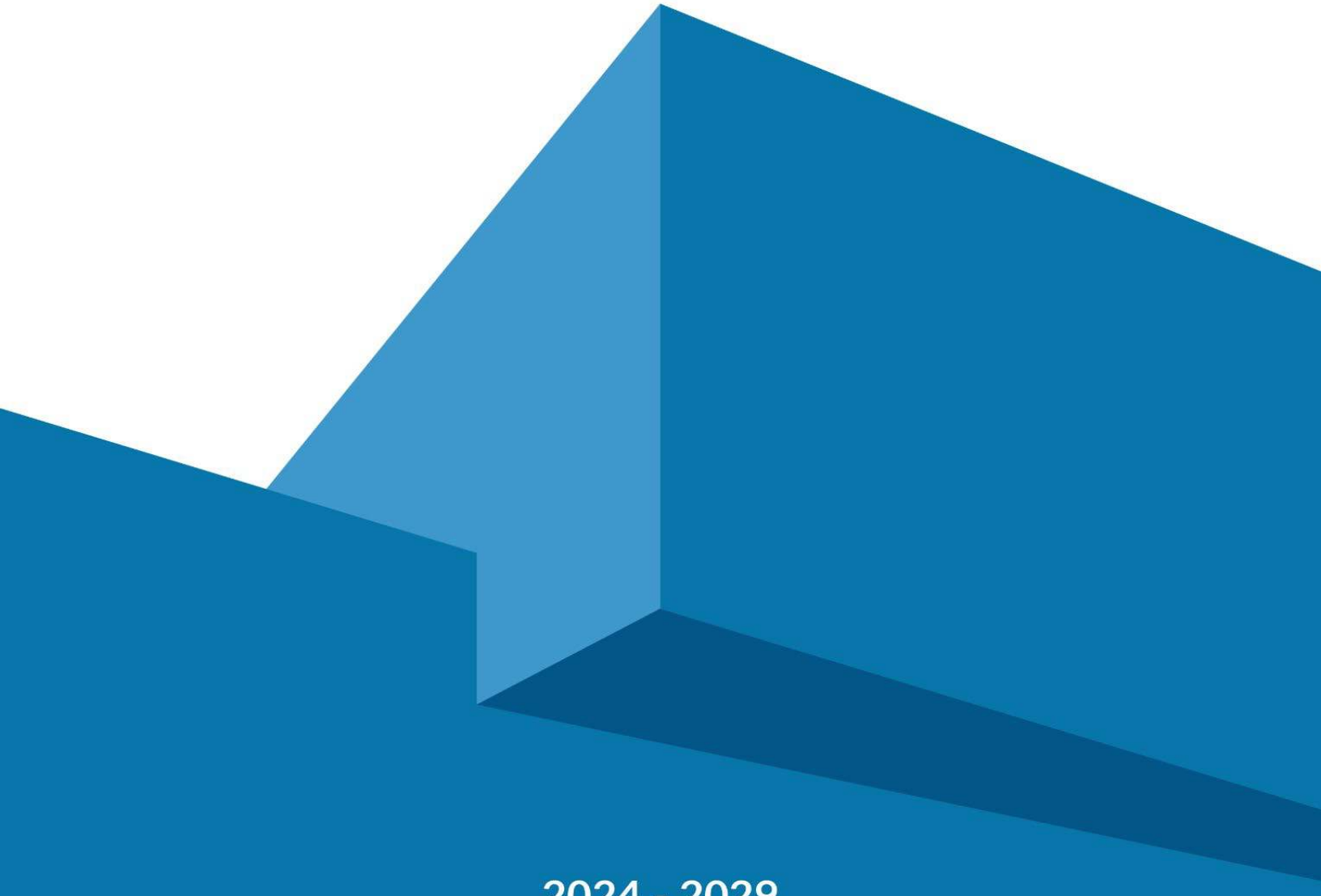
City of Austin Economic Development

Business Expansion Program Guidelines

A Chapter 380 Program



2024 - 2029

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1. Program Values & Priority Goals:

a. The Business Expansion Program seeks to address the following general priorities as identified by community need, City of Austin Council objectives, community strategic direction and current market conditions:

i. High priority consideration given for jobs that provide above industry standard compensation for middle-skill workers;

ii. Heightened efforts are made to maximize meaningful labor force participation for Targeted Hiring populations and those facing socio-economic hardships that act as barriers for accessing local employment opportunities;

iii. Area of focus for Category BE-1 is on connecting the City's values for accessibility to employment and quality working environments to local small businesses with expansion opportunities;

iv. Business expansion projects under Category BE-2 that yield benefits to the community beyond local tax base contribution, and;

v. The City regulatory environment, as it relates to business growth and development, could be offset.

2. Minimum Program Eligibility Requirements and Project Scoring Considerations:

a. Outlined below are the Minimum Requirements for proposal consideration within any of the Business Expansion Program Categories. The below list reflects requirements that appear in each of the Business Expansion Program Categories, however projects may comply differently with some requirements depending on the criteria outlined under specific Category Eligibility:

i. Project provides 'But For' statement: Applicant must provide credible evidence that the award either fills a gap that creates desirable outcomes for the community, or that the project addresses a competitive position around a relocation or expansion project that is considering viable alternative sites outside of Austin.

ii. Applicants to all Chapter 380 grant and loan programs shall be required to certify that the entity is in compliance with all federal, state, and local laws and authorities. Evidence of noncompliance will be default of the agreement. The City will provide the recipient a timeline for the company to mitigate the default and restore compliance.

iii. Award recipients will comply with all City Code requirements, including environmental requirements, in effect at the time the Chapter 380 agreement is executed. Absent a negotiated agreement with the City, an award recipient shall not petition for potential vested rights under any provision of Chapter 25 of the

City Code, or Chapter 245 of the Texas Local Government Code, for the Chapter 380 project that is the subject of the agreement. Award recipients agree to comply with City environmental requirements on all future development that is the subject of the agreement. If the recipient is cited with a City Code environmental violation for the subject of the agreed incentivized project during the term of the agreement, the City of Austin will provide the company an opportunity to cure, during which payment of the award will be withheld and, failure to cure the violation results in termination of the award agreement in accordance with the terms of the Chapter 380 agreements;

iv. Project complies with the City of Austin's MBE/WBE Ordinance through the Minority-Owned and Women-Owned Business Enterprise Procurement Program;

v. Projects that have capital expenditures in the form of construction are subject to the following requirements :

    1. All construction workers hired for construction of the project will be provided Workers Compensation Insurance and OSHA 10 Training;
    2. All construction work on the project must comply with the City's established prevailing wage program that is used on City of Austin public works projects;
    3. The project will ensure all employees are paid no less than the City's Living Wage and as it may be adjusted annually, including Full-time Employees and contract employees, and if applicable to a project with capital expenditures in the form of construction, construction workers hired for construction work will be paid at least the City's Living Wage.

vi. Company may protest property tax valuation, however in the event the tax valuation of the property has been lowered as a result of a successful protest, the City will evaluate the impact of the new valuation on the net fiscal position of the City and will reduce the award amount to reflect the lowered property value;

vii. Company provides written policies to support anti-harassment and anti-discrimination practices for business operations and work environment in the City. Applicants to all Chapter 380 grant and loan programs shall be required to provide copies of their anti-harassment and anti-discrimination policies and procedures. Evidence of noncompliance will be default of the agreement. The City will provide the recipient a timeline for mitigating the default and restoring compliance;

viii. The City Living Wage must be paid to all the Austin-based employees of the business receiving awards. This requirement applies in addition to and not as a substitute for the requirement for companies to provide wages above the industry median wage.

