



# Welcome!

- INTRODUCTIONS
- HUD Basics
- 2023 Grant Application
- 2022 Contract Review
- QUARTERLY/MONTHLY REPORTS
- PAYMENT REQUESTS
- Q & A → please save questions for breaks or ask them in the chat





## Community Development Funds

- The City of Duluth is an Entitlement Community as defined by the Department of Housing and Urban Development (HUD), which means that the city annually receives about \$3 million in community development funds to provide for people with low to moderate incomes:
  - decent housing,
  - a suitable living environment, and
  - opportunities to expand economic opportunities



## 2022 City of Duluth HUD Income Guidelines

FAMILY SIZE	EXTREMELY LOW- INCOME (30% of the Median)	VERY LOW-INCOME (50% of the Median)	LOW INCOME (80% of the Median)
1	\$17,950	\$29,900	\$47,800
2	\$20,500	\$34,150	\$54,600
3	\$23,050	\$38,400	\$61,450
4	\$25,600	\$42,650	\$68,250
5	\$27,650	\$46,100	\$73,750
6	\$29,700	\$49,500	\$79,200
7	\$31,750	\$52,900	\$84,650
8	\$33,800	\$56,300	\$90,100



## Community Development Programs

Community Development Block Grant (CDBG)

HOME Investment Partnership Program (HOME)

Emergency Solutions Grant Program (ESG)



#### Timeline and Process

#### **Application Timing:**

Application Due date is August 31, 2022.

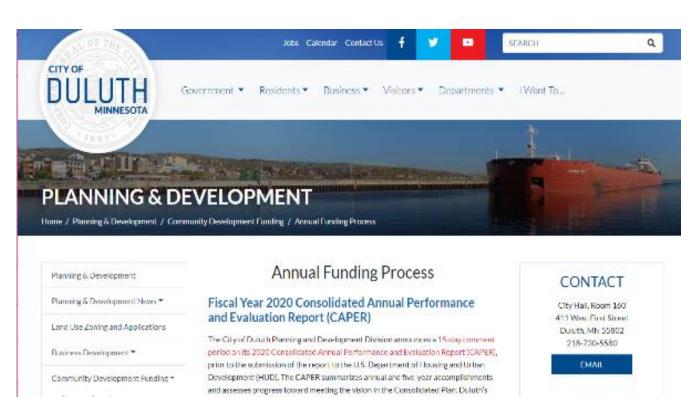
#### **Review Process:**

- September/October: Staff and Community Development Committee Review
- November 15: Public Hearing on the Funding Recommendations
- December 6: Finalize the Recommendations to City Council



#### **Application Form**

- Fillable pdf available online!
- https://duluthmn.gov/planningdevelopment/communitydevelopment-funding/programoverview/





## Application Details

- Eligible Applicants
- Eligible Activities
- Funding Types
  - CDBG (Housing, Public Services, Public Facilities, Economic Development)
  - ESG
  - HOME
- CD Committee Funding Recommendations



# Funding Targets

Funding Category	FY 2022 Actual Allocations	FY 2023 Funding Targets
Housing	45%	50%
Economic Development	15%	10%
Public Facilities	5%	5%
Public Services	15%	15%
Planning & Program Administration	20%	20%
CHDO Operations	0%*	0%
Homeowner Development and/or Homeowner Rehab	23%	25%
Rental Development	50%	50%
Tenant Based Rental Assistance	17%	15%
Program Administration	10%	10%
Street Outreach and Shelter Operations	60%	60%
Administration	7%	7.5%
HMIS Administration	2%	2%
Rapid Re-Housing and Prevention	31%	30.5%_

## Application components

- Consolidated Plan Priority & Eligibility
  - Summary, Description, Eligible Activity, 2020 Fair Housing Plan and Imagine Duluth 2035
- Project Readiness
- Project Impact & Delivery
  - Expected results, target clientele, outcome measurements
  - Use data and statistics to strengthen your argument
- Budget Narrative
  - Sources, Uses (How many FTE's?)
  - Housing- additional housing budget form
- Note Project Administration up to 10% for facilities, housing



