<table>
<thead>
<tr>
<th>Functions/Roles</th>
<th>Key Tasks/Roles</th>
<th>Potential Partners</th>
<th>Variation Among Places</th>
</tr>
</thead>
</table>
| Being intentional: In creating new investment vehicles, local governments can work with partners to design loan products that meet the needs of entrepreneurs that are not served by existing programs. | 1. Identify entrepreneurs not served by traditional banks by engaging partners below.  
2. Identify credit needs (gaps in existing available financial products) as well as technical assistance and capacity needs. | Community-based organizations, business development organizations, small businesses and member associations, local government agencies, local higher education institutions, specialized consultants | In smaller communities, where local government agencies may not have dedicated economic development staff, partners such as local higher education institutions, community colleges, or regional rural development organizations could help identify local entrepreneurs and small business needs. |
| Identifying and engaging planning and implementation partners: Practitioners stressed the need for collaboration in designing and rolling out new investment vehicles, to support small businesses in navigating and accessing programs and avoid duplication of services. CDFIs can be especially critical partners in managing and delivering funds. | 1. Convene CDFI partners to identify opportunities for coordination in funding delivery.  
2. Convene small business membership associations, community-based organizations, and economic development partners.  
3. Educate, guide and support organizations in 2 (above) around building and strengthening creditworthiness (even as investment vehicles are being designed and developed). | Community-based organizations, small business associations, CDFIs, local and ethnic chambers of commerce, local government agencies, elected officials | Creating a new investment vehicle for public funds may require city council or statewide authorization, even if a CDFI will be delivering the actual program. Chicago’s Community Catalyst Fund required city council authorization and then an additional appropriation to capitalize it, while the NYS CDFI fund required these steps at the state level. For smaller jurisdictions, a regional or statewide approach may make more sense. |
| Identifying and addressing barriers to access | 1. Identify and fund community-based navigators that can provide multilingual technical assistance and other support to borrowers throughout the application process.  
2. Look for ways to eliminate unnecessary paperwork and other requirements.  
3. Make applications available in multiple languages and formats.  
4. Lengthen notice and application timelines to allow for outreach and gathering paperwork.  
5. Develop equity-based application evaluation criteria rather than first come, first served approach.  
6. Proactively guide and support potential borrowers in strengthening creditworthiness. | Community-based organizations, community development corporations, technical assistance providers, small businesses and membership associations, CDFIs | In smaller towns and rural areas that do not have a high concentration of local nonprofits, intermediaries and regional or national CDFIs could play some of these roles. For example, the national CDFI TruFund Financial Services used federal recovery funds to expand to Houston in the wake of Hurricane Harvey and finance disaster recovery, including supporting BIPOC-owned small and mid-sized businesses. A three-year timeline for the start-up funding gave TruFund enough time to build relationships and trust with city officials, community partners, local funders, and borrowers, and establish itself in the new market. |
| Identifying and addressing capacity needs for deployment | 1. Identify financial, technical, and/or staff-related resources needed for technical assistance and mentorship throughout the life of the loan.  
2. Allocate funds and/or secure partnerships to meet these needs. Participants suggested encouraging partnerships between larger and smaller organizations as a way to promote peer-to-peer capacity building, where smaller community-based partners can leverage the experience and credibility of larger organizations while larger organizations can develop better reach and connection to local communities. | Community-based organizations, community development corporations, technical assistance providers, local and ethnic chambers, small business membership and support organizations, local government agencies |  |
| Setting up a monitoring process with accountability mechanisms | 1. Establish clear equity-based goals and metrics to track investment fund performance and whether it is actually reaching BIPOC, women, and low-income borrowers.  
2. Report out on metrics and outcomes.  
3. Discuss with partners appropriate measures needed to ensure accountability.  
4. Consider creating mechanisms that allow for borrowers to evaluate lenders and their lending experience. To help ensure accountability participants suggest using such lender scores to inform funding allocation for these efforts. | Representatives of small businesses, membership associations, community-based organizations, technical assistance providers, CDFIs, local and ethnic chambers, and local government agencies |  |