    1. Economic awards shall only be granted to companies creating high-wage jobs for providing community benefits other than high wage jobs.

2. Forms of compensation included in calculating the Living Wage shall be limited to those tracked in the company's payroll system and may include base salary, hourly wage, tips, commissions, bonuses and shift differential pay.
3. For awards provided to higher-wage companies, awards shall only be granted to those companies for providing other community benefits other than high wage jobs.

ix. Company provides either access to company-sponsored health insurance benefits for all New Full-time Employees, or Company provides a written explanation, subject to acceptance by the City, of how it is facilitating access to health insurance coverage for its employees (such as providing a stipend to purchase insurance on the healthcare exchanges).

1. Company extends those health insurance benefits stated above to domestic partners of employees and the dependents of those domestic partners. The company's policy should reflect the definition of a domestic partner as an individual who lives in the same household and shares the common resources of life in a close, personal, intimate relationship with an employee if under Texas law the individual would not be prevented from marrying the employee on account of age, consanguinity or prior undissolved marriage to another. A domestic partner may be of the same, or opposite, gender as the employee.

3. Community Benefits Considerations:

a. Community Benefits seek to assign a value to elements of a project beyond the sales and property tax based financial profile. These Community Benefits are another factor in determining the level of appropriate investment for the City to realize those additional community benefits. Community Benefits are unique to the profile of a business and are not a requirement for participation in the program. Instead, the Community Benefits are additional measurements the City of Austin uses to determine valuable impact on the community beyond tax revenue generated from the project's construction and job creation. Below is a list of Community Benefits that are considered "valuable" in the overall analysis of the proposed project in the community:

i. Hiring & Talent Development: Demonstrate the advancement of employee skills by offering a career ladder, educational opportunities, and training such as Apprenticeships, paid internships, co-op learning, work-study, etc. Participation in coordination with colleges and community colleges, workshop training, tuition reimbursement, workforce development and upskilling. Demonstrate recruitment and retention efforts, defined by hiring and employee development practices that produce equity measures to provide pathways for underrepresented minorities and address racial/gender disparities.

ii. Diversity, Inclusion & Equity: Demonstrate diversity, inclusion, and equity practices across the workforce and illustrate the equitable support of minority groups to actively engage the workforce.

iii. Local Connection: Employer growth that affects an underserved neighborhood or community the business services by creating jobs near workers, delivering goods or services to the surrounding community, offering training opportunities for neighborhood residents, delivers or integrates workforce housing development and includes other community solidification elements, such as communal green space and parks, local volunteer opportunities for employees, participating in local arts and culture organizations, and involvement in other initiatives that amplify Austin's neighborhood culture. Partner and/or engage with local groups, non-profits, schools and small businesses to align with local values and needs.

iv. Sustainable Business Practices: Engaging in resource recovery initiatives such as recycling and/or reuse programs, mitigation of existing impact, such as, operations that move the community closer to the reductions in the Climate Equity Plan. Actively engaging in environmentally friendly and sustainability-focused business operations.

v. Civic Engagement: Actively encouraging employees to register to vote, providing at least two hours off with compensation for employees to vote, or other programs to increase the civic engagement and democratic participation of its employees, customers, and/or nearby residents.

4. Bonus Qualifier Considerations

a. Bonus Qualifiers are a factor of the overall Project Score. Bonus points will be awarded to companies that demonstrate:

i. The company is in a targeted industry, as identified by the City of Austin.

ii. The primary business activity of the incentivized project is defined as manufacturing;

iii. The project involves leading edge technology;

iv. The project operations involve the use of waste or discarded material as a primary feedstock and will reuse, repair, remanufacture, or recycle that material, or otherwise enable the diversion of a waste material from the landfill/incineration through its core business activities;

v. The company is in a lower wage sector but chooses to pay their employees above the City Living Wage;

vi. The company is cooperatively owned, managed, has a democratic form of representation for their workforce, or builds their projects using workers that have democratic forms of representation in their workplace;

vii. The company will (or already has) participated in the Human Rights Campaign Corporate Quality Index and receive a favorable score above 80% and is actively taking measures to achieve a score of 100% before the term of the award agreement is complete;

viii. The company will locate in a high frequency transit corridor, Transit Oriented Development, Economic/Cultural District or Regional Center, Town Center, Job

Center or Neighborhood Center identified in the Growth Concept Map in the Imagine Austin Plan and/or locate within 1/4 mile of a rail or bus stop that is accessible by safe pedestrian and bicycle routes;

ix. The company will locate in an Area of Persistent Poverty or Historically Disadvantaged Community;

x. The company incentivizes employees' use of alternative transportation modes through Transportation Demand Management strategies such as carpooling, flextime work schedules, and subsidizing transit costs for employees;

xi. The company offers workforce housing support or an annual stipend program to help alleviate the rising cost of living burden on employees, for those whose wages are below the Company's median salary;

xii. The company achieves LEED certification silver or above for construction development of the project, if applicable;

xiii. The company will source procurement of art and installations from the local creative economy, such as local artists;

xiv. The company will create a program that engages members of the local music and arts community to enrich the working environment for its employees, such as workplace concerts, performances, purchases, promotion programs, etc.;

xv. The company provides subsidized child care for employees.

5. Cost-Benefit Analysis:

a. Staff will include a cost-benefit analysis in the consideration of the project and the analysis will be factored into the resulting Project Application Score (see "Project Application Score") that informs the level of award available to the project. For some projects, depending on the complexity and anticipated impact, the City may determine that an outside or third-party cost-benefit analysis is necessary. Measures for the Cost-Benefit Analysis could include, but are not limited to, construction and development costs, net new jobs additions, hiring timeline, wages, facility costs that impact water and electricity infrastructure and other project-related financial information. A net fiscal position for the City will be determined from this analysis to help inform the level of appropriate investment, coupled with other program criteria measures and Score Card (see "Project Application Score"). The cost-benefit estimation tool and resulting value is not the sole determinant of the value of the total potential award offer.

b. It is anticipated that many projects qualifying for the Category BE-3: Apprenticeship Utilization program criteria may not produce a revenue-positive fiscal position for the City. This program is intended to support economic development value outside a revenue-positive fiscal impact for the City, but in no event will the value be less than roughly equivalent to the value that the City is paying, focusing on providing new opportunities for the intended segments of the Austin workforce.

