type="checkbox"/> Crime Prevention Program                      | <input type="checkbox"/> Recreation Activities           |
| <input type="checkbox"/> Health Care Program                           | <input type="checkbox"/> Infrastructure improvements     |
| <input type="checkbox"/> Community Health Services                     | <input type="checkbox"/> Community Outreach              |
| <input checked="" type="checkbox"/> Other: <u>Economic Development</u> | <input type="checkbox"/> Other: _____                    |
- Entrepreneurship Training + Technical Assistance

**CERTIFICATION**

This is to certify that the information and data provided in response to this instrument is accurate and complete to the best of my knowledge.

Affix  
Agency  
Seal

Signed: [Signature] Title: Chief Operating Officer Date: 9/25/13

## 2. ORGANIZATIONAL DESCRIPTION

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### A. ORGANIZATION CAPACITY

i. What is your organization's mission?

**Rising Tide Capital, Inc. (RTC) is a 501(c)3 non-profit organization committed to the economic empowerment of low-income communities through entrepreneurship. Our mission is to assist low-income entrepreneurs to build strong businesses that transform lives, strengthen families, and build sustainable communities. By providing high-quality business education and consulting—custom-designed for the educational needs of low-income entrepreneurs—RTC assists these talented men and women to start and grow successful businesses, generating jobs and economic opportunity for themselves, their families, and their communities.**

ii. Please list some of your organization's accomplishments or awards -or- attach copies of articles and awards.

**RTC has received national recognition for its work, including selection as a CNN Hero and recognition from President Obama for its innovative and successful programs. In 2012, RTC's CEO was listed by Forbes as one of the Top 100 Women Changing the World. To date, RTC has graduated 728 graduates from its Community Business Academy program, of whom 335 are in business today. Within five years, our entrepreneurs experience an average 187% increase in business revenue and 47% increase in household income. These outcomes mean that RTC produces \$3.80 in local economic impact for every dollar invested in its programs by its funding partners.**

iii. Describe your experience in carrying out the proposed activities. Be specific about projects/programs completed to date. List project/program names, outcomes and funding sources used to carry out those activities.

#### STATEMENT OF NEED:

1. An estimated 500,000 men and women in Hudson and Essex Counties struggle with financial self-sufficiency due to unemployment, underemployment, and low-wage work.
2. An estimated 42,500 turn to entrepreneurship as a way to supplement their income, but often lack the skills and resources they need to be successful.
3. While resources already exist to help small businesses, these resources are inadequate to meet the educational needs of most low-income entrepreneurs, who often become frustrated and further alienated from mainstream services.

Solution: RTC established The Community Business Academy (CBA) and Business Acceleration Services (BAS) programs to provide basic business management training and year-round guidance and support—specifically designed for the educational needs of low-income, start-up entrepreneurs.

The Community Business Academy is a twelve-session (36-hour) course in basic business planning and management which provides hands-on training in the basic concepts, tools, and skills needed to plan for and run a successful business. All who graduate from the program are eligible for 6 college credits towards a degree at St. Peter's University. Our innovative curriculum is delivered by current or former small business owners, using best practices in adult participatory learning methodology, and is custom-designed for the educational needs of start-up entrepreneurs with limited educational backgrounds and prior business experience. Through group discussion, guided exercises, and hands-on business simulations, aspiring entrepreneurs gain a working familiarity with critical skills like record-keeping, cash-flow management, break-even analysis, competitive pricing, marketing strategies, negotiations, and business planning.

Graduates of The Community Business Academy then receive year-round Business Acceleration Services (consulting, networking, coaching and advanced seminars) in order to start and grow their business. Upon exit from the CBA, each entrepreneur receives a customized Action Plan of prioritized business development projects and a coach who works individually with the entrepreneur to execute the plan. The Action Plan also functions as an individual road map through the resources available to them via the BAS program. These resources include: (1) Bi-monthly seminars and networking events; (2) Quarterly Master Class "intensives" that go into depth on a specific project and pair each attendee with a mentor; (3) Semi-Annual Plan & Pitch competitions which offer cash awards and training around the ability to verbally communicate about your business to potential customers; (4) Year-round, one-on-one consulting via our Help Desk, which features a network of business specialists, industry mentors, and professional service providers in the area of legal, accounting, web & graphic design, and photography, and; (5) When the entrepreneur is ready for financing, RTC provides comprehensive loan packaging services and an integrated network of lending partners.

