10-k

ACTION SHEET
ITEM FROM FINANCE COMMITTEE MEETING OF 09/15/15
FOR CITY COUNCIL MEETING OF 09/30/15

ISSUE:

19. Request for Approval of Professional Services Agreement – Business Education Program for Small Businesses and Non-Profit (RFP #15/38/P); SCORE. (Fabian Trujillo)

FINANCE COMMITTEE ACTION:

Approved as Discussion item.

FUNDING SOURCE: 22116.510300

SPECIAL CONDITIONS OR AMENDMENTS

STAFF FOLLOW-UP:

Approved with direction to staff.

VOTE	FOR	AGAINST	ABSTAIN
COUNCILOR TRUJILLO	X		
COUNCILOR RIVERA	X		
COUNCILOR LINDELL	X		
COUNCILOR MAESTAS	X		
CHAIRPERSON DOMINGUEZ			

4-13-15

DATE: September 8, 2015

TO: Finance Committee

VIA: Kate Noble, Acting Director, Housing and Community Development Department. KN

FROM: Fabian Trujillo, Economic Development Division Director. F.D.T.

RE: Business Educational Services RFP# 15/38/P - SCORE

Background:

The City of Santa Fe Economic Development Division issued an RFP for Business Educational Services on May 11, 2015. Staff received two proposals from SCORE and KMZ Management, LLC. Both of the respondents are Santa Fe based businesses. The objective of this program is to enhance the skills and knowledge of local businesses and connect them to resources to stimulate their growth. Business educational services training complement the work of the Business Ombudsman and the new Office for Business Growth by providing more in-depth information and hands-on training for Santa Fe business owners and entrepreneurs. SCORE was chosen in this competitive process because of their ability to meet the program objective by delivering an innovative program, utilizing an experienced team and attract attendees using a proven marketing plan.

Santa Fe SCORE Chapter 373 is part of a nationwide volunteer organization that provides professional guidance and information to America's existing and emerging small businesses and non-profit organizations. Most of the volunteers are retired, but some are still active business professionals. SCORE volunteers want to give back to the community by helping small businesses and non-profit organizations maximize their success. SCORE has provided a series of business seminars and workshops for the City of Santa Fe for approximately eight (8) years. These business seminars/workshops have evolved in quality and content. They have been successful because they are well attended and provide relevant business information to city businesses, non-profits and entrepreneurs. SCORE partners with the City, SFBI and the Santa Fe Public Schools to delivers these business training events. For FY-2015/2016, SCORE will be conducting eight seminars and four workshops.

The professional services agreement was reviewed by EDRC Sub-Committee on August 4, 2015 and it was unanimously recommended for approval. The PSA was reviewed and recommended for approval

by CBQL on September 9, 2015. The list of the training events is in Attachment A of the PSA. The 2015-2016 education series will provide businesses in-depth "hands-on" training and information relevant business topics as "pitching your ideas" and "successful crowd funding." Therefore staff recommends approval of the PSA and awarding of RFP# 15/38/P to SCORE.

Item and Issue:

Staff recommends approval of the SCORE professional services agreement to provide economic development services to city businesses in consideration of funding in the amount of $25,000. This is the first year of a four-year professional services agreement that will fund business services the amount of approximately $100,000. **The PSA and RFP was reviewed staff's and recommended for approval by staff as part of the RFP process on June 22, 2015. EDRC Sub-Committee and CBQL reviewed the PSA and recommended this PSA for approval.** In subsequent years, staff will submit amendments for approval by EDRC Sub-Committee and CBQL. The City Manager will then approve each amendment. The PSA will be funded out of the Economic Development Division budget under business unit and line item 22116.510300. The services are for a business education series of seminars and workshops. The City of Santa Fe will realize the following outcomes from the professional services agreement from SCORE:

1. Provide eight 2-3 hour lecture seminars and four 3-4 hour "hands-on" workshops to business leaders in Santa Fe.
2. These workshops and seminars will increase and enhance the skills and knowledge of Santa Fe area businesses and entrepreneurs and by providing them with relevant on-going business information.
3. Provide follow-up assistance and support to Santa Fe area businesses and entrepreneurs.
4. Enhance the City's relationships with business resource partners.
5. Stimulate a positive business climate with entrepreneurs and businesses by providing a city sponsored business educational series.
6. Improve training events to businesses by surveying businesses and attendees and making topics and presentations relevant and engaging.
7. Allow the city to gather demographic information on business and entrepreneurs that participate in the business education program.
8. Enhance the viability of the Office of Business Growth by allowing the city to provide in-depth business skills training to compliment the customized business assistance.

Action:

Staff recommends approval of the SCORE professional services agreement to provide economic development services to city businesses in consideration of funding in the amount of $25,000 and an option to renew for three additional one-year options for a total amount of approximately $100,000.

CITY OF SANTA FE RFP PROCUREMENT CHECKLIST

Contractor Name: SCORE

Procurement Title: Business Educational Services RFP

Solicitation RFP#: 15/38/P

Department Requesting/Staff Member HCDD Fabian Trujillo

Procurement Requirements:
A procurement file shall be maintained for all contracts, regardless of the method of procurement. The procurement file shall contain the basis on which the award is made, all submitted bids, all evaluation materials, score sheets, quotations and all other documentation related to or prepared in conjunction with evaluation, negotiation, and the award process. The procurement shall contain a written determination from the Requesting Department, signed by the purchasing officer, setting forth the reasoning for the contract award decision before submitting to the Committees. .

REQUIRED DOCUMENTS FOR APPROVAL BY PURCHASING*

YES	N/A	
☒	☐	Approved Procurement Checklist (by Purchasing)
☒	☐	Departments Recommendation of Award Memo addressed to Finance
☒	☐	Tabulation Evaluation score sheet
☐	☒	BAR
☐	☒	FIR
☒	☐	Contract, Agreement or Amendment
☒	☐	Current Business Registration and CRS numbers on contract or agreement
☒	☐	Summary of Contracts and Agreements form
☐	☒	Certificate of Insurance
☒	☐	Other: Insurance Waiver

Fabian Trujillo
Department Rep Printed Name and Title

Fabian S. Trujillo
Department Rep Signature attesting that all information included

Shirley Rodriguez for
Purchasing Officer attesting that all information is reviewed

REQUIRED DOCUMENTS FOR BID FILE*

YES	N/A	
☐	☐	Final RFP Document
☐	☐	Copy of legal solicitation published in the newspaper, website, etc.
☐	☐	All addendums
☐	☐	Plan holders list
☐	☐	Copies of all RFP submittals
☐	☐	Complete evaluation score sheets
☐	☐	Non-Responsive/Non-Responsibility Form and correspondence or letters from Department to vendor regarding disqualifications
☐	☐	Oral presentations (sign-in sheets, presentation materials, etc.)