6. Project Application Score:

a. Project Applications will be scored based on achievement of Program Eligibility Requirements, commitment to Community Benefits, and performance of Bonus Qualifiers. The Total Project Score will be utilized to determine Project Award eligibility.

i. Project Scoring
A Project creating accessible opportunity for the intended audience will be deemed "acceptable" and staff will move forward with transaction development when the partner is able to agree to the terms provided and provide information that supports delivery of intended outcomes:

1. Minimum Eligibility Requirements
2. Category Eligibility
3. Commitment to Community Benefits
4. Cost-Benefit Analysis

b. Projects that are not able to agree or provide information that properly addresses the criteria above will be deemed *"not acceptable"* and will not continue in the process.

7. Business Expansion Program Categories

a. To achieve the Business Expansion Program Values and Priority Goals, the following program guidelines are organized into three broad categories:

i. Category BE-1: Local Small Business Growth

ii. Category BE-2: Large Business Expansion and Relocation

iii. Category BE-3: Apprenticeship Utilization

b. *Category BE-1: Local Small Business Growth*

i. Category Values & Priority Goals: The Local Small Business Growth category of the Business Expansion Program seeks to connect employment and quality working environments to local small businesses with expansion opportunities, addresses rising costs and access to capital/financing for businesses, facilitates filling market gaps in the provision of certain goods and services in Areas of Persistent Poverty & Historically Disadvantaged Communities, provides relief from the City's regulatory environment as it relates to business growth and development, and in turn provides benefits to the community beyond local tax base contribution. Potential users of this program will span a wide range, from local small companies, to "mom-and-pop" shops, to growing start-ups looking to expand locally.

ii. **Category Eligibility Requirements**: The Company will comply with Minimum Program Eligibility Requirements as stated in section 2 of this document, and must meet the following additional eligibility requirements:

1. The company is defined as a Local Small Business in accordance with City Council Resolution 20240530-165 establishing the definition for small business as a business with 100 employees or less.
2. The company has a registered and operational location within the City of Austin for the past 12 months or the company has been displaced out of Austin within the past 24 months;
    a. If the company has been displaced out of Austin within the past 24 months, it must plan to relocate within Areas of Persistent Poverty & Historically Disadvantaged Communities.
3. The company will create the greater of one (1) New Full-time Job (defined as working at least 1,500 hours annually and must be an Austin Resident at the time they are hired) or an increase of the company's Full-time Jobs by 10% from the time of award execution over the term of the award. (ex: For a company that employs less than 10 employees at time of award, must create a minimum of 1 New Full-time Job over the term of the award).

iii. Deferment Period: Qualifying small businesses may request a Deferment Period of up to twelve (12) months to achieve compliance with Program eligibility requirements contingent upon the following conditions:

1. The business owner must earn a Business Skills Certificate by completing at least six classes offered by the City of Austin's Small Business Division during the Deferment Period; and
2. The business owner must attend an Equity 101 Workshop offered by the City of Austin's Equity office.
3. The company is not eligible for any award payments until the Business Skills and Equity 101 trainings are completed and the company is in full compliance with all Program requirements.

c. *Category BE-2: Large Business Expansion and Relocation*

i. **Category Values & Priority Goals:** The Large Business Expansion and Relocation category of the Business Expansion Program seeks to provide strategic interventions and investments that attract employers relocating to and/or expanding within the local market to grow and hire in Austin by providing needed capital/financing and support, potentially offsetting costs associated with the City regulatory environment as it relates to business growth. This program could help provide new employment opportunities for **Austin** Residents, solidify neighborhood employment centers and activity corridors, and yield numerous community benefits beyond traditional increases to the City's tax base. The potential users of this program could include established businesses with operations currently inside or outside the City, newcomers with proven track records and growth trajectories in target industries, and those that offer alignment with Austin's strategic direction.

ii. **Category Eligibility:** The Company will comply with Minimum Program Eligibility Requirements as stated in section 2 of this document, and must meet the following additional eligibility requirements:

1. Large Companies are defined as companies with greater than 100 employees.
2. The company will create the lesser of at least 75 New Full-time Jobs (defined as working at least 1,500 hours annually) or an increase of the company's Full-time Jobs by 10% from the time of award execution over the term of the award in accordance with the job creation schedule provided in a project's application (ex: If Company A employs 150 employees prior to award, it must create a minimum of 15 New Full-time Jobs). In order to be counted as a New Full-time Employee for purposes of calculating the award, the individual occupying each New Full-time Job must be an Austin Resident at the time they are hired by the company.
3. The company will invest a minimum of $2.0 million in real and/or personal property improvements over the term of an award agreement;
4. The company and the industry within which they operate demonstrate business growth and stability.

d. *Category BE-3: Apprenticeship Utilization*

i. Category Values & Priority Goals: The Apprenticeship Utilization category of the Business Expansion Program seeks to provide pathways for workforce development opportunities that focus on maximizing meaningful employment development opportunities for members of the City's Targeted Hiring Population by providing skilled trades or professional experience. The purpose of this program is to provide on-the-job training, knowledge and experience to enhance hard-to-employ Austinites' qualifications for permanent employment opportunities. Companies participating in this program will provide Apprenticeship opportunities that aid new labor pool entrants, members of Austin's Targeted Hiring Population, and structurally unemployed residents in qualifying for entry level and/or middle skilled employment opportunities.

ii. Category Eligibility: The Company will comply with Minimum Program Eligibility Requirements as stated in section 2 of this document, and must meet the following additional eligibility requirements:

1. The company must create one or more Apprenticeships in the year of an award term.
2. In order to be considered a New Full-time Apprentice an individual must be an Austin Resident at the time they are hired.
3. In order to be considered a New Full-time Apprentice, an individual must work or be paid for at least 1,500 hours per year.

8. Award Eligibility

a. *Award Eligibility for Categories BE-1 and BE-2*

i. A company may receive either a Jobs-Based award payment or an Investment-Based award payment.

ii. **Jobs-Based Award:** Annually, the City will return a share of the gross income paid to workers in the newly created positions based on the Per-Job Allocation Schedule outlined below.

1. The total award amount will be estimated at the time of agreement execution. An award amount may be within a variance of up to 20% of the award estimated at the time of agreement, which shall be based on achievement of commitments to community benefits, the creation of New Full-Time Jobs and Capital Investment in real and personal property. The total award amount will be capped at an amount not to exceed that variance.

Project Score	Maximum Per Job Award Over Agreement Term
0-50	N/A
51-100	Up to $3,000

2. Maximum agreement term for Jobs-Based Award is ten years.

3. Other/Operational Support in the form of City resources and services can be considered in the Project Score range of 51-100

iii. **Investment-Based Award:** Annually, the City will return a share of the property tax liability on the Company's investment in new real property improvements and new business personal property (not to exceed, in the aggregate, 75% of the net present value of the total estimated tax liability over ten years). Reimbursements of Eligible Property Taxes will be made based on the below Eligible Property Tax Reimbursement Allocation Schedule.

