<table>
<thead>
<tr>
<th>Functions/Roles</th>
<th>Key Tasks/Roles</th>
<th>Potential Partners</th>
<th>Variation Among Places</th>
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| **Being intentional**        | 1. Identify businesses that are likely to hire, i.e., are seeking to expand or would hire employees if they had appropriate incentives.  
2. Identify specific industries in which small and mid-sized businesses participate — growth industries and stable industries — and the specific labor needs within those industries. | Economic development agencies, ethnic chambers of commerce and business associations, community-based organizations | In rural jurisdictions, adopt a regional approach and engage partners that work across counties.  
When working with Indigenous communities, engage the local Tribal Employment Rights Office (TERO), which, among other things, matches employers and employees. |
| **Identifying and engaging planning and implementation partners** | 1. Consider the capacities the small businesses need to hire and retain employees, including a) whether the small businesses are transitioning from sole proprietorship or already have systems in place to take on new employees; b) the particular capacities of the small businesses industries; c) the real-life factors that inform small businesses’ hiring decisions, such as recruiting, training, administering payroll, taxes, insurance and benefits, and managing and retaining employees.  
2. Consider the capacities the employees need to obtain and retain a job.  
3. Engage partners who can support the capacities of employers and employees. These may include:  
  ● Providing training, technical assistance, coaching and mentoring to small businesses on equitable employment practices  
  ● Training and certifying workers  
  ● Matching employers and employees  
  ● Providing back-office, operational support  
  ● Connecting employers with professional services providers, such as accountants, lawyers, human resource/benefits specialists  
  ● Creating communities of practice so employers can learn from and support each other. | City agencies, small business technical assistance providers, workforce development agencies, education and training providers, community-based organizations, business associations and ethnic chambers of commerce, Temporary Assistance for Needy Families (TANF) agencies and social service agencies, Small Business Development Centers, mentors and coaches such as from Service Corps of Retired Executives (SCORE) | Same as above |
| **Identifying and addressing barriers to access** | 1. Target outreach to specific neighborhoods or industries, including providing materials in languages commonly spoken therein.  
2. Engage those working closely with small businesses to market the program and assist with the application.  
3. Make the financial incentives as flexible as possible, so that employers can use the funds as they see fit in order for their business to meet the hiring goals.  
4. Make the application and reporting as least burdensome as possible. | Same as above | Same as above |
| **Identifying and addressing capacity needs for deployment** | 1. Collaborate with entities to support the small business and employee capacities needed. Dedicate financial and staffing resources needed to facilitate coordination and collaboration.  
2. For additional funding, look at programs with objectives to support small business development, job creation, or job placement. | Same as above | Same as above |
| **Setting up a monitoring process with accountability mechanisms** | 1. During the grant period, require small businesses to report on hiring and wages paid.  
2. Provide training and technical assistance to integrate equitable hiring and pay into small businesses’ business model and operations. | Small business technical assistance providers | }