## Consolidated Plan Goals (1 of 2)

GOAL	GOAL DESCRIPTION
Infrastructure Improvements	Invest in improvements to infrastructure that serves LMI neighborhoods, including; sidewalks, streets, bicycle infrastructure, ADA improvements, and other infrastructure.
Transportation Access	Provide opportunities that ensure LMI people have access to all modes of transportation to access employment, services, health care, food, recreation, and other basic needs.
Affordable Housing	Increase the number and condition of affordable housing units for LMI people. Project locations should be available throughout the community with convenient access to jobs, amenities, and services. Housing should serve people in need of support services, accessible units, individual units, and those that are seniors. Housing should utilize energy efficient practices. All housing efforts should support the policies and strategies of the Imagine Duluth 2035 Comprehensive Plan.
Neighborhood Revitalization	Improve LMI neighborhoods by addressing vacant, condemned, and deteriorated properties. Provide neighborhood infrastructure/amenities that improve safety and livability. Improve buildings that provide essential services and basic needs to LMI people. Revitalization efforts should include strategies to prevent displacement of LMI people.



## Consolidated Plan Goals (2 of 2)

GOAL	GOAL DESCRIPTION
Increase Incomes	Provide job training and skill development to assist people who are LMI in accessing living wage jobs. Job training should include collaboration with the CareerForce Center and ensure a focus on needed job sectors. Assist LMI people to grow/start their business and grow their income. All efforts should support the city's Workforce Development Strategic Plan.
Create Living Wage Jobs	Create jobs by providing assistance/incentives to businesses to grow and hire LMI people.
Health Services	Provide health, dental, and mental health services to people who are LMI.
Food Access	Provide easy access to healthy and affordable food to people who are LMI.
Homeless Services	Provide shelter, services, and rental assistance to people who are homeless or at risk of becoming homeless.
Public Services	Provide services to LMI people that fulfill basic needs, prevent evictions, and address other needs.
Childcare Access	Ensure childcare is available in LMI neighborhoods and for LMI people that is safe, affordable, and convenient.



## ANTI-POVERTY STRATEGY POLICIES

Policy 1: Training and Career Development	Provide occupational training programs coupled with career development and job placement in partnership with the City's Workforce Development Division and the Financial Opportunity Center at Community Action Duluth to enable people to obtain employment.
Policy 2: Remove Barriers to Obtaining Employment	Assist families with removing barriers to obtaining employment through long term or sustainable solutions that reduce the cost of essentials or burdens to household incomes.
Policy 3: Reduce Housing and Utility Costs	Focus on efforts to reduce the costs on household's budgets through energy efficiency programs that lower utilities and/or programs that assist with building assets of families through planned savings programs or assistance with homeownership opportunities.
Policy 4: Increase Affordable Housing Units	Increase the amount of affordable housing units within the City that have long-term affordability restrictions (greater than 30 years), to maintain housing for low-to-moderate-income residents within our community.
Policy 5: Increase Access to Affordable and Healthy Food Options	Increase access to affordable and healthy food options as well as educational programs that contribute to healthy living in order to address the long-term health and economic impacts on households experiencing poverty.



#### FAIR HOUSING PLAN

#### **Impediments to Fair Housing Choice**

- The City reviewed demographic data, collected input from community members and organizations, and researched trends in housing and real estate in order to develop these impediments to fair housing choice.
- These are the impediments that were identified:
  - 1) Exclusionary rental housing practices and policies directed at Section 8 Housing Choice Voucher holders
  - 2) Exclusionary rental housing practices and policies directed at persons with criminal histories
  - 3) Involuntary displacement and limited housing choice caused by gentrification
  - 4) Policies and physical limitations in the built environment

## Equity and Accessibility

• Explain how funding this proposal will assist people who have been historically and are currently disenfranchised. Provide outreach methods, if necessary.