Project Score	Maximum Property Tax Reimbursement (% of net present value of the total estimated tax liability over 10 years)
0-50	0%
51-79	From 25% - 50%
80-100	From 51% - 75%

1. The total award amount will be estimated at the time of agreement execution. An award amount may be within a variance of up to 20% of the award estimated at the time of agreement, which shall be based on achievement of commitments to community benefits, the creation of New Full Time Jobs, and Capital Investment in real and personal property. The total award amount will be capped at an amount not to exceed that variance.
2. The maximum term of an Investment-Based agreement is 10 (ten) years.
3. If the business successfully protests and lowers its property tax valuation, the reimbursement from the City will be reduced proportionately.

b. *Award Eligibility for Category BE-3*

i. A company may receive a Jobs-Based Award associated with the utilization of Apprenticeships in filling New Full-time Jobs.

ii. **Per Job Award:** Annually, the City will provide an award of up to $1,000 per apprentice per year for each New Full-Time Apprentice.

1. The total award amount will be estimated at the time of an agreement's execution and will be capped at that amount.
2. In order to be considered as a New Full-time Apprentice, an individual must be an Austin Resident at the time they are hired by the company.
3. In order to be eligible for an award, a New Full-time Apprentice must work or be paid for at least 1,500 hours per year.
4. Maximum term allowed for Apprenticeship Utilization Award is 3 years.

c. *Annual Targeted Hiring Inducement Bonus*

i. In any given year of an award, an applicant may qualify for an additional 10% Jobs-Based Award or Investment-Based Award for filling at least 25% of new jobs with a member of the Targeted Hiring Population.

ii. General Eligibility: The Company will comply with the following eligibility requirements:

1. In a given year of an active award agreement, at least 25% of the New Full-time Jobs created by the company meets the criteria for members of the Targeted Hiring Population.
    a. In order to be eligible for the additional award, the company must provide evidence that each employee included in the 25%, meets the definition of a member of the Targeted Hiring Population.

iii. An individual must be an Austin Resident at the time they are hired by the company, and must meet at least one of the following criteria in order to be considered a member of the Targeted Hiring Population:

1. Earns less than 200 percent of the Federal poverty line and whose ability to compete in the free market has been impaired
2. Is experiencing a barrier to achieve regular employment as compared to others in the community
3. individuals without a high-school diploma or GED or transitioning from GED/high-school equivalent programs;
4. individuals experiencing homelessness, transitioning from homelessness or residents of Permanent Supportive Housing (PSH) and other publicly funded housing programs to include Housing Choice Voucher Programs;
5. individuals served by other local, state, or federal social services contracts
6. individuals with a past criminal justice system experience
7. individuals transitioning from drug, alcohol or other treatment programs;
8. those who either lack sustained labor force experience or those returning to the labor force from a sustained absence; and/or
9. individuals with a disability that has been identified by a qualified third-party service provider engaged in workforce development and supportive services as a barrier to employment
10. Individuals whose primary place of residence at the time of hire is located in an Area of Persistent Poverty or Historically Disadvantaged Community
11. In addition, other individuals who are considered to have challenges in regular employment may be included in the hiring population upon City receipt of, and agreement with, the justification for inclusion.

iv. Notes on Targeted Hiring Inducement Bonus:

1. Assumes an annual work rate of 1,500 hours
2. Other/Operational Support in the form of City resources and services can be considered in the Project Score range of 51-100

9. Child Care Assistance Reserve

Awards provided under the Business Expansion Program will contain a provision to support a Child Care Assistance Reserve (Reserve). All award agreements will dedicate 10% of new eligible property taxes associated with the award to the Reserve. Transfers to the Reserve will be additive to an award, and will be funded without regard to a company's compliance in each year of the award agreement. The Reserve will be made available to provide support to City child care assistance programs, with uses of Reserve funding to be utilized at the sole discretion of the City. Funding allocated to the Reserve will not be included as a component of the project's net fiscal impact on the City and will not have an impact on the size of a Company's award.

10. Application Processing

a. Projects seeking partnership with the City of Austin through the Business Expansion Program will follow this general administrative process:

i. **Step 1: Applicants Complete the Inquiry Form**: The Inquiry Form is the first opportunity for a Company to request consideration for a Chapter 380 award through the Economic Development Department with the City of Austin. It is imperative the Applicant self-select for appropriate Minimum Requirement and General Eligibility criteria. This Inquiry Form is not the Business Expansion Program Category Application, but rather serves as the initial introduction of the project seeking alignment with the City of Austin's Business Expansion Program Category.

ii. **Step 2: Project Introduction & Inquiry Form Review:** Upon receipt of the Award Inquiry Form, Staff will review for project appropriateness and inform the applicant of determination within seven (7) days of whether the project may meet minimum qualifications for Business Expansion Program categories. After review, City staff will respond to the Applicant and schedule a meeting to discuss the inquiry further when appropriate.

iii. **Step 3: Complete the Program Application:** Upon determination that the proposed project meets minimum program requirements the Economic Development staff will extend an invitation to the applicant to complete the full Business Expansion Program Application for the respective category.

iv. **Step 4: Project & Application Analysis:** Upon receipt of an Application, staff shall respond if the Application is deemed complete, or provide a summary of deficiencies within seven (7) days. After receipt of a completed Business Expansion Application submission, the City will review the Final Application and determine whether Minimum Requirements and Category Eligibility criteria are met and measure program qualifications, fiscal impact and determine a Project Score within fourteen (14) days of receipt. At its discretion, staff may request an extension of up to seven (7) days for additional time for application review.

v. **Step 5: Application Clarifications:** Upon final review of a Completed application, staff shall provide the Applicant the determination of the Application's score and award eligibility. If staff determine that the application does not meet minimum requirements or does not achieve a sufficient score, the Applicant may respond to with clarifications or cures to deficiencies within fourteen (14) days of receipt of notice. Upon receipt of final clarifications, staff will review all final application documentation to make a final assessment of the Application.

vi. **Step 6: Project Status – Accepted or Declined:** The final review staff shall provide a Letter of Eligibility, which shall detail the Application's score and eligibility, staff award recommendation and a targeted date for City Council Consideration if appropriate and necessary (see approval authority below). The Applicant shall have twenty-one (21) days to provide written notice of acceptance

the Letter of Eligibility. days Upon receipt of Company's acceptance of the Letter of Eligibility and if the project has been approved for further processing, City staff will communicate directly with the Applicant to inform them to expect the process going forward.

vii. **Step 7: Agreement Execution:** Agreement development is determined on terms and conditions of an award to the applicant and may impact the length of time for development and execution of award.