☐	☐	Documentation sent to Proponents/Offerors and responses received regarding clarifications, decisions, negotiations, and/or best and final offers, etc.
☐	☐	Reference Reviews/Reference Check Questionnaires
☐	☐	Pricing evaluation
☐	☐	Final overall evaluation matrix or summary of evaluator scores
☐	☐	Other: _____

AWARD*

YES	N/A	
☐	☐	Fully executed Memo to Committees from the Department with recommendation of award
☐	☐	Winning proposal (this is a copy that has all confidential/proprietary information excluded)
☐	☐	Contract Award Notice
☐	☐	Email or notification sent to all Proponent(s)/Offerors that award was made
☐	☐	Waiver or "No Action Taken" from Procurement Office
☐	☐	If IFB and not awarded to lowest responsive, responsible bidder; written explanation
☐	☐	Other: _____

DISCLOSURES*

YES	N/A	
		Contractor Disclosures & Conflicts of Interest
☐	☐	Disclosures & Conflicts of Interest Form(s) (winning proponent(s)/offeror(s))
		Contractor –Conflicts of Interest
☐	☐	Purchasing Office Letter or e-mail to designated individual regarding potential conflict
☐	☐	Conflict of Interest Form signed by all parties
☐	☐	Letter from Procurement Office regarding the potential conflict
		Subcontractor Disclosures
☐	☐	Disclosures & Conflicts of Interest form of Subcontractor(s)
		Subcontractor –Conflicts of Interest
☐	☐	Purchasing Officer Letter or email to designated individual regarding potential conflict
☐	☐	Conflict of Interest form signed by all parties
☐	☐	Letter from Legal Office regarding the potential conflict
☐	☐	Other: _____

CONTRACT*

YES	N/A	
☐	☐	Copy of Executed Contract
☐	☐	Copy of all documentation presented to the Committees
☐	☐	Finalized Council Committee Minutes
☐	☐	Other: _____

MISCELLANEOUS FILE*

YES	N/A	
☐	☐	Local Preference Form
☐	☐	New Mexico Residence Form
☐	☐	Veterans Exemption
☐	☐	Other: _____

Include all other substantive documents and records of communication that pertain to the procurement and any resulting contract.

*

PROTEST (If applicable)*

YES	N/A	
☐	☐	Documentation from protester filed with the Purchasing Office
☐	☐	Letter from Department to Purchasing Office Providing response to protest
☐	☐	Letter from Purchasing Officer to protester and Department on final outcome
☐	☐	Other: _____

Create a separate file folder which may contain any documents with trade secrets or other competitively sensitive, confidential or proprietary information.

YES	N/A	
☐	☐	Original proposal (s) with no redactions

_____

Department Rep Printed Name and Title

_____

Department Rep Signature attesting that all information included

*

Evaluation Score for RFP '15/38/P: Business Education Services

Evaluators:		Ross Chaney		Fabian Trujillo		Zackary Quintero			
Firm: Santa Fe Score		Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Overall Scores	
Criteria	Weighted							Average	Total
Program Narrative and Project Plan	40%	4	160	4	160	4	160	160	480
Technical expertise and qualifications of team	20%	4	80	4	80	5	100	86.66667	260
Marketing Plan and Strategy	20%	5	100	3	60	4	80	80	240
Cost	20%	5	90	2	40	4	80	70	210
Total	100%	4	**430**		**340**		**420**	**397**	**1,190**
Firm: KZ Management Advisors		Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Evaluation Points 0-1-2-3-4-5-6-7-8-9-10	Score	Overall Scores	
Criteria	Weighted							Average	Total
Program Narrative and Project Plan	40%	3	120	3	120	3	120	120	360
Technical expertise and qualifications of team	20%	3	60	3	60	3	60	60	180
Marketing Plan and Strategy	20%	2	40	2	40	3	60	46.66667	140
Cost	20%	2	40	2	40	2	40	40	120
Total	100%		**260**		**260**		**280**	**267**	**800**

FIRM	Ave Score	Total Score	Rank	Preference
Firm: Santa Fe Score	397	1,190	1	1,190
Firm: KZ Management Advisors	267	800	2	800

CITY OF SANTA FE

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into by and between the City of Santa Fe (the "City") and (SCORE) (the "Contractor"). The date of this Agreement shall be the date when it is executed by the City.

1. SCOPE OF SERVICES

The Contractor shall provide the following services for the City:

A. Implement a business education program for Santa Fe Area businesses, entrepreneurs and non-profits which furthers the City of Santa Fe's Economic Development goals by developing interactive seminars and workshops that are relevant to operating, marketing or financing their businesses. This education program would also connect and educate business owners and entrepreneurs with city economic development programs and community business resource providers. The education program would implement the following:

(1) Eight(8), two to three hour lecture seminars, oriented to entrepreneurs, business owners and non-profits.

(2) Four (4) three to four hour interactive hands-on training workshops on specialized

topics such on, QuickBooks accounting, marketing, social media and cash flow management. The final line up of workshops will be mutually agreed upon.

(3) Provide follow up assistance and support for entrepreneurs, businesses and non-profits.

(4) Improve workshops & seminars based on participant feedback.

(5) Refer participants to other appropriate service providers as needed.

B. Administration. The contractor will administer all functions of the education program and will be responsible for overseeing and effectuating the series details including, but not limited to, communications and interface with the city, resource partners, presenters, marketing, logistics and other duties to be specified by the City.

C. Reporting

(1) Provide a detailed final report summarizing and evaluating the overall effectiveness of the education program. The report shall include the metrics and information detailed in Appendix B.

(2) The final report of the education program shall also contain the number of the events held, presenters and

a list or sign-in sheet of all attendees who participated in the series.

D. Presentation Material.

(1) The city will assist the contractor with the presentation workbooks for the education program events by collaborating with the design and printing of the cover and format of the workbook. The City will work with contractor to ensure that the presentation material also has the contractor's logo in the design of the presentation workbook as well as the City's logo.

(2) The contractor will be responsible for providing the City with the presentation materials from the presenters three weeks prior to the start of each seminar or workshop in order for the City to print the appropriate number of presentation workbooks for each event. The contractor will be responsible for the distribution of the presentation workbooks to education program attendees.

E. The contractor shall partner with City sponsored business development programs to provide referrals and assistance as needed by the business or entrepreneur being assisted.

F. Videography. The "City" shall produce videos up to four (4) of the educational series seminars/workshops. They

will be edited for distribution by the City of Santa Fe and made available for use by the contractor.

2. STANDARD OF PERFORMANCE; LICENSES

A. The Contractor represents that it possesses the personnel, experience and knowledge necessary to perform the services described under this Agreement.

B. The Contractor agrees to obtain and maintain throughout the term of this Agreement, all applicable professional and business licenses required by law, for itself, its employees, agents, representatives and subcontractors.

3. COMPENSATION

A. The City shall pay to the Contractor i for services rendered a sum of twenty five-thousand dollars ($25,000), inclusive of applicable gross receipts taxes. The first payment of $10,000 will be made upon completion of the Fall Education Series and $15,000 will be made upon completion of the Spring Education Series.

B. The Contractor shall be responsible for payment of gross receipts taxes levied by the State of New Mexico on the sums paid under this Agreement.

C. Payments shall be made upon receipt and approval by the City of detailed invoices containing a report of services completed in accordance with the schedule of the reports as

outlined in section C. Compensation shall be paid only for services actually performed.

4. APPROPRIATIONS

The terms of this Agreement are contingent upon sufficient appropriations and authorization being made by the City for the performance of this Agreement. If sufficient appropriations and authorization are not made by the City, this Agreement shall terminate upon written notice being given by the City to the Contractor. The City's decision as to whether sufficient appropriations are available shall be accepted by the Contractor and shall be final.

5. TERM AND EFFECTIVE DATE

A. This Agreement shall be effective when signed by the City and terminate on June 30, 2016, unless sooner pursuant to Article 6 below.

B. Option to Renew. The City retains the right to renew this Agreement up to three` additional one year terms contingent upon parties reaching an agreement as to the terms and conditions. The option may be exercised by the City by notifying Contractor in writing at least 45 days prior to the expiration.

6. TERMINATION

A. This Agreement may be terminated by the City upon 30 days written notice to the Contractor.

(1) The Contractor shall render a final report of the services performed up to the date of termination and shall turn over to the City original copies of all work product, research or papers prepared under this Agreement.

(2) If compensation is not based upon hourly rates for services rendered, the City shall pay the Contractor for the reasonable value of services satisfactorily performed through the date Contractor receives notice of such termination, and for which compensation has not already been paid.