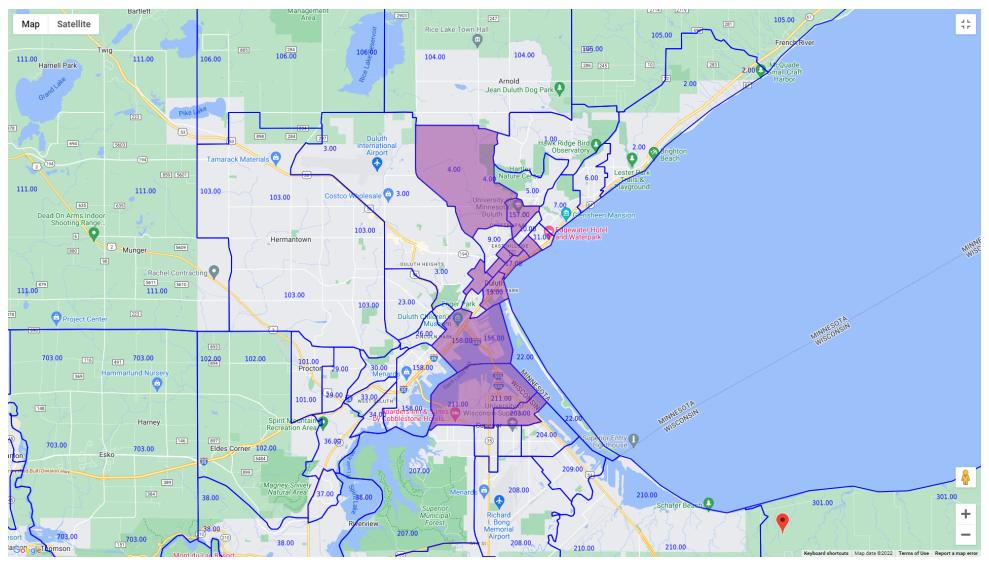


## Project Impact and Delivery

- Be Specific and Clear on what the funds will be spent on, such as staff or equipment
- Be Specific and Clear on the goal- what will be the outcome
- Be Specific and Clear on how the outcome will be measure- what will be process- how will information be verified?
- Be Specific and Clear on the implementation and timeline.
- Be Specific and Clear on past performances, what was accomplished and lessons learned



## Qualified Census Tracts





# **Budget Narrative**

Project Service Goal						
Budget Item	CDBG	ESG	HOME	Other Public	Other Private	Total
TOTALS						



## Workforce Development Projects

- Participant focus- 100% LMI participants, outreach and enrollment emphasis for people of color
- Participant tracking- 12 months engagement, assistance, and reporting
- Outcomes- Align with Duluth Workforce Development Board goals
- Eligibility and cost reimbursement- CBDO certification required, quarterly reimbursement



## Construction Project Requirements

- Davis-Bacon Act (workers must be paid prevailing wage on federally contracted projects)
- Project Labor Agreements requirements amended (Ordinance 18-038)
  - <u>City investment threshold.</u> Means for purposes of Section 2-26 \$2,000 or more and for purposes of Section 2-29 \$150,000 or more.
  - Covered project. Means a project owned by the city for which the city has a contract for
    construction services equal to or in excess of the city investment threshold, or a project in which
    the city has an ongoing proprietary interest because it provides financial support equal to or in
    excess of the city investment threshold through a grant, subgrant, loan, loan guarantee or tax
    credit to pay for some or all of the costs of a project, including financial support having its source
    in tax increment proceeds, loan guarantees, state of Minnesota funds, community development
    block grant funds, HOME investment partnership funds, and other federal or state programs
    including low income tax credits, federal or state historic tax credits, federal new market tax
    credits, or similar funding or tax credit programs.
- Community Benefits Program
  - Program approved by City council to assist women and socially disadvantaged people to gain access to employment in the construction industry
  - Connect early to discuss with Workforce Development- develop Best Efforts Plan



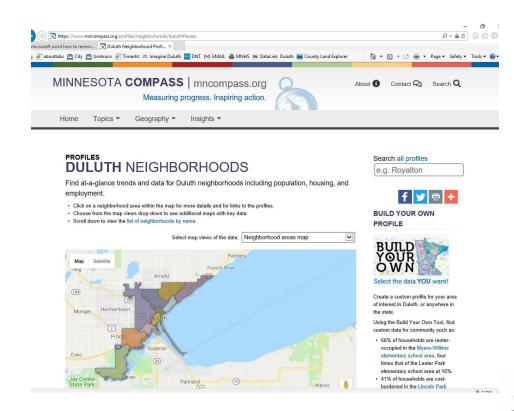
## Section 3 Requirement

For all projects that involve housing rehabilitation, housing construction, and public facility projects where the total amount of assistance exceeds a threshold of \$200,000, please provide a statement on how the project will utilize businesses and/or people who qualify as Section 3. More information on this section will be provided during the contract review discussion later on.