b. The following processes will be followed for varying levels of award package proposal valuations:

i. **City Manager Authority Approval:** For total award package proposals that are valued within City Manager Spending Authority, and if the company agrees to move forward with the terms detailed in the City's Letter of Eligibility, Applicants will be informed to expect a "draft Chapter 380 Business Expansion Program award agreement from the Program's Department including stipulated conditions upon which the company must agree. The agreement is executed by both parties and begins with the Compliance process. (Approximately 30 days)

ii. **City Council Approval:** For award package proposals that are valued above City Manager Spending Authority but below a total $5,000,000* net benefit value for the City or less than a $200,000,000* project Capital Investment Value, and if the company agrees to move forward with the terms detailed in the City's Letter of Eligibility, a draft Chapter 380 Business Expansion Program award agreement is drafted by City staff and submitted for City Council approval on the next regular Council Meeting Agenda date. The proposal will not be approved on a "consent" vote by Council to allow the public an opportunity to speak on behalf of the item. If Council approves of the proposal, an agreement will be executed by both parties and begins with the Compliance process. (Approximately 60 days)

iii. **City Council and Public Hearing Approval:** For award package proposals that are valued above a total $5,000,000* net benefit value for the City or more than a $200,000,000* project Capital Investment Value, and if the company agrees to move forward with the terms detailed in the City's Letter of Eligibility, the following process is followed:

1. The Chapter 380 Business Expansion Program Category proposal is placed on the Council agenda as a time-certain agenda item with a staff presentation on the proposal. The public can comment on the Chapter 380 Business Expansion proposal at this Council meeting.
2. The Chapter 380 Business Expansion Program Category proposal, application, evaluation documents, analysis and proposed contract are announced in a press release and made available to the public at the time of the Agenda posting. All of this information is posted to the Economic Development Department's page on the City website.
3. An online comment portal is setup to collect public comments for a minimum of seven (7) days, unless special circumstances are required. All

comments received are forwarded to the City Council prior to the second Council meeting.

4. The second City Council meeting includes a public hearing and City Council action.

iv. **Note:** Applications that exceed the City Manager Approval Authority will be assessed an application processing fee of $3,000 should the Applicant request the Application be placed on a City Council Agenda for consideration.

11. Stewardship

a. The Business Expansion Program is administered in accordance to the City of Austin's Chapter 380 Guiding Principles and Chapter 380 Policy. City staff is committed to the following values in the administrative implementation and stewardship of the Chapter 380 Business Expansion Program:

i. **Efficient, Inviting, and Responsive to Market Needs:** The Chapter 380 Program is a visible, accessible opportunity for the City to use public funds to encourage private entities to discover new ways to improve the Austin community and improve business endeavors. This process must be efficient and expeditious to match the rapid pace of the business environment and minimize delay. Every effort will be made to build in appropriate timelines, clearly communicate expectations on those timelines, and carry out an efficient process of the Chapter 380 application steps.

ii. **Transparency:** The Chapter 380 Business Expansion Program will comply with best practice transparency measures, including producing timely and accurate reporting on all Chapter 380 agreements, supporting documentation, compliance reports, and ongoing payment information available on the City's website or other communication outlet. All final agreements and project information will be made available to the public via online portal immediately and openly after approval.

iii. **Compliance and Third Party Assessment:** All Chapter 380 agreements are performance-based, meaning the company must demonstrate its compliance annually to receive that year's payment. No upfront awards are allowed through the above mentioned programs. Every year, the Economic Development Department reviews the company's compliance with the agreement requirements, and an independent, third-party reviews the department's annual review. If both annual reviews confirm company compliance, then the company is deemed to have fulfilled its annual obligations, and the payment is made for that year. All payment information will be available on the Economic Development Department Open Portal website.

iv. **Term of Agreements & Grandfathering:** Agreements made within the Business Expansion Program are not subject to the five-year maximum term. Typically 5-10 years, the term of those agreements is made to best reflect the project's timeline, investment, and job creation schedule and the City will honor those agreements until the termination of the agreement. In the event a program is

allowed to sunset or program criteria is changed to reflect shifting conditions, existing agreements will be grandfathered for the remainder of the term of the project agreement unless otherwise agreed to by the parties in a written amendment to the agreement. The City Manager is able to propose a longer or shorter term for an agreement should the City have a competitive justification or business need for such action. All agreements must contain standard City termination provisions for economic development agreements, including Payments Subject to Future Appropriation and Event of Default clauses.

v. **Market Conditions: "High-Impact" Projects:** High-impact projects, unique developments, and market competitive or other non-conforming projects will be considered on a case-by-case basis and within the context of the current market conditions at the time of project application. City staff will analyze those conditions and projects and determine if a recommendation for award proposal is achievable through current programs. If it is determined that the non-conforming project is attractive, justifiable, and can provide significant community value given current market conditions, and does not fit within the structure of a current program outline, special consideration may be made to create a program to support such a project depending on feasibility and City financial bandwidth.

vi. **Annual Update & Reporting:** An annual assessment will be made for the effectiveness of the programs and projects in reaching the intended goals. Program Metrics and Project Metrics are tracked on an annual basis that will be shared publicly. Metrics focus on Austin's Strategic Direction outcomes and general performance measurements could include but are not limited to (see following page):

Program Metrics:	**Project Metrics:**
Number of Applications Received/Accepted	Metrics by Program Criteria
Community Preservation	New Jobs Created
Catalytic Event Affects	Jobs Retained
Equity Measures	Job Types
Transportation Impact	Revenue Impacts
Affordability Measurements	Community Benefits Achieved
Workforce Impacts	Capital Investment
Other Strategic Direction Measurements	Other Strategic Direction Measurements

b. Specific goals for each of the Program and Project metrics will be identified during the rule promulgation and development process to occur in the first year of this program. This process to determine specific goals that will be carried forward in future years will include stakeholder input, consideration of best practice programs, and appropriate goals based on determined annual program budget allocations.

c. At the end of the five-year period of the program, Annual Reports will be reviewed and used as supporting documentation to make the decision to sunset, phase-out or revise the program structure.

d. Program and Project metrics will be revised and simplified during the rule promulgation and development process, which shall be finalized within ninety days of City Council's adoption of the revised Program Guidelines. This process to revise and simplify goals that will be carried forward in future years reflecting stakeholder input, consideration of best practice programs, and appropriate goals based on determined annual program budget allocations. At the end of the five-year period of the program, those Annual Reports will be reviewed and used as supporting documentation to make the decision to sunset, phase-out or revise the program structure.