(3) If compensation is based upon hourly rates and expenses, then Contractor shall be paid for services rendered and expenses incurred through the date Contractor receives notice of such termination.

7. STATUS OF CONTRACTOR; RESPONSIBILITY FOR PAYMENT OF EMPLOYEES AND SUBCONTRACTORS

A. The Contractor and its agents and employees are independent contractors performing professional services for the City and are not employees of the City. The Contractor, and its agents and employees, shall not accrue leave, retirement, insurance, bonding, use of City vehicles, or any other benefits afforded to employees of the City as a result of this Agreement.

B. Contractor shall be solely responsible for payment of wages, salaries and benefits to any and all employees

or subcontractors retained by Contractor in the performance of the services under this Agreement.

C. The Contractor shall comply with City of Santa Fe Minimum Wage, Article 28-1-SFCC 1987, as well as any subsequent changes to such article throughout the term of this contract.

8. CONFIDENTIALITY

Any confidential information provided to or developed by the Contractor in the performance of this Agreement shall be kept confidential and shall not be made available to any individual or organization by the Contractor without the prior written approval of the City.

9. CONFLICT OF INTEREST

The Contractor warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under this Agreement. Contractor further agrees that in the performance of this Agreement no persons having any such interests shall be employed.

10. ASSIGNMENT; SUBCONTRACTING

The Contractor shall not assign or transfer any rights, privileges, obligations or other interest under this Agreement, including any claims for money due, without the prior written consent of the City. The Contractor shall not subcontract any

portion of the services to be performed under this Agreement without the prior written approval of the City.

11. RELEASE

The Contractor, upon acceptance of final payment of the amount due under this Agreement, releases the City, its officers and employees, from all liabilities, claims and obligations whatsoever arising from or under this Agreement. The Contractor agrees not to purport to bind the City to any obligation not assumed herein by the City unless the Contractor has express written authority to do so, and then only within the strict limits of that authority.

12. INSURANCE

A. The Contractor, at its own cost and expense, shall carry and maintain in full force and effect during the term of this Agreement, comprehensive general liability insurance covering bodily injury and property damage liability, in a form and with an insurance company acceptable to the City, with limits of coverage in the maximum amount which the City could be held liable under the New Mexico Tort Claims Act for each person injured and for each accident resulting in damage to property. Such insurance shall provide that the City is named as an additional insured and that the City is notified no less than 30 days in advance of cancellation for any reason. The Contractor shall furnish the City with a copy of a Certificate of

Insurance or other evidence of Contractor's compliance with the provisions of this section as a condition prior to performing services under this Agreement.

B. Contractor shall also obtain and maintain Workers' Compensation insurance, required by law, to provide coverage for Contractor's employees throughout the term of this Agreement. Contractor shall provide the City with evidence of its compliance with such requirement.

C. Contractor shall maintain professional liability insurance throughout the term of this Agreement providing a minimum coverage in the amount required under the New Mexico Tort Claims Act. The Contractor shall furnish the City with proof of insurance of Contractor's compliance with the provisions of this section as a condition prior to performing services under this Agreement.

13. INDEMNIFICATION

The Contractor shall indemnify, hold harmless and defend the City from all losses, damages, claims or judgments, including payments of all attorneys' fees and costs on account of any suit, judgment, execution, claim, action or demand whatsoever arising from Contractor's performance under this Agreement as well as the performance of Contractor's employees, agents, representatives and subcontractors.

14. NEW MEXICO TORT CLAIMS ACT

Any liability incurred by the City of Santa Fe in connection with this Agreement is subject to the immunities and limitations of the New Mexico Tort Claims Act, Section 41-4-1, et. seq. NMSA 1978, as amended. The City and its "public employees" as defined in the New Mexico Tort Claims Act, do not waive sovereign immunity, do not waive any defense and do not waive any limitation of liability pursuant to law. No provision in this Agreement modifies or waives any provision of the New Mexico Tort Claims Act.

15. THIRD PARTY BENEFICIARIES

By entering into this Agreement, the parties do not intend to create any right, title or interest in or for the benefit of any person other than the City and the Contractor. No person shall claim any right, title or interest under this Agreement or seek to enforce this Agreement as a third party beneficiary of this Agreement.

16. RECORDS AND AUDIT

The Contractor shall maintain, throughout the term of this Agreement and for a period of three years thereafter, detailed records that indicate the date, time and nature of services rendered. These records shall be subject to inspection by the City, the Department of Finance and Administration, and the State Auditor. The City shall have the right to audit the billing

both before and after payment. Payment under this Agreement shall not foreclose the right of the City to recover excessive or illegal payments.

17. APPLICABLE LAW; CHOICE OF LAW; VENUE

Contractor shall abide by all applicable federal and state laws and regulations, and all ordinances, rules and regulations of the City of Santa Fe. In any action, suit or legal dispute arising from this Agreement, the Contractor agrees that the laws of the State of New Mexico shall govern. The parties agree that any action or suit arising from this Agreement shall be commenced in a federal or state court of competent jurisdiction in New Mexico. Any action or suit commenced in the courts of the State of New Mexico shall be brought in the First Judicial District Court.

18. AMENDMENT

This Agreement shall not be altered, changed or modified except by an amendment in writing executed by the parties hereto.

19. SCOPE OF AGREEMENT

This Agreement incorporates all the agreements, covenants, and understandings between the parties hereto concerning the services to be performed hereunder, and all such agreements, covenants and understandings have been merged into this Agreement. This Agreement expresses the entire Agreement and understanding between the parties with respect to said services.

No prior agreement or understanding, verbal or otherwise, of the parties or their agents shall be valid or enforceable unless embodied in this Agreement.

20. NON-DISCRIMINATION

During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for an employment position to be used in the performance of services by Contractor hereunder, on the basis of ethnicity, race, age, religion, creed, color, national origin, ancestry, sex, gender, sexual orientation, physical or mental disability, medical condition, or citizenship status.

21. SEVERABILITY

In case any one or more of the provisions contained in this Agreement or any application thereof shall be invalid, illegal or unenforceable in any respect, the validity, legality, and enforceability of the remaining provisions contained herein and any other application thereof shall not in any way be affected or impaired thereby.

22. NOTICES

Any notices required to be given under this Agreement shall be in writing and served by personal delivery or by mail, postage prepaid, to the parties at the following addresses:

City of Santa Fe:
Housing and Community Development Department
P.O. Box 909
Santa Fe, NM 87504

Contractor:
SCORE
120 Federal Place, #307
Santa Fe, NM 87501

IN WITNESS WHEREOF, the parties have executed this Agreement on the date set forth below.