#### Final Tips & Questions about the Application Process

- Be concise and direct
- Connect with us- email, phone, zoom, webex, you name it
- Send a draft for review
- Use MN Compass or other reputable data sources
  - https://www.mncompass. org/profiles/neighborhood s/duluth
- QUESTIONS?



# Where is my contract?





#### **DUNS are DONE**

A Unique Entity Identifier (UEI) is replacing the DUNS unique number assigned to all entities (public and private companies, individuals, institutions, or organizations) who register to do business with the federal government. New UEIs will be automatically assigned to entities registered in SAM at a future date. UEI should be used in place of DUNS numbers after April 1, 2022.

 We Need your organization's UEI's by AUGUST 31<sup>ST</sup> - email them to: duluthcommdev@DuluthMN.gov

You can get them at: Sam.gov



#### **CONTRACT REVIEW**

- PRE-AWARD DOCUMENTATION
- READ!
- RETURN
- DOCU-SIGN



#### ENVIRONMENTAL CLEARANCE

- Services
- Housing Rehab
- Public Facilities
- New Construction
- You can't do anything until you have environmental clearance!

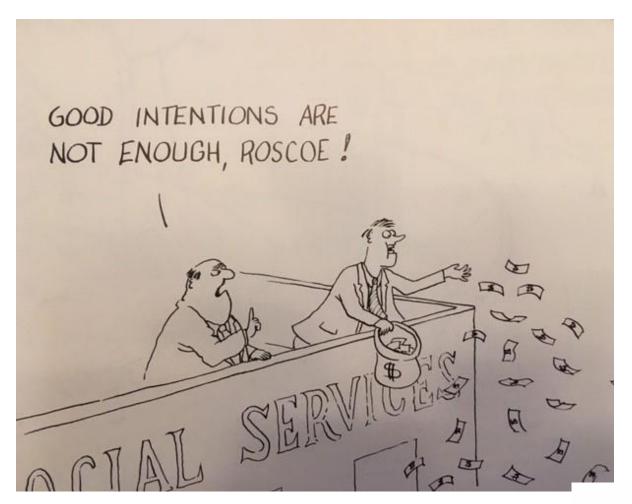


#### TEMPLATES ONLINE

https://duluthmn.gov/planningdevelopment/communitydevelopment-funding/resourcesfor-subrecipients/

Community Development Funding Menu

- DOCUMENTATION:
  - Payment Request forms
  - Quarterly Reports
- EVERYTHING NEEDS TO BE CLEARLY DOCUMENTED





- DATES: JULY 15, OCT 15, JAN 15, APR 15
  - DECEMBER TIMELINESS
- SUBMIT TO: <u>duluthcommdev@duluthmn.gov</u>
- DEMOGRAPHICS, NARRATIVE, 504/LEP

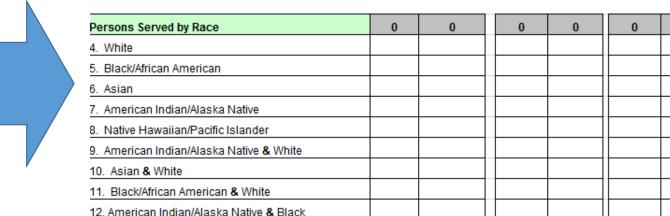


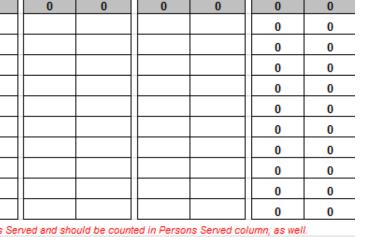
Other Multi-Racial (not identified above)