Appendix:

- **Business Expansion Program Definitions**
- **Deferment Period Curriculum**

Appendix A – Chapter 380 Business Expansion Program
Index of Definitions

#	Term	Definition
1	Affinity Group	A group of individuals meeting on a routine or semi-routine basis who share a common ethnic and/or cultural background or interest for the purpose of mutual learning, support, and/or professional growth.
2	Alternative Compensation	Compensation that is tracked in the company's payroll system, that is paid to an eligible employe that is neither wage or salary, which can include commission, bonus, shift-differential, profit sharing and/or gratuities.
3	Alternative Transportation Modes	Refers commuting modes other than driving alone in a car. Examples include public transportation, carpooling, biking and walking.
4	Applicant	Company, firm, entity or organization who has submitted a formal application for consideration of the City of Austin's Chapter 380 Business Expansion award program.
5	Apprenticeship	A full-time job (with benefits) that is a combination of on-the-job training and related instruction from a supervisor in anticipation of and preparation for a permanent job in the company.
6	Area of Persistent Poverty	A Census Tract in which the project is located has a poverty rate of at least 20 percent as measured by the 2014-2018 5-year data series available from the American Community Survey of the Bureau of the Census and further defined by areas designated as Areas of Persistent Poverty or Historically Disadvantaged Communities on the Grant Project Location Verification map.
7	Austin MSA	Austin Metro Statistical Area as defined by the Bureau of Labor Statistics.
8	Austin Resident	Any individual having a Permanent Address within the Austin Metro Statistical Area prior to being hired by the company.
9	Austin-Based Employees	All employees of the company receiving awards who work in the city of Austin.
10	Award	An allocation of money paid by the City to a company/entity that qualifies. Performance-based reimbursement of a portion of property taxes or a percentage of wages paid to employees. For job-creation based awards, pro-rated payments for payroll incurred.
11	Award Agreement	A contractual agreement between two parties (the City of Austin, and company) that outlines a job creation schedule and milestones, capital investment

		requirements, and other performance requirements that must be demonstrated prior to the payment of the Award.
12	Award Allocation	Amount of money estimated to be paid under the Chapter 380 Business Expansion program to a company based on the company's compliance with the terms of their agreement.
13	Award Amount	The total dollar value of the loan or grant an Award Recipient is eligible to receive under a Chapter 380 agreement.
14	Award Proposal / Economic Award Proposal / Award Package / Award Package Proposal	The total dollar value of the loan or grant, plus any additional operational support, the City of Austin is willing to provide to an Award Recipient under a Chapter 380 agreement, which is presented to the Award Recipient and the Austin City Council for consideration.
15	Award Recipient	An entity that receives or has received economic development awards under the City's Chapter 380 Business Expansion program.
16	Bonus Qualifier	Refer to the full list of Bonus Qualifiers on the Scoring Matrix.
17	But For Statement	A statement required by all award applicants that provides credible evidence that the award either fills a gap that creates desirable outcomes for the City or that the Project addresses a competitive position around a relocation or expansion that is considering viable alternative sites outside Austin.
18	Business	A firm, company, corporation, establishment, agency, institution, organization, enterprise or collective of same engaged in commercial activity.
19	Career Ladder	The progression of jobs in an organization from lowest-paid with least responsibility to highest-paid with most responsibility, by which employees are provided opportunities to move to higher-paying and higher-level positions within the organization.
20	City Manager Spending Authority	The level of financial obligation the City Manager can authorize without approval of City Council.
21	Community Benefits	Talent Development (all Categories) Hiring (all Categories) Diversity, Inclusion & Equity (all Categories) Neighborhood Connection (all Categories) Civic Engagement (all Categories) Local Partnerships (Categories 1 & 2) Sustainable Business Practices (Categories 1 & 2) Business Type (Category 3) Business Sector (Category 3) Industry Diversification (Category 3) Filling Gaps in Needed Goods/Services (Category 2) Employment Opportunity (Category 2) Quality of Life Enhancements (Category 2) Mobility Solutions (Category 2)

22	Company	A firm, business, corporation, establishment, agency, institution, organization, enterprise or collective of same engaged in commercial activity.
23	Compliance Process	Post-execution evaluation process during which compliance with terms and conditions are demonstrated by the company, verified by City of Austin staff, and confirmed by a third party reviewer.
24		
25	Cooperatively Owned or Managed business	A business owned or managed such that membership in the cooperative is voluntary and open, the business is democratically controlled by the members, and members participate economically in the business.
26	Diversity	Demonstrated by respect for individual differences in race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.
27	"Diversity, Inclusion and Equity Practices"	Organizational practices with a specific intent to increase diversity, inclusion and equity within an organization.
28	Domestic Partner	An individual of the same or opposite gender as the employee who lives in the same household and shares the common resources of life in a close, personal, intimate relationship with an employee if under Texas law the individual would not be prevented from marrying the employee on account of age, consanguinity or prior undissolved marriage to another.
29	Downtown	the area bounded by Martin Luther King, Jr. Boulevard, Interstate Highway 35, Lady Bird Lake and Lamar Boulevard, as defined by the Downtown Commission Bylaws 2016
30	Educational Opportunities	The chance to receive classroom or online instruction through an accredited institution, paid for by the employer.
31	Eligible Property Taxes	Property received by the City of Austin that are eligible for reimbursement, which excludes the debt service component of the tax rate and the portion of the tax rate dedicated to the transfer to the Austin Transit Partnership.
32	Equity	The practice of dealing fairly and equally with all employees.
33	Equity Measures	Measures that track the extent to which the composition of an organization's workforce reflects the composition of the community in terms or race, ethnicity, and gender.
34	Exception	A deviation from Program rules. The Chapter 380 Business Expansion Program allows no Exceptions.
35	Extra Bonus Qualifier	A bonus qualifier that is worth at least one additional point more than a "Bonus Qualifier" in the Project Score. Refer to the full list of Bonus Qualifiers on the Scoring Matrix.
36	Full-time Employees	People hired by a company in a Full-Time Job who are considered employees, not contractors, under federal and state employment and labor laws and for federal and state tax purposes.

37	Full-time Job	A job occupied by an employee of the company who worked or was paid for at least 1,500 hours in a calendar year.
38	High-Wage Jobs	A job paying at least 50% more than the overall average wage, as defined by the most recent American Community Survey 1-year estimate.
39	Higher Value Project	A Project for which the total Award Amount does not exceed the City Manager's spending authority at the time the Project is approved. "Value" in this case is defined as activity that produces "Community Benefits." See also, Community Benefits.
40	Historically Disadvantaged Community	Areas within the City limits experiencing higher levels of poverty and segregation, with low to moderate access to socioeconomic opportunity. Further identified as any Census Tract identified as disadvantaged in the Climate & Economic Justice Screening Tool (geoplatform.gov) (CEJST), created by CEQ, which identifies such communities that have been marginalized by underinvestment and overburdened by pollution.
41	Inclusion	The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.
42	Internship	A full-time or part-time, paid position with or without benefits of no more than two years duration, typically made available to students.
43	Large Business	A business with greater than 100 employees worldwide.
44	Leading Edge Technology	New and advancing technology or process that have not yet been widely adopted throughout an industry.
45	Living Wage	(1) The City of Austin Living Wage approved most recently by City Council; (2) The minimum hourly wage plus Alternative Compensation that the City of Austin may pay its own employees in a given year.
46	Lower Wage Sector	Employees in occupational groupings that make on average an hourly wage that falls below the City's Living Wage.
47	Matrix	The evaluation tool used to score Chapter 380 Business Expansion projects based on the program guidelines.
48	Median Salary	The median value of the firm or Project's range of annual salary values.
49	Middle-Skill Worker	Someone performing a Middle-Skill Job.
50	Middle-Skill Job	A job that requires more education and training than a High School diploma, but less than a four-year college degree.
51	Net Present Value	A value in the present of a sum of money, compared to a future value it will have when it has been invested at a rate of 8%.
52	New Full-time Employee	An Austin Resident who is hired by the company after the execution of a Chapter 380 agreement in a "New Full-Time Job" and is considered an employee, not a contractor, under federal and state employment and labor laws and for federal and state tax purposes.