CITY OF SANTA FE:

_____
JAVIER M. GONZALES, MAYOR

CONTRACTOR:
SCORE

_____
(Ray Berger, Chair)

DATE: _____

CRS # A8025006090051
City of Santa Fe Business Registration # 15-40945

ATTEST:

_____
YOLANDA Y. VIGIL
CITY CLERK

APPROVED AS TO FORM:

KELLEY BRENNAN, CITY ATTORNEY

APPROVED:

_____
OSCAR RODRIGUEZ, FINANCE DIRECTOR

22116.510300
BUSINESS Unit/LINE ITEM

Appendix A: SCORE 2015/16 BUSINESS EDUCATION SERIES

Event Presentation Calendar*

FALL 2015

Workshops

The Perfect Pitch

Seminar

Successful Crowd Funding

The Customer Experience Economy – Exceptional Customer Service

Getting and Keeping Your Money: Accounting Basics

SPRING 2016

Workshops

Intermediate QuickBooks

Maximize Your Website

Effective Use of Social Media

Seminars

Writing a Compelling Business Plan

Legal Structures and Regulatory Compliance

Growing a Sustainable Non-Profit

Your Employees are Your Assets

Secrets to Business Licensing and Regulation

*Topics are subject to change

Appendix B – Metrics

- Attendance for each event
  - ✓ Average class size for seminars and workshops
- Collated survey and registration results for each education series event
  - ✓ Initial
    - Number of years in business or start-up
    - Number of employees
    - Type of business (home based, commercial, non-profit)
    - Industry sector
  - Post
    - Satisfaction rating
    - Presenter rating
    - Workshop material
    - Relevancy of course
- Source of Referral
- Number of attendees who become SCORE clients
- Number of mentored clients per year
- Return rate percentage
- Mentor recruitment highlights
- Partnership highlights

Appendix C: Sample Survey

Name of Workshop/Seminar
Names of Presenters

1. Please rate your overall satisfaction with this seminar/workshop:
   ____ Excellent
   ____ Above Average
   ____ Fair
   ____ Below Average
   ____ Poor

   Explain: _____

2. The seminar/workshop presenter (s) was/were: (Check One)
   _____ Effective
   _____ Engaging
   _____ Knowledgeable
   _____ Unknowledgeable
   _____ Ineffective
   _____ Unengaging

   Explain: _____

3. Please rate the seminar/workshop materials:
   ____Excellent
   ____ Above Average
   ____ Fair
   ____ Below Average
   ____ Poor

   Explain: _____

4. I found this seminar/workshop
   ____Excellent
   ____ Above Average
   ____ Fair
   ____ Below Average
   ____ Poor

   Explain: _____

5. Is there anything that might have improved your seminar/workshop experience?
   _____
   _____

6. Seminar or workshop topics I would like to see in the future:
   _____
   _____

7. Would you recommend this seminar/workshop?
   ____ Yes
   ____ NO

   Explain: _____

City of Santa Fe
Summary of Contracts, Agreements, & Amendments

Section to be completed by department for each contract or contract amendment

1 **FOR:** ORIGINAL CONTRACT ☑ or CONTRACT AMENDMENT ☐

2 Name of Contractor SCORE

3 Complete information requested ☑ Plus GRT ☐ Inclusive of GRT

Original Contract Amount: $25,000.00

Termination Date: June 30, 2016

☑ Approved by Council Date: July 22, 2015

☐ or by City Manager Date: _____

Contract is for: Business Education Services - RFP # 15/38/P - Small business assistance workshops and seminars for start-up, non-profit and existing businesses.

Amendment # _____ to the Original Contract# _____

Increase/(Decrease) Amount $ _____

Extend Termination Date to: _____

☐ Approved by Council Date: _____

☐ or by City Manager Date: _____

Amendment is for:

4 **History of Contract & Amendments:** (option: attach spreadsheet if multiple amendments) ☐ Plus GRT ☐ Inclusive of GRT

Amount $ 25,000.00 of original Contract# _____ Termination Date: 06/30/2016

Reason: Business Education Services - RFP # 15/38/P.

Amount $ ------ amendment # _____ Termination Date: _____

Reason: _____

Amount $ _____ amendment # _____ Termination Date: 09/30/2014

Reason: _____

Amount $ _____ amendment # _____ Termination Date: _____

Reason: _____

Total of Original Contract plus all amendments: $ $25,000.00

City of Santa Fe
Summary of Contracts, Agreements, & Amendments

5 **Procurement Method of Original Contract:** (complete one of the lines)

RFP# 15/38/P Date: May 11, 2015

RFQ ☐ Date:

Sole Source ☐ Date:

Other

6 **Procurement History:**
example: (First year of 4 year contract)

7 **Funding Source:** Economic Development Fund **BU/Line Item:** 22116.5103

8 **Any out-of-the ordinary or unusual issues or concerns:**
N/A
(Memo may be attached to explain detail.)

9 **Staff Contact who completed this form:** Fabian Trujillo

Phone # 955-6912

10 **Certificate of Insurance attached.** *(if original Contract)* ☐

Submit to City Attorney for review/signature
Forward to Finance Director for review/signature
Return to originating Department for Committee(s) review or forward to City Manager for review and approval (depending on dollar level).

To be recorded by City Clerk:

Contract #

Date of contract Executed (i.e., signed by all parties):

Note: If further information needs to be included, attach a separate memo.

Comments:

Estimated Education Series Budget

FY 2015-2016

Budget

Marketing	$9,000
Logistics & Reporting	$5,800
SFBI	$4,200
Programming/Presenters	$5,000
Total	**$25,000**

DATE: July 31, 2015

TO: Brian Snyder, City Manager

FROM: Fabian Trujillo, Director, Economic Development Division FT

VIA: Kate Noble, Acting-Director, Housing and Community Development Department KN

RE: Insurance clause waiver for Non-Liability PSA

Background:

The City of Santa Fe boiler plate Professional Services Agreement (PSA) includes three types of insurance requirements: a) general liability insurance b) workers' compensation insurance and c) professional liability insurance. The Economic Development Division executes contracts for services which pose no liability risk to the city of Santa Fe and has requested waivers of these insurance requirements.

Item and Issue:

The Economic Development Division is requesting approval of waivers for the liability insurance for SCORE for to conduct business education services (seminars and workshops) at the Santa Fe Business Incubator and the Santa Fe Public School District Computer Labs. The education services present no liability risk to the City of Santa Fe. SCORE is considered an arm of the federal government because they are operated by the SBA. Additionally, they are utilizing the SF Business Incubator and the Santa Fe Public School District buildings as the venues for their training. SFBI currently has insurance as part of their contract with City of Santa Fe and the Public School District is a public building.

The City Attorney's office has approved removing section (a) general liability insurance and (c) professional liability insurance from these PSAs after Risk Management said there is no apparent liability risk to the City from each of the services to be provided by these contracts. Section (b), requiring workers' compensation will remain in the contract in case either of the contractors hires additional employees.

Staff is requesting approval from the City Manager for these insurance waivers, which includes removal of general and professional liability insurance requirements from these contracts. Thank you for your consideration.

☐ APPROVED

☐ DISAPPROVED

Brian Snyder, City Manager Date

☐ APPROVED

☐ DISAPPROVED

Kelley Brennan, City Attorney Date

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2008-67

INTRODUCED BY:

C. Dominguez

A RESOLUTION

ADOPTING THE CITY OF SANTA FE'S ECONOMIC DEVELOPMENT STRATEGIES FOR IMPLEMENTATION.

WHEREAS, the Governing Body adopted the City's Economic Development Plan (the Angelou Plan) in 2004 as Resolution No. 2004-42; and

WHEREAS, the Economic Development Division has worked with a consultant to review the Angelou Plan and facilitate strategies for implementation of the City's Economic Development Plan; and

WHEREAS, the Business and Quality of Life Committee and the Economic Development Review Committee have reviewed the implementation strategies and their input has been incorporated; and

WHEREAS, these strategies outline the mission of the Economic Development Division; the objectives of the economic development that the city will focus on implementing; the desired outcomes of the Economic Development Plan, and a process on how to review proposals and achieve these outcomes.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF SANTA FE that the Economic Development Strategies for Implementation, attached as Exhibit A, are adopted.

PASSED, APPROVED, and ADOPTED this 30th day of July, 2008.