Since 2006, Rising Tide Capital has trained 728 entrepreneurs in business planning and management, with 335 individuals currently in business and 324 currently in the planning stages.

RTC's funding sources consist primarily of corporate foundation support (JPMorgan, etc) and local CDBG funding, with a small portion of federal grants and private donations.

**B. AGENCY INFORMATION**

**Compliance Statement**

**Non-profits are required to be incorporated and in compliance with all legal statutes and reporting requirements with the State of New Jersey.**

- i. Please indicate date of Incorporation.

**May 26, 2004**

- ii. Have there been any changes to the organization’s incorporation status since the agency’s NRTC Plan approval date? If yes: please indicate changes below; and submit a copy of the revised incorporation document.

**No**

- iii. Are you in “Good Standing” with the Department of State? Attach a copy of the agency’s Certificate of Good Standing. Certificate must be current as of 3 months.

**Yes**

- iv. Has the agency adopted by-laws that are consistent with its articles of incorporation?

**Yes**

**C. PERSONNEL – TOTAL AGENCY**

**Compliance Statement**

**Agency’s personnel procedures must adhere to state and federal requirements governed by grants.**

What is the current staff level, both part time and full time?

Full time **14** Part time

- i. Please indicate if there have been any staff changes in this fiscal year. If yes, what are the changes and the reason for the changes?

Rising Tide Capital hired three additional staff members during FY2013--an Executive Assistant, a Program Coordinator & Small Business Coach, and a Development/Project Management Coordinator. These additions were necessary capacity enhancements to correspond to the expansion strategy that RTC has been pursuing over the past two years. RTC now works with over 500 entrepreneurs per year and will continue to grow to scale in the years ahead. New staff have been brought on to continue to build the capacity of the organization, and most importantly maintain the high quality of service delivered to entrepreneurs on a daily basis.

**D. FISCAL**

**Compliance Statement**

**The agency maintains an adequate financial management system as required by the terms and conditions of the grant agreement and all applicable amendments in compliance with State and Federal laws and regulations.**

- i. Please submit total agency budget with funding sources and uses.
- ii. Please submit 2 years of audits or 990 forms.
- iii. When was the last IRS 990 filed or submitted to the IRS? Date: August 9, 2013
- iv. When was the last audit for your agency conducted? FY: 2012  
  
Please indicate when is the expected date of the next audit to be completed. Date: May 7, 2014
- v. Were any internal control or compliance findings stated in the audit? If yes, please describe the findings and indicate the status of the corrective action plan. Attach a copy of said plan.  
  
**No**
- vi. Did the agency incur a deficit at the end of its fiscal year? If yes, how much and how will the agency reduce the deficit.  
  
**No**
- vii. What process does your agency utilize in allocating funds to each program?  
  
RTC uses a software called FundEZ that allows it to employ a "fund accounting" methodology on an accrual basis in accordance with GAAP standards. Revenue and expenses are coded by line item, department, and funding source to enable the organization to manage multiple sources of restricted funding.

**3. SUPPORT SERVICES AND OTHER ACTIVITIES: SUMMARY DESCRIPTION**

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Specifically describe the project activity for which your agency intends to seek NRTC funding. Complete this form for each project/program in this pre-application.

**Project Activity Name:** Local Minority & Women Contractor Training Program  
**Type:** Programs/Services to re  
**Funding Requested:** \$200,000.00