53	New Full-time Job	A full-time job that was created by a company after the execution of a Chapter 380 agreement, performed in the City of Austin by an employee of the company, in which the employee is paid at least the City's current Living Wage and the employee either (1) worked or was paid for at least 1,500 hours in a calendar year, or (2) worked or was paid for at least 30 hours per week for each week worked at the company.
54	Permanent Address	A person's principal permanent home.
55	Prevailing Wage	Prevailing wage refers to the federal and state law that requires public entities to establish certain wage rates. It applies to construction workers on contracts awarded by the public entity for public works projects and is described in Chapter 2258 of the Texas Government Code and the City has approved Ordinance No. 20030508-031, adopting the federal Davis Bacon wage rate schedule. The same prevailing wage rate schedule adopted by the City would be paid by the Company for all construction it funds unless an exception was approved.
56	Private Partner(ship)	A for-profit entity engaged in a signed agreement, contract, or other formal partnership arrangement with the City of Austin.
57	Project / Chapter 380 Project / Incentivized Project	The addition of jobs and/or capital investment for which a company is applying to a City of Austin Chapter 380 Business Expansion program for assistance.
58	Qualified Third-Party	Established organizations providing services to "targeted hiring populations" (see definition). Organizations should have active public agency contracts for services or be otherwise approved by the City in its sole discretion.
59	Registered and Operational Location within the City of Austin	A business that is registered with either the Travis County Clerk or Texas Secretary of State, and which is open for business from clients at physical location within the full purpose City limits of Austin, Texas.
60	Score Card / Scoring Matrix	See "Matrix"
61	Significant Presence	At least five Full-time Jobs that are currently based and operational within the City of Austin OR having one or more registered and operational locations in Austin and none outside Austin.
62	Small Business	A business headquartered in the United States, and having 100 or fewer employees worldwide.

63	Targeted Hiring Population	An individual who: • earns less than 200 percent of the Federal poverty line and whose ability to compete in the free market has been impaired • Is experiencing a barrier to achieve regular employment as compared to others in the community • individuals without a high-school diploma or GED or transitioning from GED/high-school equivalent programs; • Individuals experiencing homelessness, transitioning from homelessness or residents of Permanent Supportive Housing (PSH) and other publicly funded housing programs to include Housing Choice Voucher Programs; • Individuals served by other local, state, or federal social services contracts; • Individuals with a past criminal justice system experience; • Individuals transitioning from drug, alcohol or other treatment programs; • those who either lack sustained labor force experience or those returning to the labor force from a sustained absence; • Individuals with a disability that has been identified by a qualified third-party service provider engaged in workforce development and supportive services as a barrier to employment; and • Individuals whose primary place of residence is located in a Areas of Persistent Poverty & Historically Disadvantaged Community at the time of hire. * In addition, other individuals who are considered to have challenges in regular employment may be included in the hiring population upon City receipt of, and agreement with, the justification for inclusion.
64	Tax Reimbursement Payment	A refund of taxes paid that a firm is eligible for after demonstration of satisfactory performance under the Chapter 380 agreement.
65	Under-served community	A segment of a community experiencing barriers to or lacking access to goods or services.
66	Wages	The fixed amount paid by an employer to an employee on a regular basis.
67	Work-Study	Part-time employment for undergraduate, graduate, or professional students with financial need while they are enrolled in school that allows students to earn money to help pay educational expenses.
68	Workforce Housing	Quality housing that is affordable to all employees of the company and is either owned or leased by company employees.

Appendix B– Chapter 380 Business Expansion Program
Deferment Period Curriculum
Available Sessions

1. Start (or Rebuild) Your Own Business

Do you dream of owning your own business but don't know where to start? Does your head start spinning when words like LLC or S-Corp make their way into the conversation? This three-hour in-person class will give you a blueprint for getting your business started. By the end of the session, you'll know what paperwork needs to be filed with the state, how to evaluate your competition and assess the market, and what you need to consider for daily operations. In addition to logistics like location, hiring, and insurance, we'll cover something important you might not have thought about: having the right mindset to run your own business.

If you already own a business but feel like you could use a refresher on the basics, this class is for you, too. Whether you are a new or existing business owner, this session will help you establish a strong foundation for your business.

Attendees will receive a workbook to use during the session. All participants will leave with a toolkit of resources including templates, worksheets, and helpful links. There will be plenty of time for Q&A, so come prepared with all your questions. Small business owners are encouraged to send key employees if they are unable to attend themselves.

2. Write A Business Plan You Will Actually Use

Do you have a business plan you've written and never used, gathering dust in the corner of your office or lost on your hard drive? Or does the idea of writing a business plan make you want to toss your notebook full of business ideas? Either way, this three-hour virtual workshop will walk you through the process of creating a plan you'll actually use. The hands-on, interactive session will guide participants through work on their own business plan. A workbook for the session will be provided, complete with templates, space to take notes, and work out ideas.

The session will cover competitive analysis, forecasting, getting a clear view of your business model, anticipating costs, and more. Also covered: what you need to be sure to include in your plan if you are planning to pitch to investors. Time for Q&A is built into the session, and questions are encouraged. Participants will leave with a toolkit full of resources, including templates, worksheets, and links. If you run out of time to finish your plan during the session, the resources provided will help you finish on your own.

By the end of class, you'll have (or be well on your way to having) a simple, powerful plan designed to grow with your organization. Small business owners are encouraged to send key employees if they are unable to attend themselves.

3. Small Business Marketing 101: Leverage Your Brand

You know that marketing is one of the keys to success. But you don't think you have the money or the time to create an effective marketing plan. This three-hour virtual class will cover the basics (what exactly is marketing—and what isn't) and provide you with practical, low-cost strategies to increase awareness, drive leads, and boost your revenue.

The session will provide you with tools for creating your own marketing materials, identifying and communicating with your target market, and positioning your business as the right choice to customers. Don't worry if buzzy marketing words aren't your thing—this will be practical advice, easy to understand and implement. There will be plenty of time for Q&A, and a workbook to use as you go through the class.

All participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

4. Work Smarter, Not Harder: Scaling Your Small Business for Growth

Is your to-do list always growing? Too many tasks, and not enough time to do them? Do you feel secret dread about your business growing because you have no idea how you'll manage the workload? This three-hour workshop will teach you to work smarter, not harder, so you can scale your small business for growth—without losing your sanity!