David Coss

DAVID COSS, MAYOR

ATTEST:

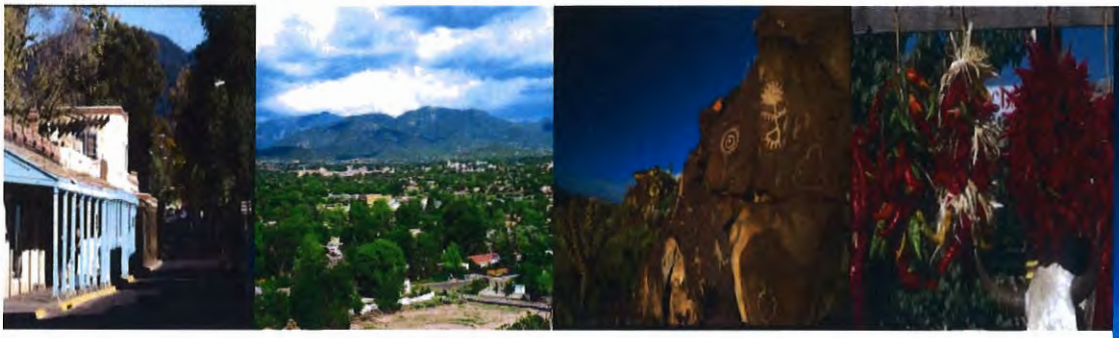
Yolanda Y. Vigil

YOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:

FRANK D. KATZ, CITY ATTORNEY

jp/CA/jpmb/2008 res/economic development implementation



City of Santa Fe

Economic Development Strategy for Implementation

May 21, 2008

Economic Development Division
Strategy for Implementation

ECONOMIC DEVELOPMENT DIVISION
Strategy for Implementation

Table of Contents

Mission	p. 3
Objectives	p. 3
Background	p. 3
Desired Outcomes	p. 3-4
Division Work	p. 4-5
Methodology	p. 6
Goals and Measures	p. 6
Targeted Sectors	p. 6
Process for Evaluating Projects	p. 9-13
Requests for Proposals	p. 13-14
Definitions	p. 15-17
Diagrams	
Venture Capital Portfolio	p. 18
Target Industry Evaluation Chart	p. 11
City Values Filter Charter	p. 12
Project/Proposal Evaluation Flow Diagram	p. 13

ECONOMIC DEVELOPMENT DIVISION
Strategy for Implementation

Mission:

The mission of the Economic Development (ED) Division of the City of Santa Fe is to achieve long-term sustainable and focused economic growth by building a diverse, innovative economy with high-wage, high-impact jobs that provide opportunity and prosperity for the City's residents, businesses and entrepreneurs.

Objectives:

-Diversify the Santa Fe Economy with an emphasis on high wage jobs[1] and career paths.
-Pursue overall affordability where local wages can support living in Santa Fe (reduce leakage[2]).
-Bolster Santa Fe's leadership position and/or potential in innovation.

Background:

More than four years ago Angelou Economics produced a report for "Cultivating Santa Fe's Future Economy." The implementation strategies in this plan are principally derived from that report. In order to effectively institute the recommendations contained in the Angelou Plan the Economic Development Division has worked to outline a process for vetting potential projects. The process is designed to be fair, easily understood and transparent to members of the community.

Angelou Economics calls for the plan to be a 'living document,' and updated as conditions change. To that end, the Economic Development Division has held a series of key informant interviews and a series of professionally facilitated seminar meetings with input from members of the local business and economic community. The values and priorities outlined in this implementation plan were discussed and approved by attendees at these meetings. The implementation plan is designed to be driven by measurable, achievable outcomes in several of the target industries identified in the Angelou Plan.

Desired Outcomes:

The Economic Development Division will work to foster a creative and innovative cultural economy. Specific economic goals that have been identified are as follows:

- Create and attract a greater number of high-wage jobs. This will not be to the exclusion of supporting emerging business opportunities in focused sectors that would lead to high wage jobs, but may not start out with high paying jobs. This will give more of Santa Fe's population the ability to live and work in the community.
- Ensure that Santa Fe has a skilled and competitive workforce to support innovation and key economic base jobs[3] and primary industries[4]. This includes creating and expanding accessible career paths for local youth. Economic base jobs and primary industries are jobs and industries that derive fifty percent or more of their sales from outside of New Mexico and thus expand the local economy.
- Recruit and retain local talent by making professional opportunities in the area available and better understood in the community.
- Improve the climate for doing business in Santa Fe. This includes streamlining the processes of permitting, licensing and other regulatory requirements. The ED division also intends to celebrate innovation and success in leading local businesses.
- Improve the business infrastructure[5] in Santa Fe. This means working regionally to ensure easy, low-cost access to services, utilities, transportation and other key means of support for success in business and community development.
- Develop stronger working partnerships in the region. This means actively engaging key partners in projects and initiatives on a regular basis in order to maximize community input, expertise, support and communication.
- Promote a green and sustainable Santa Fe.
    - Actively promote and stimulate businesses and services consistent with the Sustainable Santa Fe Plan. This will include clean renewable energy, water conservation and waste reduction technologies.
    - Promote and support projects, developments, and initiatives with sustainable infrastructure[6] and that are consistent with the Sustainable Santa Fe Plan.
    - Cultivate and work to develop a green collar workforce[7] to support the clean renewable energy industry as well as both the new and retrofitting of buildings, sites and infrastructure to be more sustainable.

Division Work:

Staff will work consistently with partners on a regional and collaborative approach to economic development. The Chamber of Commerce, Santa Fe Business Alliance, Santa Fe County, the Museum Foundation of New Mexico, Creative Santa Fe, the Santa Fe Community College, SCORE, the Santa Fe incubator and local venture capital firms will all be key partnerships to maintain and strengthen. A responsive, cooperative, customer service oriented approach will be the guiding principle behind all work done by staff.

Staff work will include:

- Project Management (Site development, workforce training program development, business support program development and management, etc.)
- Business Retention, Expansion[8] and Passive Recruitment[9] (Incentive analysis, site location, funding facilitation consultation, strategic assistance, program referral, etc.)
- Marketing (Outreach, production of collateral materials, workshops, etc.)
- Actively Soliciting Proposals to meet community needs. (Proposals can come via our partners including the SF Chamber, the SF Alliance, the State Economic Development Department, staff, Councilors or from other sources.)
- Streamlining Business Processes (Licensing, permitting, etc.)
- Contract Management (Business support services, advocacy, etc.)
- Community and Business Relations (Staff will make regular visits to businesses to gain a firsthand understanding of the industries operating in the region and the challenges they face. During these visits staff will promote awareness of City and State economic development opportunities, policies and capabilities.)

Staff will visit approximately 50 businesses per year or approximately two businesses per week to discuss potential business development resources with each company. The resources that will be discussed will be but not limited to alternative financing programs (i.e. City's Small Business Loan Fund), technical assistance programs (i.e. SF Incubator, SCORE and SBDC programs) and State incentives. Staff will provide a quarterly report containing the following information:

- Number of Companies Visited
- Size of Portfolio (Number of Potential Company Expansions, Start-ups and Recruitments)
- Number of Companies Expanded, Started or Recruited
- Overview of Companies Expanded in Target Sectors, Number of Jobs, Average Wage and Capital Investment
- Progress on the Infrastructure Project implementation.

The Economic Development Division will take a proactive role in engaging a wide range of regional partners in collaborative efforts to benefit the economy. Emphasis will be placed on getting the right partners to cooperate on each project so that work can be focused on achieving measurable outcomes. For example, the Santa Fe Community College will be a key partner in workforce development and the Santa Fe Chamber of Commerce will be a key partner in business development.

Methodology:

The implementation strategy outlines a process for evaluating projects and proposals that meet agreed upon Economic Development Goals. Staff work will be focused along these guidelines:

- The Economic Development Division will focus efforts in a few strategic areas in order to effectively use limited resources. Projects will be outcome driven[10] with an emphasis on getting the greatest return for the investment of City resources.

- Work will be focused along three tracks – business development, workforce development and site & infrastructure development.