**a. Plan Alignment** - How does the project/program align with the NRTC neighborhood plan?

The purpose of this proposal is to request \$200,000 over two years to develop a program that will provide high-quality business training and consulting services custom-designed for local minority & women entrepreneurs in the construction trades to effectively compete for procurement opportunities as part of the revitalization plans being carried out in Greenville and the greater Jersey City area. This project will expand and enhance Rising Tide Capital's existing program capacity to serve residents of Greenville who are current or aspiring business owners. This project aligns directly with the NRTC Greenville neighborhood plan by addressing item #1 in Section 2.D and item #2 in Section 3.C of the plan--both of which specifically identify a goal of reducing business turnover and increasing the number of business owners within Greenville by providing entrepreneurship training and technical assistance to 25-50 Greenville residents per year. This project will enhance RTC's existing services to Greenville residents by bridging a connection between the 'brick & mortar' projects that will be taking place within the neighborhood and the plan's emphasis on economic development and revitalization through local business development and job creation. While the housing and commercial development projects will be of highly important value to the neighborhood, there will be a lost opportunity if the plan does not simultaneously attempt to connect these job and business opportunities to local residents. Unfortunately, according to many local developers and stakeholders, many of the local contractors and construction trade firms are unable to compete and win procurement opportunities at higher levels as a result of a lack of internal capacity and business management infrastructure. RTC would like to tap into its expertise in this area to address this problem. While a program like this once existed at the Hudson County level, it no longer does and there currently exists a large unmet need for services that can help to ensure that local residents are able to benefit from the construction projects going on in their own neighborhood. After multiple conversations during which this need has been identified by local developers and the Jersey City Housing Authority, RTC would like to build its capacity to fill this gap. RTC's experience and track-record in assisting local entrepreneurs to start and grow successful businesses gives it the expertise to develop such a program, and our long-term commitment to the Greenville neighborhood (being headquartered on MLK drive for nearly ten years) give us a deep desire to see such a program become a reality.

**b. Project Description** - How will the proposed activity contribute to improving and revitalizing the neighborhood? (Describe: physical conditions, economic conditions, social conditions, population (including low/moderate income))

Due to unemployment, underemployment, and low-wage work, many urban communities have large numbers of poor and working-poor families. These families struggle with self-sufficiency and often have difficulty covering basic expenses like rent and electricity. The emotional and psychological stress of financial insecurity—and the anxiety and depression that so often develops—is at the root of what keeps poor communities poor.

Living in the midst of these communities are skilled men and women with the courage, the talent, and the entrepreneurial drive it takes to start and grow a successful businesses. They turn to entrepreneurship as a way to supplement their income and to create economic opportunity for themselves. Many of these entrepreneurs choose to start construction-trade focused businesses with the potential to grow and provide employment to their owners and to others in the community. While these entrepreneurs are extremely talented and hard-working, their success and ability to grow is often limited by a lack of business management experience and corresponding business infrastructure to manage larger projects.

The purpose of this proposal is to request \$200,000 over two years to develop a new program to assist local minority and women-owned contractors and construction-trade businesses to grow by enhancing their internal management systems that would enable them to be selected for more and larger procurement opportunities. The project budget also includes \$150,000 in funding from other services to support RTC's ongoing provision of entrepreneurship training and technical assistance to Greenville residents. Both aspects of the project will achieve specific Greenville Neighborhood plan goals through increased number of business owners in Greenville, an expansion and stabilization of already existing businesses owned by Greenville residents, and the resulting creation of jobs by these businesses. A successful program will result in increased business revenue and job creation for local businesses and will also assist local developers to effectively direct procurement opportunities to local entrepreneurs. As a result, not only will the neighborhood benefit from the construction projects, but the streams of revenue that are used to fund the projects will also flow through the community through business and employment opportunities. If the program is successful in helping local/minority/women contractors to tap into opportunities within the Greenville community, it can serve as a model for similar development projects around the city and region.

**c. Impact Statement** - Explain why this activity would not proceed without NRTC Funds.

As this program would require a significant expansion of capacity, RTC is unable to expand to meet this need on its own without additional financial resources. Like many nonprofit organizations in the area, RTC faces limited sources of funding to enable it to pursue a project like this, especially one that would focus specifically on the Greenville neighborhood. NRTC funds would enable RTC to develop a pilot test of this program which, if successful, can then be expanded and funded through additional sources beyond NRTC.

**d. Project Sustainability** – Explain how the activity would continue after the NRTC grant ends.

As a philosophy, Rising Tide Capital does not pursue grant funding for projects that it will pursue for only as long as that grant source continues to support it. If RTC is awarded NRTC funds, it would commit to develop a program that would continue to be carried out in the future, with or without NRTC support. In order to do this, RTC will use the NRTC grant period to develop a successful pilot model for the program, taking special care to develop a strong outcome measurement component such that RTC could point to these outcome statistics in the future to other funding sources as a compelling case for support to build upon and expand the program. RTC is aware that there is significant interest in the philanthropic community about "cluster-based" economic development strategies that trace economic opportunities to local business and job creation by intentionally connecting procurement opportunities to local residents and preparing those residents to take advantage of them. A successfully developed program will likely attract support from local and county government sources as well as private philanthropic foundations.