#### CDBG Demographic Quarterly Reporting Sheet City of Duluth Community Planning Division CDBG# Date Submitted: Subrecipient Name: Phone \*If final report, check here: Contact Person: Contract # Fax: Contract Amount: Goal IDIS# \*Submit expanded narrative with final report. Contract Year: 2018 (4/1/18 - 3/31/19) CONTRACT TOTAL APR - JUNE JULY - SEPT OCT - DEC JAN - MAR Persons Served (by Quarter) Hispanic Persons Hispanic Persons Hispanic Persons Hispanic Hispanic Persons Persons Served Ethnicity\* Served Ethnicity\* Served Ethnicity\* Served Ethnicity\* Served Ethnicity 1. Number of New Persons Served during Quarter (persons not served in previous contract years) 2. Number of Persons Receiving Continual Service (persons served in previous contract years) 3. Total Unduplicated Persons Served in Quarter

Demographic
Numbers

D = = ! = I







\*Race must be identified for all Hispanic persons. Persons of Hispanic Ethnicity are a sub-set of Persons Served and should be counted in Persons Served column, as well.

Template Narrative Reas Accomm

Persons Served
Numbers MUST
match Racial
Demographic
Total

Persons Served by Income	0		0		0		0		0	
14. Very Low Income (0% to 30%)									0	
15. Low Income (31% to 50%)									0	
16. Low-Moderate Income (51% to 80%)									0	
17. Non Low-Moderate Income (over 80%)									0	
Performance Measurements										
22. Number of reasonable accommodation reque										
2017 Leveraged Funds <i>(Other Sources)</i> (Identify leverage funding sources below)	April -	June 2017	July - S	Sept. 2017	Oct D	ec. 2017	Jan M	arch 2018	Total Le	everag
Other Federal									9	0
State/Local									9	0
Private									9	0
Other:									9	0
Other:									9	0
Total		\$0		\$0		80		\$0		0



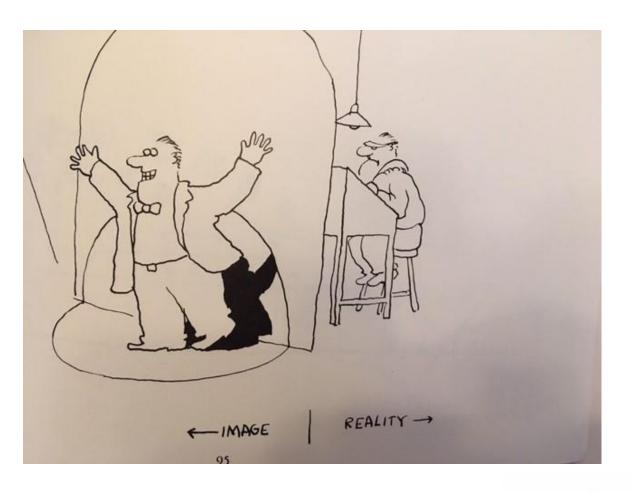
Persons Served by Income	0		0		0		0		0	
14. Very Low Income (0% to 30%)									0	
15. Low Income (31% to 50%)									0	
16. Low-Moderate Income (51% to 80%)									0	
17. Non Low-Moderate Income (over 80%)									0	
Performance Measurements										
	_									
22. Number of reasonable accommodation requ	e									
2017 Leveraged Funds (Other Sources)										
(Identify leverage funding sources below)	April -	June 2017	July - Se	ept. 2017	Oct D	ec. 2017	Jan M	arch 2018	Total Le	everage
Other Federal									9	60
State/Local									9	60
Private									9	60
Other:									9	60
Other:									9	60
Total		\$0		\$0		\$0		\$0	\$	0
ACCOMPLISHMENTS NARRATIVE: Please submit a brief par	agraph on pr	oject accomplis	hments durin	g the quarter	:					
Template Narrative Reas Accomm	ı									