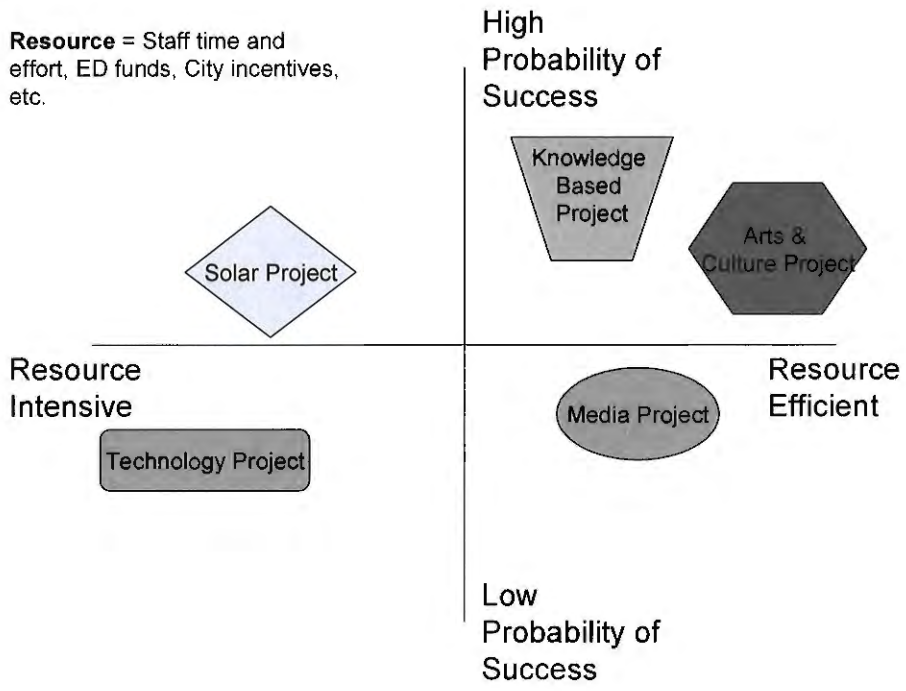
- Staff will work to streamline the process of providing services. Duties and provision of services will be aligned to best utilize resources, time and knowledge of staff.

- Significant effort will be made to provide good customer service and communication. The Division will be accessible to the community and work to ensure clear communication.

- Economic development activities will be regionally oriented with an emphasis on working in partnerships. Anticipated partners will include organizations such as the State of NM, the New Mexico Economic Development Partnership, the Santa Fe Community College, Santa Fe County, the Santa Fe Chamber of Commerce, the Santa Fe Alliance and the Santa Fe Incubator.

- The portfolio of projects will be organized with an investment/venture capital approach[11]. The portfolio will endeavor to balance safe bets and risky bets with an understanding that risky projects have a greater chance of failure but may yield the greatest returns. It is expected that applications for economic development projects, which may or may not solicit funding from the Economic Development fund, will be made throughout the year. All projects will be evaluated within the context of the current portfolio, as well as by taking into consideration pending applications. As staff will be working consistently with potential applications, there will be some preliminary assessment of where new applications will fall within the portfolio management spectrum. It is expected that the investment by the City will fall largely into projects with a high probability of success and efficient use of resources. To manage this portfolio, staff will work closely with projects and continually assess their progress toward meeting agreed upon objectives.

Venture Capital Portfolio



- Projects will be outcome driven and aligned with SMART Goals whenever possible. That is, goals that are - Specific, Measurable (data), Aggressive but Achievable, Relevant to Mission, and Timebound (not just open ended).

- During the working period and upon completion, each project will be assessed in order to make adjustments and improve outcomes. There will be a continuous feedback loop where project impact, strengths and weaknesses will be analyzed and any necessary corrections will be made.

Goals & Measures:

The goals and measures will be cumulative and cover a three year period.

1) Facilitate and assist in the creation of 900 high wage, economic base jobs (see definitions).

2) Facilitate the creation of 36 business expansions, startups, retention or recruitments to the Santa Fe region.
3) Increase the average wage in the Santa Fe region from $14.90 per hour to $15.90. This approach acknowledges and emerging trend in employment where employees contract to work on specific projects and may not be in salaried positions.
4) Complete or develop at least one infrastructure project per year. For example, an Arts & Cultural District[12], Mainstreet Program[13], telecommunications network plan, implementation of an Airport Master Plan, and expansion of solar industry capacity.
5) Facilitate and assist with the increase and/or creation of workforce career pathways and skill levels in targeted industry sectors by developing up to two workforce development programs. This will largely be accomplished by working with our local partners, including the SFCC, Santa Fe Public School District and the Northern Area Workforce Development Board.

Targeted Sectors for Growth and Development:

Economic development activities will focus on targeted industries identified in the Angelou Plan and refined through the recent economic development seminar meetings. Targeted sectors are identified as follows:

- Media (Film, Publishing, Journalism, Video Game Production, etc.)
- Green – Consistent with Sustainable Santa Fe Plan and including: Clean renewable energy (with a focus on the solar industry), water conservation and waste reduction technologies.
- Technology (Biotech, Nanotech, Software design, etc.)
- Knowledge Based Enterprise (Research and Development, Think Tanks, Financial Services, Consulting, Public Policy, etc.)
- Arts & Culture (Artisans, Fine Artists, and Cultural Heritage.)

Request for Proposal Versus Unsolicited Proposals:

The Economic Development Division anticipates two processes to generate projects and programs that will meet the Economic Development Implementation Strategy. These two processes reflect the nature of economic development work. The first will rely on generating proposals in response to an annual request for proposal and the second will allow for unsolicited proposals for economic development projects that may emerge during the course of a year.

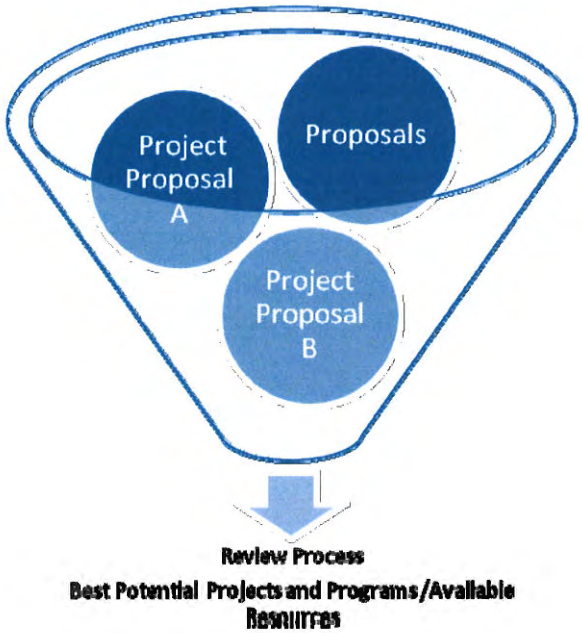
1. *Request for Proposals* – Each year the staff will prepare a Request for Proposal (RFP) for services and/or programs that support local economic development efforts. Typically, these RFP's will allow for three years worth of contracting, subject to funding availability and successfully meeting the agreed upon outcomes for a particular Scope of Work. These types of RFP's will focus on support services, such as those provided through the Santa Fe Incubator and SCORE and

the management of the Santa Fe Loan Fund. These are services paid through the Economic Development Fund, which uses the 1% of the State's share of the GRT as its funding source.

2. *Unsolicited Proposals* – At any time, proposals may be submitted for projects that must meet the Local Economic Development Act. Such proposals may request funding through the EDF, below market rate rent for buildings and/or other types of incentives. These incentives may include fast tracking through the City's various review processes and/or favorable financing or other incentives such as Industrial Revenue Bonds (IRB's). Staff will work closely with organizations and/or entities seeking such support well in advance of an actual application for assistance. The process for evaluating these applications is the same as for those submitting proposals in response to a Request for Proposal.