**4. SUPPORT SERVICES AND OTHER ACTIVITIES: PARTNER INFORMATION**

*Complete this form for each Partner the agency will work with in each application project/program. If you have either of the following please attach: a partnership agreement or memoranda of understanding with a partner.*

Partner Organization: Garden State Episcopal Community Development Corporation

Contact Name: John Restrepo Title: \_\_\_\_\_

514 Newark Ave Jersey City NJ 07306  
Address City State Zip

201-209-9301 201-659-1046 \_\_\_\_\_  
Phone Fax E-mail

Name of the Project activity Partner will be responsible for: Advising on program design and participant selection

Describe the role and experience of your Partner in implementing this activity: GSECDC has 26 years of experience working as a CDC in Greenville and the larger surrounding region to develop residential and commercial properties. As a result of its extensive experience, it also has an extensive network of vendors and contractors with which it has worked and is able to identify the common issues that local contractors often struggle with, as well as the steps that it would like to see these contractors take in order to be able to select them for more and larger procurement opportunities. In order to design a successful program, RTC will engage with GSECDC to analyze these issues, gather their recommendations, study other national best practices and programs, and propose a draft program model. A combination of RTC's expertise on business management training and consulting for micro/small businesses and GSECDC's expertise on the challenges in connecting local contractors to procurement opportunities will result in a high-quality program informed by an intimate knowledge of both the problem and solution. Once a program model is finalized, GSECDC will be consulted (along with general outreach and other community partners) to identify local minority and women-owned businesses to participate in a pilot test of the program, after which the program will be refined, enhanced, and expanded.





**5. SUPPORT SERVICES AND OTHER ACTIVITIES: GOALS AND OUTCOMES**

Complete this form for each project activity.

Objective	Measurable Outcome	Method	Evaluation
Crime Prevention Program	Quarterly meetings will be held with neighborhood residents to identify problems in the neighborhood	Quarterly meeting will include key stakeholders from the community and the city, such as police, health officials, city council and the neighborhood members	Minutes from the quarterly meeting will be recorded.
Months 0-3: Secure necessary staff capacity and expertise to research, design, and implement program.	Hire full time program coordinator, and 1-2 independent contractors/consultants.	RTC will develop a job description and conduct a recruitment strategy that will involve advice from community partners, county/state level stakeholders, and national experts.	Program coordinator will be hired with significant and relevant credentials and background experience
Months 3-6: Conduct interviews with local stakeholders and conduct research on similar program models within US	3-5 stakeholders interviewed; 1-3 program national models identified, researched & evaluated for potential use as a model	Program coordinator will schedule meetings with local developers and with other relevant stakeholders to gain greater understanding of the problem, challenges, and potential solutions	Interview and research notes will produce specific, concrete recommendations for program structure
Months 3-6: Evaluate existing RTC program model, curriculum, and components in order to adapt and customize for existing construction-related businesses	Evaluation of RTC's programs completed, with written recommendation from Program Coordinator to RTC executive staff regarding structure and design of new program	Program coordinator will work with advisors and RTC staff to compare research recommendations with current program structure to identify how to best fit the program into RTC.	Written proposal for new program structure will include specific, realistic program structure that embraces best practices to result in a viable pilot program design that RTC can immediately implement.
Months 6-9: Design and develop new program infrastructure including curriculum, intake forms,	All necessary materials, forms, and processes are in place to facilitate the launch of the pilot program	Program coordinator will work with RTC programs, communications, outreach, and evaluation staff to	A functioning model for a pilot program will be developed that enables RTC to recruit and enroll