	CITY OF DULUTH	S	Subrecipient Name:	DIRECTIONS:			
	DEPARTMENT OF PLANNING & DE		Contact Person:	Please keep a running log of all requests for reason			
I I ITI	Community Development Division		Contract Number:	This must be submitted quarterly.			
LUIH	332 City Hall   Duluth, Minnesota 55	5802-1197		Date Submitted:			
	EV 2010 SECTION 5	04100 and 11	MITED ENGI	ICH DDAT	ICIENOVI OC		
	FY 2018 SECTION 5	04 LOG and LI	MITED ENGI	LISH PROF	ICIENCY LOG		
tion 504	4 Log - Requests for Reasor	nable Accommodat	ions				
Date of Request	Action Being Requested	Type of Accommodation Requested (physical, sensory or programmatic)	Type of Disability (physical, sensory, mental)	Dates documentation Received	What Action Completed	Date Completed	Section 504 Tip Sheet
							persons with disabilities to participate fully in your pro
							The Americans with Disabilities Act of 1990 (ADA) gu government services, and telecommunications. Unlike Federal financial assistance is given.  Definitions:
							Person with a Disability: an individual with a disabil
							has a physical or mental impairment that substar
							<ol><li>has a record of such an impairment; or</li></ol>
							<ol><li>is regarded as having such an impairment.</li></ol>
ited En	lish Proficiency Services						A physical impairment is defined by the ADA as:
Date of		Accommodation		Services			
Service	Service Needed	Provided (speak card,	Native Language	Needed	Plan for Continued Service		
							"Any physiological disorder or condition, cosmetic di organs, respiratory (including speech organs), cardiov
							A mental impairment is defined by the ADA as:
							"[a]ny mental or psychological disorder, such as ment
							An impairment under the ADA is a physiological or:
							normal range, are not impairments. A physical condition
							impairment. Similarly, personality traits such as poor ju
							disadvantages, such as lack of education or a prison r
							more examples: http://www.adata.org/whatsada-definit



- COVER SHEET
- SUMMARY SHEET
- DOCUMENTATION





Agency Letterhead							
Date							
Ben VanTassel Planning and Development Division City Hall Room 160 411 W 1 <sup>st</sup> St. Duluth, MN 55802							
Project Name:  Contract #: staff will send Contract Term: 4/1/20-3/31/21 CD Project #:staff will send Agency Invoice #							
This is a request for reimbursement of cos Year to Month Day, Year.	sts totaling \$	for the	period of Month Day,				
	Previous t Requests	Current Request					
Contract line item 1 Contract line item 2							
TOTAL .	\$ -	\$ -					
Total Requested:		\$ -	-				
I certify that these costs have been incurre enclosed.	ed. <mark>Backup an</mark>	d documentati	i <mark>on</mark> are				
Sincerely,							
Name Title							



#### Payment Request Summary (Page 2)

Project Name:

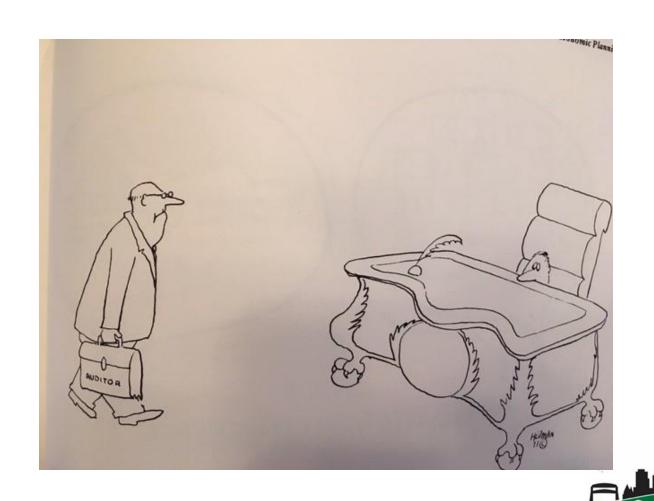
Contact:

Contract #:

	Position		Date Incurred	2000	BG ount	177	her ount	9510	otal ount	% CDBG	Timesheet Enclosed	Payroll Register Highlighted
<b>S</b> alaries	Program Director	Employee Name 1	April 1-16, 2016	\$	-	\$	=0	\$	<u></u>	%	yes	yes
		Employee Name 1	April 17-30, 2016	\$		\$	8	\$	=	%	yes	yes
Benefits		Employee Name 1	April 1-16, 2016	\$	-	\$	-	\$	.=1	%	yes	yes
		Employee Name 1	April 17-30, 2016	\$		\$	=0	\$	-	%	yes	yes
	SUBTOTAL			\$	-	\$	50	\$				
						347				•		
<b>Salaries</b>	Asst Coord	Employee Name 2	April 1-16, 2016	\$	470	\$	<del></del> o	\$	<del>(</del> 4	%	yes	yes
		Employee Name 2	April 17-30, 2016	\$		\$	-	\$	-	%	yes	yes
Benefits		Employee Name 2	April 1-16, 2016	\$	Ė	\$	=1	\$	121	%	yes	yes
		Employee Name 2	April 17-30, 2016	\$	Ξ	\$	=	\$	-	%	yes	yes
	SUBTOTAL			\$	-	\$	<b>=</b> 0	\$	-			
								54.19				
TOTAL				\$		\$	-	\$	*			



- REQUIRED
   DOCUMENTATION
  - TIME SHEETS/PAYROLL
  - ELECTRONIC PAYROLL
  - INVOICES



## CAPER/PERFORMANCE REPORT

#### FY-2019 Goals and Accomplishments- Program Review

	Public Services & Em	ergency Solutions Grant (ESG)	Goal type	Goal	Accomplished	% of Goal	Notes
1	СНИМ	Duluth Hunger Project (CDBG)	people	15,000	15,798	105%	
2	СНИМ	Housing Stabilization Services - Steve O'Neil (CDBG)	people	160	147	92%	
3	CHUM	Emergency Shelter Project (CDBG & ESG)	people	1,000	1,224	122%	
4	CHUM	Street Outreach (ESG)	people	150	200	133%	
5	Neighborhood Youth Services	JET Food Program (CDBG)	people	550	802	146%	
6	Community Action Duluth	Tax Site	people	1,325	1,093	82%	
7	Community Action Duluth	Seeds of Success	people	1,350	*	*	*Program was withdrawn due to income reporting issues
8	Life House	Basic Needs Drop-In Center for Homeless Youth (CDBG)	people	650	747	115%	
9	Life House	The Loft Teen Emergency Shelter (ESG)	people	20	28	140%	
10	One Roof Community Housing	Tenant Landlord Connection (CDBG)	people	550	605	110%	
111	Minnesota Assistance Council for Veterans	Homelessness Prevention & Rapid Rehousing (CDBG + ESG)	people	95	105	111%	
12	Salvation Army	Family Transitional Housing (CDBG & ESG)	people	100	59	59%	
13	Salvation Army	Landlord Incentive Program (CDBG)	people	100	61	61%	
14	Center City Housing	Family Supportive Housing (CDBG + ESG)	people	131	130	99%	
15	Safe Haven	Domestic Violence Shelter (CDBG & ESG)	people	500	569	114%	
16	HRA of Duluth	Rapid Rehousing and Homeless Prevention(ESG)	people	50	100	200%	
19	HRA of Duluth	Coordinated Entry & Assessment (CDBG)	people	1,000	1,631	163%	
	Econon	nic Development	Goal type	Goal	Accomplished	% of Goal	Notes
20	Entrepreneur Fund	Growing Neighborhood Businesses	businesses	8	7	88%	Working with agency to complete cohort, multi year contract
21	SOAR Career Solutions	Duluth At Work	people	41	61	149%	58 trained, 28 gained employment (12 of those employed over 6 months, 6 of those employed over 12 months), multi year contract
	Affordable Housing/	HOME Investment Partnership	Goal type	Goal	Accomplished	% of Goal	Notes
22	HRA of Duluth	Duluth Property Rehab Program (CDBG)	households	30	39	130%	



#### **DUPLICATION OF BENEFITS**

- A duplication of benefits occurs when a person, household, business, government, or other entity receives financial assistance from multiple sources for the same purpose, and the total assistance received for that purpose is more than the total need for assistance
- City of Duluth will terminate the contract if it is discovered that this is occurring.
- The City of Duluth will then explore whether funding needs to be returned to the city.