Process for Evaluating Projects, Proposals and Incentives:

The process is designed to make project, proposal and incentive evaluation fast, easily understandable, transparent and accessible to the community. It is a way for staff to fully vet projects or incentive proposals and thereby determine the allocation of money, staff time and effort. The following illustrates how the evaluation process will consider multiple projects and focus efforts to those with the best potential outcome.



Stage 1 – Economic Development Target and Values Assessment

Staff will assess the project/proposal by applying the following values filters:

A. Environmental Footprint[14] (water, power, emissions etc)

B. Wages and Benefits[15] (Is it possible to live and work in Santa Fe?)
C. Innovative Position/Potential[16]
D. Local[17] (Does it fit with the City Different? Does it enhance the cultural fabric? Is it homegrown? Doest it provide positive impacts to local Santa Fe residents)

The project targets will be assessed qualitatively using a check mark system. When reviewing the project, each target met will be assessed and checked in the project evaluation chart below.

•

Stage 2 – Initial Business Plan/Proposal Review

- Staff will meet with representatives of a project/proposal and work to understand the proposed business plan and/or proposal, identify potential problems, discuss potential resources, and answer any questions.

- Staff will perform an initial evaluation to ascertain the plan strengths and weaknesses. Financial solvency, community need, growth potential and environmental footprint will also be evaluated.

- Staff will work with representatives to match them with appropriate economic development resources. Staff will also ensure that all proposals are in compliance with the State's enabling legislation the Local Economic Development Act[18] which in Santa Fe is the Economic Development Plan Ordinance.

Cost-Benefit Analysis: Economic Development projects will also include a cost-benefit analysis as required by the city's (11-11.1) Economic Development Plan Ordinance. In accordance with the Economic Development Plan ordinance, the projects and/or incentive proposal must provide a return on investment over a 10-year period that recoups the value of the assistance provided by the city to the project. The return on investment shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing or service of value for the expansion or improvement of the economy.

The cost-benefit analysis or impact analysis will measure both direct and indirect impacts in accordance with 11-11.9 of the Economic Development Plan ordinance which will include but is not limited to the following:

- Jobs
- Pay scale of jobs
- Anticipated impact of project on local tax base
- Anticipated impact of project on local school system
- Assistance in providing affordable housing to employees or to the community at large may qualify

If a proposal requires funds of less than $30,000 staff will make a recommendation to the City Manager and move forward. Quarterly reports will be made to the BQL on these projects. If the proposal requires funds of more than $30,000 staff will refer the project/proposal to the Economic Development Review Sub-Committee (EDRC) with a recommendation.

Staff will utilize the following target industry evaluation chart to map the benefits and impacts of a project/proposal, The system of checkmarks is designed to provide a quick overview of the project's applicability to the target industry areas and the types of program and/or assistance needed for a particular business plan:

Target Industry Evaluation Chart:

	Business Development	Workforce Development	Sites & Infrastructure
Targets			
Media			
Green			
Tech			
Knowledge Based Enterprise			
Arts & Culture			

The project will also be assessed whether it meets the city's values as defined in the city values filters chart below. The values will be assessed using the following quantitative measures on a scale of 1-3 where three is exceeds values and 1 does not meet values. Use of this scale will provide a quantitative comparison between projects and provide an initial assessment of a proposed project's ability to address agreed upon local values:

3- Exceeds Values Criteria
2 – Meets Values Criteria
1 – Does Not Meet Values Criteria

City's Values Filters Chart:

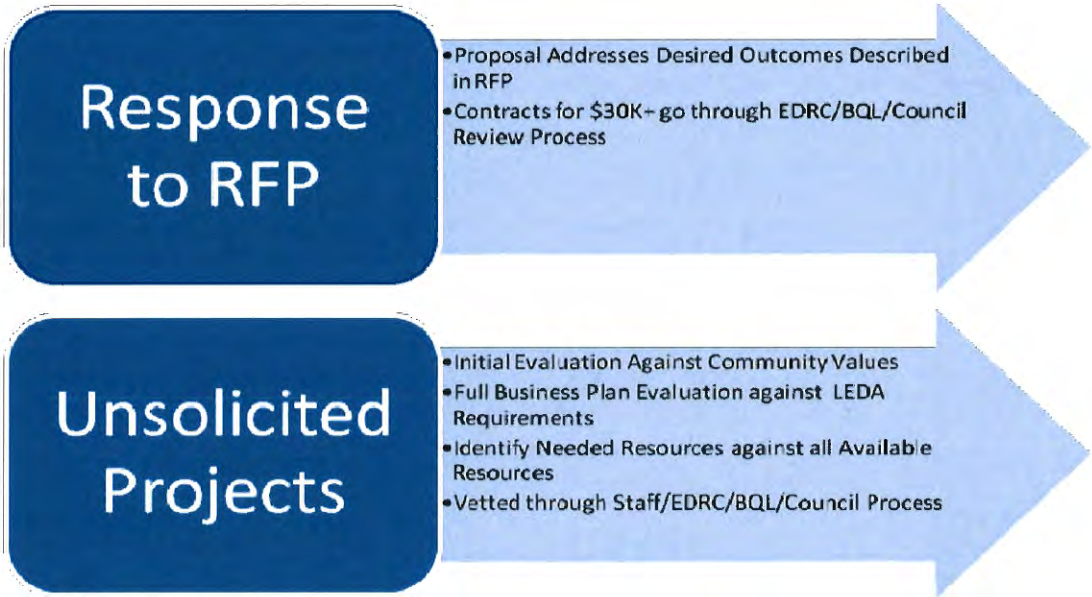
	Business Development	Workforce Development	Sites & Infrastructure
Values			
Low Environmental Footprint			
High Wages & Benefits			
Innovative Position/Potential			
Local			

Stage 3 – EDRC Review
The EDRC will review the staff recommendation and assess the project/proposal against the values filters, desired outcomes and financial feasibility. The EDRC will then make its recommendation to the Business and Quality of Life Committee (BQL).

Stage 4 – BQL Review
BQL will review the EDRC recommendation and assess the project/proposal against the values filters[19], desired outcomes and financial feasibility. BQL will then make its recommendation to the City Council OR reject the project/proposal.

Stage 5 – Council Review
The City Council will assess the project/proposal against the values filters, desired outcomes and financial feasibility. The City Council will approve or reject the project/proposal.

Project/Proposal Evaluation Flow Diagram



Requests for Proposals:

RFPs will be focused on getting results rather than outlining step by step procedures. This will allow for maximum input and creativity from RFP responders. Staff will evaluate RFP responses according to how well each proposal will meet the desired economic development outcomes.

The timeline for RFPs to be issued will be no more than 30 days after approval of the implementation plan by City Council. The RFPs will be reviewed and evaluated by a committee as required under the City's procurement code. The RFPs will be evaluated on how the respondents will meet the desired outcomes. RFP awardees will receive a contract for one year and two one year extensions.

Staff will work with RFP respondents to get more information, clarify how the work will be done and what outcomes need to be reached. For RFPs greater than $30,000 respondents will present their proposal to the EDRC. Staff will provide the EDRC with a funding recommendation.

Staff will administer contracts according to the scope of work and timeframe agreed upon in each contract. If necessary, at the discretion of the Division Director and Department Director, timeframe extensions and contract revisions may be made.

DEFINITIONS

[1] **High Wage Jobs** – In the State of New Mexico these are defined as jobs that pay a salary of $40,000 and above.

[2] **Leakage** – The loss of revenue in taxes and spending and the loss of talent that occurs when people cannot afford to work and live in the community.