outcome measurement process, and marketing materials		develop all necessary program components.	initial program participants.
Month 9-15: Launch pilot program and recruit initial participants	Innaugural class of 3-5 local contractors will be hand-selected to participate in a pilot version of the program and will receive training and consulting services over a 6-month Phase One trial period to help them build their business infrastructure and grow revenue.	By reaching out to participants in the Greenville neighborhood plan (including GSECDC) and other local stakeholders, RTC will select 3-5 high-potential, local entrepreneurs to receive intensive business development services.	Through assistance provided by the program, participants will learn core business management skills and will complete major business infrastructure projects identified as obstacles to their growth.
Month 15-24: Revise, enhance, and roll-out full program at larger scale	Phase One Program will be revised, if necessary, and will then continue to Phase Two, while a new cohort of participants will enroll in Phase One.	Program coordinator will gather feedback from pilot program participants and RTC staff and make changes if necessary. Participants in Phase One will go on to a Phase Two series of services focused on continued business development work and securing new contracts; If capacity allows, Program Coordinator will also enroll an additional class of participants in a new Phase One cohort to occur simultaneously while previous Phase One participants receive Phase Two services.	Program participants will leverage their new business management skills and infrastructure to successfully win new procurement opportunities, resulting in increased business revenue and job creation. New business revenue secured by program participants will exceed cost of program, leading to a positive net SROI.
Months 0-24 Ongoing: Provide training and technical services to	In addition to construction-related entrepreneurs receiving specialized services	RTC will provide entrepreneurial training services through its 12-week	Each year, at least 5 new businesses owned by Greenville

<p>non-construction related entrepreneurs in Greenville through current CBA &amp; BAS programs run by RTC.</p>	<p>through the new program, RTC will provide entrepreneurial training and technical assistance services to 25-50 Greenville residents per year (or more).</p>	<p>Community Business Academy (all graduates receive college credit from St. Peter's University) and year-round technical assistance to all graduates through its BAS program, including one-on-one consulting, seminars, and access to small business loans.</p>	<p>residents will start and at least 10 Greenville resident-owned businesses will be expanded/stabilized.</p>

**6. SUPPORT SERVICES AND OTHER ACTIVITIES: BUDGET**

Complete this form for each project activity.

- a. Administration is limited to 5% of the total funds for general expenses. Up to 15% of the funds can be used for program expenses directly related to delivering NRTC activities; this includes staffing (salary and fringe).
- b. Type: use the categories in the drop down menu
- c. Line Item Description: provide a short description for the budget item
- d. Line Item Justification: provide a more detailed description for the budget item

**Administration**

Type	Line Item Description	Line Item Justification	Amount
Personnel	Finance & Admin Manager	Staff time necessary to provide financial management & human resource services related to project	\$5,500.00
Personnel	Development Coordinator	Staff time necessary to prepare required reports about milestones and outcomes	\$4,000.00
Personnel	Evaluation Manager	Staff time necessary to provide project compliance oversight, gather outcome data, and conduct program performance analysis	\$5,500.00
Personnel	Development Director	Staff time necessary to secure additional funding sources to support and sustain project in future	\$10,000.00
Fringe	Fringe Expenses	Fringe expenses, including payroll taxes and health insurance @ 16%	\$4,000.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
Total			\$29,000.00

**Program**

Type	Line Item Description	Line Item Justification	Amount	Other Sources of Funds	Amount
Personnel	Program Coordinator	Staff position needed to design, implement, and oversee program (Annual salary = \$55,000) x 1.75 years	\$96,250.00		\$96,250.00
Personnel	Director of Programs	Staff time needed to	\$7,500.00		\$7,500.00

		oversee integration of new program into existing program infrastructure and manage overall performance over two years			0
Personnel	Program Coordinator - Access to Capital	Staff time needed to coordinate loans and industry consulting services for new program participants over two years	\$5,500.00		\$5,500.00
Personnel	Program Manager - BAS	Staff time needed to coordinate advanced services through existing BAS program for new program participants over two years	\$5,000.00		\$5,000.00
Personnel	Outreach Coordinator	Staff time needed to conduct outreach to recruit and enroll new participants over two years	\$5,650.00		\$5,650.00
Personnel	Communications Coordinator	Staff time needed to develop new curricula and marketing materials for program	\$4,000.00		\$4,000.00
Personnel	Fringe	Fringe includes payroll taxes and health insurance at 16%	\$19,824.00		\$19,824.00
Purchased S	Consultants & Coaches	Consulting and business coaching services for program design and implementation (@ \$50/hour) over two years	\$20,000.00		\$20,000.00
Other	Rent & Utilities	Space costs to carry out activities over two years	\$6,000.00		\$6,000.00
Other	Supplies & Materials	Class supplies, printing costs, office	\$1,276.00		\$1,276.00

		supplies			
Other	Entrepreneurial Training & Technical Assistance Services (CBA & BAS) to Greenville Residents	Staff time & consulting related to providing RTC's ongoing CBA & BAS programs to Greenville residents (@\$3,000 per entrepreneur/year),	\$0.00	150000	\$150,000.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
			\$0.00		\$0.00
Total			\$200,000.00		\$350,000.00

**7. SUPPORT SERVICES AND OTHER ACTIVITIES: OTHER SOURCES OF FUNDS**

Complete this form for each project activity.