# MINORITY OWNED BUSINESS WOMAN OWNED BUSINESS

- Required to encourage contractors to use MBE/WBE as subcontractors.
- Contracts over \$100,000 must include a clause which requires prime contractor to provide practical opportunities to these businesses
- Businesses need to be at least 51% owned by minority individual(s) or Women-owned



- COVERED ACTIVITIES: HOUSING REHAB, HOUSING CONSTRUCTION, DEMOLITION, PUBLIC FACILITIES
- PURPOSE: Ensure preference for employment/contracting opportunities for low income people/businesses
- SECTION 3 RESIDENT WORKER
  - A resident of public housing or
  - Low income
  - Works for a Section 3 business (51% of owners are LMI)



#### SECTION 3 ADMINISTRATIVE PLAN April 28, 2022

On November 30, 2020 Housing and Urban Development Department (HUD) amended the Section 3 Rule. The most significant change from the previous regulations to the new regulations is the shift away from tracking new hires of low-income persons and instead tracking the labor hours performed by low-income persons. The goal is to recognize sustained employment rather than short-term hiring.



HUD is now requiring that Section 3 accomplishments be reported in the Integrated Disbursement and Information System (IDIS).

Specifically for all Section 3 projects, prior to final payment, the agency must provide the Total Labor Hours on a project, the number of Section 3 Worker Hours, and the Targeted Section 3 Worker Hours.



Section 3- From the IDIS site:

	Calculated Percentage	Safe Harbor Benchmark Met
Total Labor Hours		
Section 3 Worker Hours (i)		
Targeted Section 3 Worker Hours (i)		



- If the Section 3 goals are not met, the Agency must provide a description of efforts made to address the Section 3 goals. Specifically the Agency must select one or more of the following and provide a narrative of how the effort(s) were made. For Agencies that have more than one project, City Staff will accept a Section 3 Outreach Plan for review.
- Section 3- from the IDIS site:
- Check all that apply. Maintain records available for HUD review to document any efforts checked.
- Outreach efforts to generate job applicants who are Public Housing Targeted Workers
- Outreach efforts to generate job applicants who are Other Funding Targeted Workers.
- Direct, on-the job training (including apprenticeships).
- Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.
- Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).
- Outreach efforts to identify and secure bids from Section 3 business concerns.
- Technical assistance to help Section 3 business concerns understand and bid on contracts.
- Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.
- Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.
- Held one or more job fairs.
- Provided or connected residents with supportive services that can provide direct services or referrals.
- Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.
- Assisted residents with finding child care.
- Assisted residents to apply for, or attend community college or a four year educational institution.
- Assisted residents to apply for, or attend vocational/technical training.
- Assisted residents to obtain financial literacy training and/or coaching.
- Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.
- Provided or connected residents with training on computer use or online technologies.
- Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.
- Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.
- Other. Specify:



## Questions?





#### Questions?

Application information:

https://duluthmn.gov/planning-development/community-development-funding/program-overview/

- Thank you for attending!
- If you have additional questions after this session don't hesitate to reach out to us at <a href="mailto:duluthcommdev@DuluthMN.gov">duluthcommdev@DuluthMN.gov</a>
  - Steven Robertson Interim Manager (<u>srobertson@duluthmn.gov</u>)
  - Suzanne Kelley-Senior Planner (<u>skelley@duluthmn.gov</u>)
  - Kathy Wilson Planner II (<u>kwilson@duluthmn.gov</u>)
  - Phillis Webb- Grants Coordinator (<u>pwebb@duluthmn.gov</u>)
  - Thomas Church-Grants Coordinator (<u>tchurch@duluthmn.gov</u>)
  - Theresa Bajda- Senior Housing Developer (<u>tbajda@duluthmn.gov</u>)
  - Brett Crecelius- Economic Developer (<u>bcrecelius@duluthmn.gov</u>)