[3] **Economic Base Jobs** - Economic base jobs are jobs in primary industries. An economic base job is any job that produces a product or service that is sold outside the community and thus brings in outside money. Most economists believe that the economic base job is the most important factor to a healthy economy.

[4] **Primary Industries** – Primary industries are defined on the same principle as economic base jobs. They are industries that derive fifty percent or more of their sales from outside of New Mexico and thus bring in new money expand the local economy. Businesses that bring in outside money are called primary industries, and they produce the coveted "economic base" jobs.

[5] **Business Infrastructure** – The basic facilities, services, and installations needed for the effective functioning of businesses in the area. This can include transportation and communications systems, water and power lines, as well as public institutions including schools and post offices.

[6] **Sustainable Infrastructure** – Basic facilities, services and installations which take care of the needs of the present generation without compromising the needs of future generations.

[7] **Green Collar Workforce** – A workforce employed in the environmental segment of the economy. Green collar workers include professionals such as conservation movement workers, environmental consultants, environmental or biological systems engineers, LEED's certified building architects, holistic passive solar building designers, solar energy and wind energy engineers, alternative energy vehicle engineers, organic farmers, environmental lawyers, ecology educators, and eco-technology workers. They also include vocational or trade-level employment: electricians who install solar panels, plumbers who install solar water heaters, and construction workers who build energy-efficient LEED certifed buildings, wind power farms, or other clean, renewable, sustainable future energy developments.

[8] **Business Retention and Expansion** – The retention of local businesses located in the Santa Fe region that may leave the community. Expansion is assisting local businesses in the Santa Fe region in growing their operations, employment or sales which results in more jobs and capital investment in Santa Fe.

[9] **Passive Recruitment** – Responding to inquiries and opportunities from businesses considering locating in the Santa Fe area but not actively marketing businesses to locate in Santa Fe from outside of Santa Fe.

[10] **Outcome Driven** – Guided by what results are or can be achieved rather than the method or process of working towards results.

[11]**Investment/Venture Capital Approach** - An approach similar to that taken by investment and venture capital managers wherein resources are balanced between calculated risky and safe ventures where safe ventures produces lower returns on investment and higher risk ventures produces higher returns on investment. Investments are also spread across different areas to achieve stability through diversity.

[12] **Arts & Cultural District** – A State program administered by the Mainstreet program which is designed to enhance local economic development opportunities, in designated districts, by placing an emphasis on indigenous arts and culture. Applying communities develop a plan to support, develop and enhance the selected district's arts and cultural opportunities as a niche for economic development.

[13] **Mainstreet Program** - New Mexico's MainStreet Program is a grassroots economic development program that assists communities in revitalizing their traditional commercial neighborhoods. Mainstreet works to create an economically viable business environment while preserving local cultural and historic resources.

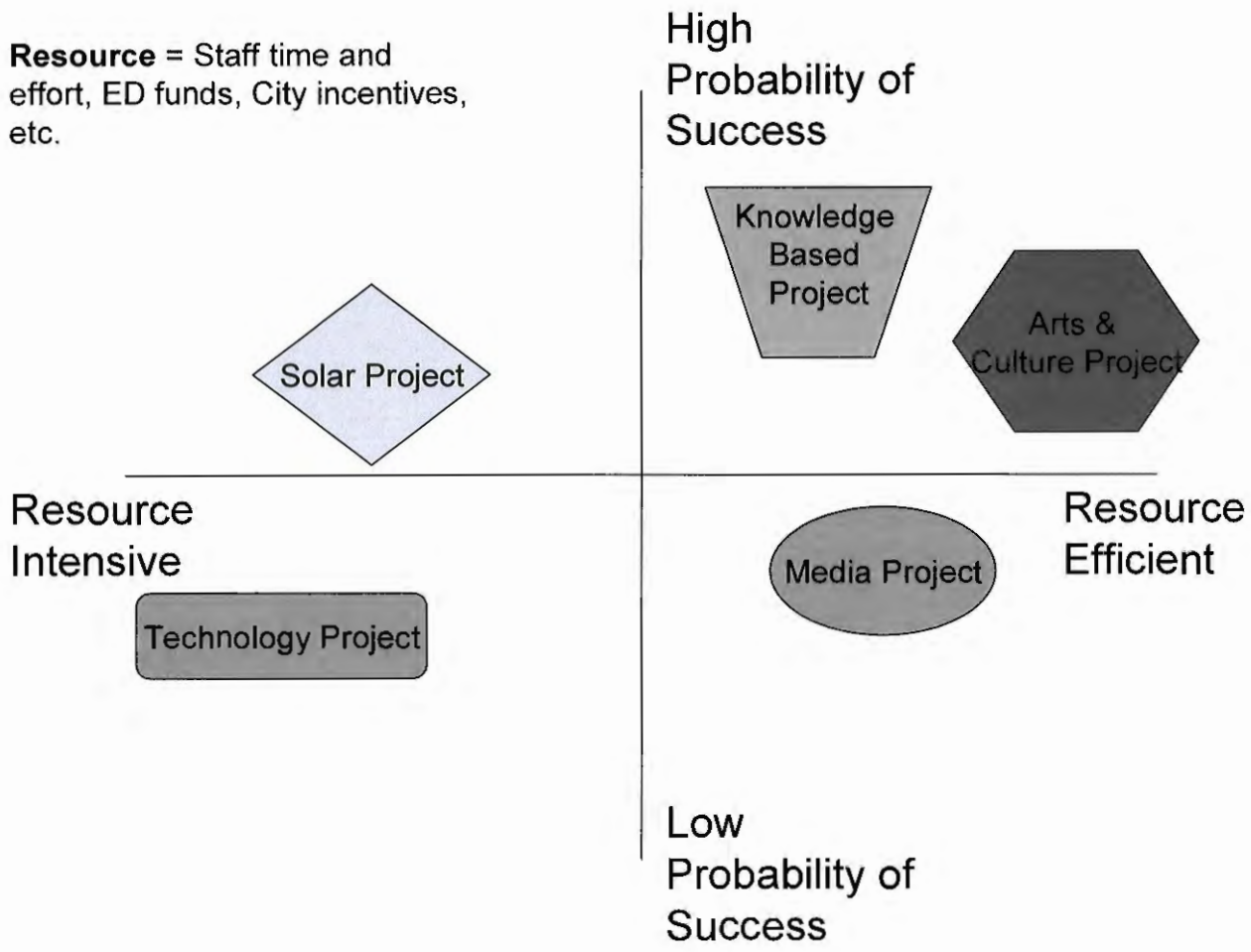
[14] **Environmental Footprint** – A project/proposal's potential impact on the local environment and ecology including water and power use, emissions, amount of solid waste generated, impact on local vegetation and wildlife and traffic impact.

[15] **Wages and Benefits** – A project/proposal's potential impact on or offering of employee pay and benefits including but not limited to retirement, healthcare, educational benefits, flexible scheduling, community service, support and involvement.

[16] **Innovation Position/Potential** – A project/proposal's potential impact on Santa Fe's innovation in an industry or the possibility of increasing the creative and/or innovative impact on the industry.

[17] **Local** – A project/proposal's homegrown origin or its impact on the cultural fabric, identity i.e. how it fits with the 'City Different,' and/or provides positive economic impacts to residents of Santa Fe,

[18] **Local Economic Development Act** – The State of New Mexico's enabling legislation which allows local governments the ability to use public money for private enterprises (including non-profits) in the form of land, building and infrastructure in order to foster economic development. This legislation allows public investment in private enterprises without violating the anti-donation clause of the New Mexico State Constitution

[19] **Values Filters** – The method for evaluating projects according to what is important to the local community's priorities.

Venture Capital Portfolio