In this class you'll learn how to implement systems and processes that streamline your workflow, so you can take a deep breath and concentrate on the important things. After this session, you'll be ready to stop running around frantically putting out fires and trying to get things done, and instead focus on growing your business.

You'll receive a workbook to use during the session, and there will be plenty of time for Q&A. In addition, all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

5. The Practice of Leadership for Entrepreneurs

You had a great idea. You started the business. Now, your team is growing—but your role is shifting more toward leadership. Leading your team day-to-day, leading your company, your brand - but It's more than that. As your business has evolved, so have your expectations for yourself and your role, in the company and in the communities you serve. So often, as our business grows, so does our sense of responsibility. This three-hour session will help you decide what kind of a leader you want to be and will help you create a framework for building up effective leadership practices that make use of your knowledge and experience, and reflect your best self for this next chapter.

During the class, we'll cover leadership styles and discuss how the leader sets the tone for a small business. You'll hear practical, real world tips that you can try immediately. By the end of the session,

you'll feel more confident in your leadership skills and see a path for continued growth in this area. You'll receive a workbook to use during class, and there will be plenty of time for Q&A.

All participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

6. Basic Bookkeeping for Small Business

You have receipts everywhere and keep forgetting to track your mileage. You know the numbers are important and words like P&L statements, payroll, and taxes keep swirling in your head but you are feeling a little overwhelmed. This three-hour session will cover the basics of bookkeeping for small businesses, helping you implement workflows and systems that will take you from overwhelmed to organized. No more forgetting to submit receipts or wondering if you'll have enough money to cover payroll: after this session, you'll know what you need to do so you can have all the numbers at your fingertips. And the goal is to avoid overwhelm. You don't have to be good with numbers to manage your books. Even if you are going to hire a professional, you'll want this overview to know you're able to review their work with confidence.

During class, there will be plenty of time for Q&A, and you'll receive a workbook to use and take notes in. By the time you leave, you'll be ready to tackle your bookkeeping with gusto! Plus, all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

7. Exploring Funding Options for Your Small Business

You've had a great idea and you've written a business plan. You are ready to launch your business—but you need a little extra cash to make it happen. Shark Tank turned you down, and you don't know what to do next. This three-hour session will explore various funding options to help you get your business funded and off the ground. We'll cover different types of loans and investors, and what you need to prepare before you approach them. You'll leave knowing what documents you need before approaching investors or applying for a loan, and knowing what they are looking for in a business plan.

Come ready with your questions, because there will be plenty of time for Q&A. You'll get a workbook to use during class, and you'll also leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

8. The Fundamentals of Pricing & Negotiation

You have the product or service—but you don't know how to price it. You don't want to overcharge, but you also don't want to undercharge. You are trying to calculate labor and materials and overhead, and you are feeling a little overwhelmed. And then there's the matter of negotiating contracts and long-term business relationships. If you are starting to feel like you'll never be able to set the right price or negotiate like a pro, don't worry—this three-hour session will walk you through the fundamentals of pricing and negotiation.

There will be time during class for Q&A and you'll receive a workbook to use during class. Plus, all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

9. WORKSHOP: Know Your Numbers!

You've got reports covering your desk and filling up your inbox. You know the reports are important and you need to do something with them... but you are stuck on *what* to do with them and *how* they can help you. This three-hour workshop will walk you through understanding what your numbers mean for the financial health of your business. Once you know where to look and what you're looking for, you'll be able to decipher unexpected cost hikes in materials, see where money is leaking, and reveal which of your customers are driving profits. Understanding this information allows you to set clear goals for the future and increase your profit margin.

Participants can bring their own financial documents for discussion during the class, and there will also be sample documents provided to review. Everyone will receive a workbook for use during the session and there will be time for Q&A. Plus, all participants will leave with a toolkit of resources, including

templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

10. Followers & Connections: Engaging with Customers Online

The world of social media can be a little overwhelming. If your head starts to spin when you hear about algorithms and going viral, if you are trying to post on all the platforms and not gaining any traction—this is the class for you!

In this three-hour session, we will discuss where to find and how to engage with your customers online. This class will cover the basics of different platforms, how to establish (or refine) the online presence for your business, and how to handle the dreaded bad online review. There will be plenty of time for Q&A, so come with all your social media questions!

You'll receive a workbook to use during the session and all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

11. Workshop: Build Your Own Marketing Plan & Content Calendar

You know you need to market your business to succeed, but you don't know when or how. Do you post online? Send fliers? Update your website? This three-hour workshop will help you build a plan to make the most of your marketing. Learn when and how to use different marketing strategies, and what it means to plan a calendar of content for your social media platforms so you aren't stuck staring at a blank screen trying to figure out exactly what to post. By the end of this session, you'll be ready to tackle your marketing with new energy and ideas.

The workshop includes a workbook and time for Q&A, and all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

12. Next Level Marketing: Leveraging Search, PR, Podcasting & Video

You've got the marketing basics down. Your social media audience is engaged, you've built your email list, and you are ready to take things to the next level. This three-hour workshop will teach you how to leverage search, PR, podcasting and video to expand your reach and build your customer base. Even if you still don't totally understand what a podcast is, doing a guest interview on one could open up a whole new audience segment for you—and this class will teach you how to land that guest interview spot!

Attendees will receive a workbook to use during class and there will be time for Q&A built into the session. All participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

13. Basic Human Resources for Small Business

Small business owners do a little bit of everything. The job description encompasses a never-ending variety of tasks, and you frequently learn on the job–which can be the best kind of training there is. But when it comes to HR, a little guidance might be necessary to make sure you are staying on the right side of the law! This three-hour workshop will teach you the basics of HR best practices and what you need to know to be sure you are fulfilling your obligations as an employer.

The session includes a workbook to use during class, and there will be time for Q&A built in. Additionally, all participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

14. Workshop: Recruiting & Hiring for Small Business

We've all been hearing about the hiring shortages on the news. It's tough to find employees right now. But you don't want just any employee—you want *great* employees. This three-hour class will talk you through recruiting, so you have a pool of qualified candidates to select from, and then, through the

steps of hiring. When you hire a new employee, you want to set both themselves and your business up for success, so we'll also cover how to get them started on the right foot.

Bring all your questions, because there will be time for a Q&A session. Each participant will get a workbook to use during class, and everyone will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.

15. The Entrepreneur's Guide to Managing People

Managing people isn't what you thought you were signing up for when you started your own business. But your business has grown, and so has your team, and now you need to manage the people alongside your business. This three-hour session will help you establish systems and workflows to make sure that you are communicating clearly, establishing healthy boundaries, and setting your employees—and yourself—up for success. We'll also cover making sure your team is able to get what they need from you in a timely and efficient manner.

You'll receive a workbook to use during class, and there will be time for Q&A built in. All participants will leave with a toolkit of resources, including templates, worksheets, and helpful links. Small business owners are encouraged to send key employees if they are unable to attend themselves.