What are the sources of other financing? Provide the terms and conditions, if any (Attach funding commitment letter for each funder.)

Source	Amount	Terms & Conditions of funding Source
JPMorgan Chase Foundation	\$75,000.00	RTC could allocate \$75,000 from an existing grant from JPMorgan to support costs related to this project in support of RTC's current CBA & BAS programming to Greenville Residents. JPMorgan may also be able to sustain the construction-related trades project after the expiration of the NRTC grant period if the project is successful.
Jersey City CDBG	\$75,000.00	RTC could allocate \$75,000 from an existing grant from CDBG to support costs related to this project in support of RTC's current CBA & BAS programming to Greenville Residents. CDBG may also be able to sustain the construction-related trades project after the expiration of the NRTC grant period if the project is successful.
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	
	\$0.00	



	\$0.00	
<b>Total:</b>	\$150,000.00	

**8. SUPPORT SERVICES AND OTHER ACTIVITIES: *TIME LINE***

What is the prospective schedule? Specify starting and major milestones. Also include a draw schedule and be specific about month and year for 50% completion, 75% completion and 100% completion. **Please note** that DCA disburses up to 20% of NRTC funds as an advance after the grant agreement. The remaining 80% of award funds will only be drawable on a reimbursement basis.

As described on the Goals & Outcomes chart, the project would take place over two years (24 months) according to the following timeline: (since we are unsure of when the grant period would begin, we will specify month # rather than specific month names).

1. MILESTONE: Hire qualified Program Coordinator by end of Month 3;
2. MILESTONE: Complete interviews & research and make proposed recommendation for program design by end of Month 6;
3. 50% COMPLETE MILESTONE: Complete design of new program model and launch pilot program by Month 9;
4. 75% COMPLETE MILESTONE: Complete 6-month pilot Phase 1 demonstration of project by end of month 15; 25-50 Greenville Residents complete entrepreneurial Training & Technical Assistance services (through RTC's CBA & BAS programs)
5. 100% COMPLETE MILESTONE: Revise program, enroll new participants into second Phase 1 cohort and complete Phase 2 with initial pilot participants by end of Month 24.

**9. SUPPORT SERVICES AND OTHER ACTIVITIES: *PERSONNEL STAFFING CHART***

*Complete this form for each project activity.*

- A. The purpose of the Staffing Chart is to identify the staff members responsible for each task listed. The Staffing Chart must be accompanied by resumes of program staff with their job descriptions. Make sure to include in-kind staff to the chart. (if position is empty, then TBD for staff person by include the job description.

Employee Name	Grantee Position #/ Title	% of Time Assigned to NRTC	# Years Experience:
1. Jay Savulich	Director of Programs	5%	20+
2. Keith Dent	Assistant Director of Programs	5%	9+
3. Mary Sansait	Program Manager - CBA	5%	6+
4. Raul Mercado	Program Coordinator - Access to Capital & T1	5%	12+
5. Justyna Krygowska	Communications Coordinator	5%	3+
6. TBD	Program Coordinator for	100%	5-7

	<b>NEW PROGRAM</b>		
7. Louisa Cousins	Evaluation Manager	5%	8+
8. Tawanda Taylor	Finance & Admin Manager	5%	6+
9.			
10.			

B. For each task below, enter the position number of the person(s) who will perform that task from above:

Program Coordinator	Program Marketing	Program Activities	Records Retention	SAGE Reporting	SAGE Fiscal Reporting
7	2	7	9	8	9
1	3	5	8		
	7	4			
	6				

C. Attach your agency's organizational chart; include partner information in your chart, (how each partner fits in your organization and executed MOU if available.)