knowledge about and have experience in conducting process and outcome evaluations, evaluating issues in the job creation field, expansion of businesses and the creation of self-employment and small business opportunities for lowincome neighborhoods and a thorough understanding of the range and complexity of the problems faced by the target population. The competitive procurement regulations (45 CFR Part 74, Appendix H) apply to service contracts such as those for evaluators when the costs of such service will exceed \$25,000. (0-10 points)

Criterion II: Analysis of Need (Maximum: 15 points)

(i) Target area and population description. The application includes a brief description of the geographic area and population to be served, indicating what the unemployment rates are and (to the extent practicable) how the proposed businesses and subsequent jobs will impact on the nature and extent of the problem. It should also include (with an identification of the source of the information) the number and percentage of individuals receiving AFDC and the total number of individuals which make up the population in the area where the project

will operate. (0–5 points)

(ii) Nature and extent of problems to be addressed. Application includes an analysis of the identified personal barriers to employment and greater selfsufficiency faced by the population to be targeted by the project. (These might include such problems as illiteracy, substance abuse, family violence, lack of skills training, health or medical problems, need for childcare, or poor self-image.) Application also includes an analysis of the identified community systemic barriers which the project will seek to overcome. These might include lack of jobs; lack of transportation; lack of suitable clothing or equipment; lack of markets; unavailability of financing, insurance or bonding; inadequate municipal services (water, sewage treatment, street lighting, trash collection, electricity, traffic control); high incidence of crime; inadequate health care; or environmental hazards (such as toxic dumpsites or leaking underground tanks). If the jobs to be created by the proposed project are themselves designed to fill one or more of the needs so identified, this fact should be included in the discussion. (0-5 points)

(iii) Community empowerment consideration. Special consideration will be given to applicants who are located in areas which are characterized by poverty and other indicators of socio-

economic distress such as a poverty rate of at least 20%, designation as an EZ/ EC, high levels of unemployment, and high levels of incidences of violence, gang activity, crime, or drug use. Applicants should document that they were involved in the preparation and planned implementation of a comprehensive community-based strategic plan to achieve both economic and human development in an integrated manner and how the proposed project supports the goal(s) of that plan. (0-5 points)

Criterion III: Work Program (Maximum: 20 points)

The work plan and business plan(s), where appropriate, must be both sound and feasible. If the applicant is proposing to use project funds to provide technical and/or financial assistance for the establishment of an identified business, or to a third-party private employer to develop or expand a pre-identified business, the application must include a complete business plan (see ii, below). An application that does not include a business plan where one is appropriate may be disqualified and returned to the applicant.

The project must be responsive to the needs and problems identified in the Analysis of Need and Problems to be

Addressed.

(i) Work plan. The work plan must describe the proposed project activities, or interventions, and explain how they are expected to result in outcomes which will meet the needs of the program participants and assist them to overcome the identified personal and systemic barriers to employment and self-sufficiency. In other words, what will the project staff do with the resources provided to the project and how will what they do (interventions) assist in the creation of employment and business opportunities for program participants in the face of the needs and problems that have been identified. The application should include a hypothesis or hypotheses that is (are) significant and include(s) the key interventions, and which permit(s) measurement of the extent to which the target population can achieve greater self-sufficiency as a result of its involvement in the project. The key interventions should include the types and sources of technical and financial assistance to be provided the participants, as well as any education, training, and support services and the problems or barriers they are designed to overcome. If the technical and/or financial assistance is to be provided to pre-identified businesses that will be expanded or franchised, written

commitments from the businesses specifying their undertakings and levels of participation must be included with the application. The work program must set forth realistic quarterly time targets by which the various work tasks will be completed.

The application identifies and defines critical issues or potential problems that might impact negatively on the project and explains how they can be overcome and the project objectives reasonably attained despite such potential problems.

(ii) Business plan (where required). As noted above, a business plan is required whenever the applicant is proposing to establish a new, specific and identified business, or will be providing assistance to a private third-party private employer for the development or expansion of a pre-identified business. In these cases the business plan is one of the major components that will be evaluated by OCS to determine the feasibility of a jobs creation project.

Because the following guidelines were written to cover a variety of possibilities, rigid adherence to them is not possible nor even desirable for all projects. For example, a plan for a service business would not require a discussion of manufacturing nor product design.

With this understanding, the business plan should be prepared in accordance with the following guidelines:

- 1. The business and its industry. This section should describe the nature and history of the business and provide some background on its industry.
- a. The Business: as a legal entity; the general business category;
- b. Description and Discussion of Industry: Current status and prospects for the industry;
- 2. Products and Services: This section deals with the following:
- a. Description: Describe in detail the products or services to be sold;
- b. Proprietary Position: Describe proprietary features, if any, of the product, e.g. patents, trade secrets;
- c. Potential: Features of the product or service that may give it an advantage over the competition;
- 3. Market Research and Evaluation: This section should present sufficient information to show that the product or service has a substantial market and can achieve sales in the face of competition;
- a. Customers: Describe the actual and potential purchasers for the product or service by market segment.
- b. Market Size and Trends: State the size of the current total market for the product or service offered;