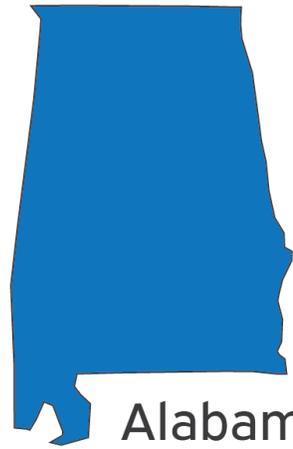




Appalachian
Regional
Commission



ADECA

Alabama Department of Economic and Community Affairs

August 18, 2021

Appalachian Regional Commission
Application Workshop

Agenda

- 1 Alabama Program
- 2 ARC Overview
- 3 Project Development
- 4 Non-Construction Projects
- 5 Construction Projects
- 6 Process and Pitfalls
- 7 Conclusion
- 8 Questions and Answers

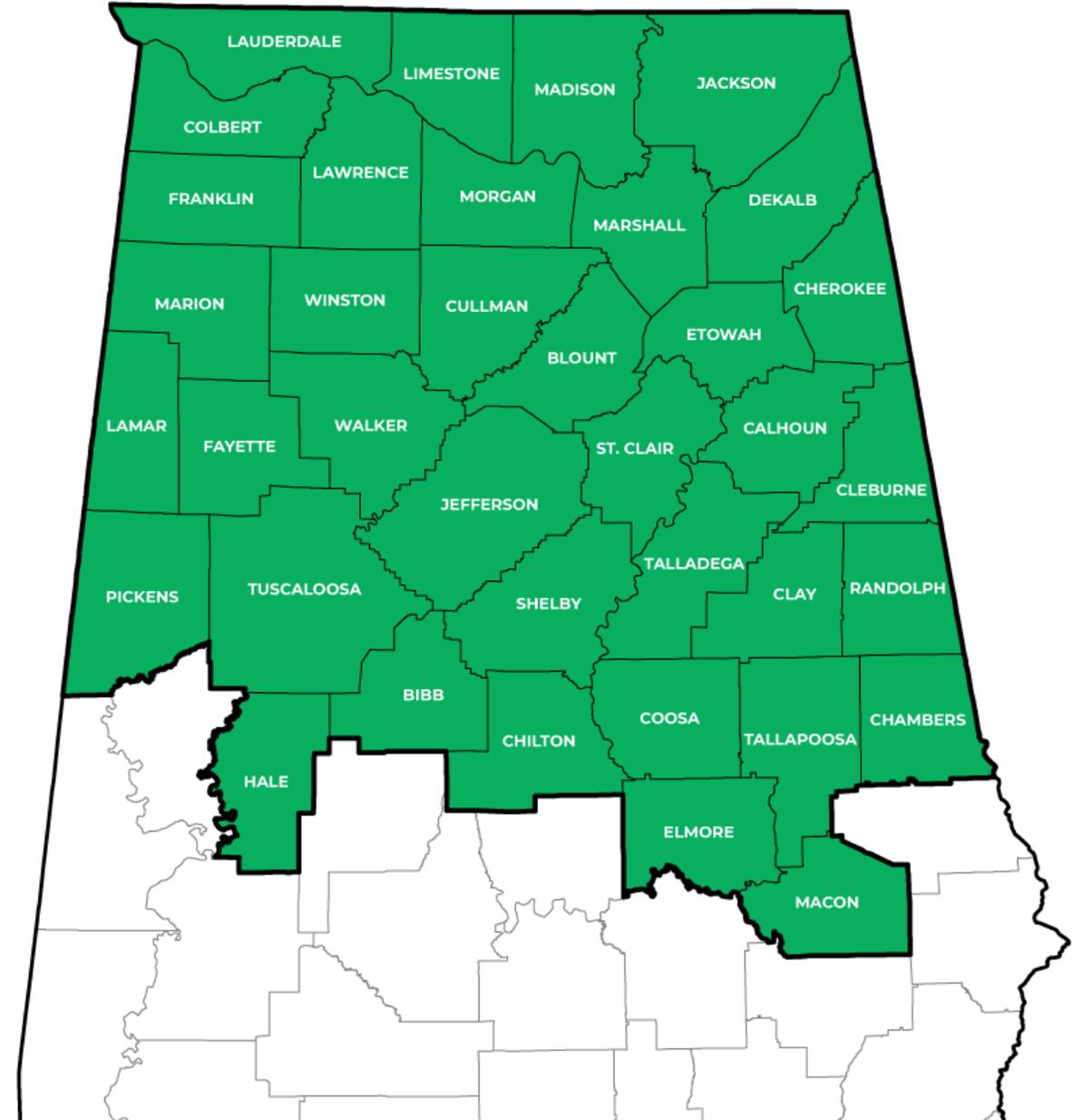
Workshop Learning Objectives

The workshop will provide support to Appalachian communities in Alabama so that they may plan for effective use of ARC funding, understand Alabama's and ARC's investment priorities, discuss expectations for the applications, and help develop impactful projects.

Alabama's Appalachian Region includes the 37 northern-most counties.

Bibb, Blount, Calhoun, Chambers, Cherokee, Chilton, Clay, Cleburne, Colbert, Coosa, Cullman, DeKalb, Elmore, Etowah, Fayette, Franklin, Hale, Jackson, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Macon, Madison, Marion, Marshall, Morgan, Pickens, Randolph, St. Clair, Shelby, Talladega, Tallapoosa, Tuscaloosa, Walker, and Winston.

ARC Counties





ALABAMA

STATE PROFILE | FISCAL YEAR 2020

(OCTOBER 1, 2019–SEPTEMBER 30, 2020)

FISCAL YEAR 2020 INVESTMENT SNAPSHOT



\$6.8M TOTAL ARC INVESTMENT

35 PROJECTS



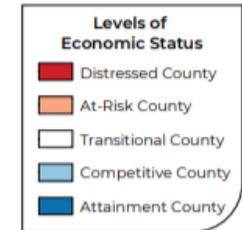
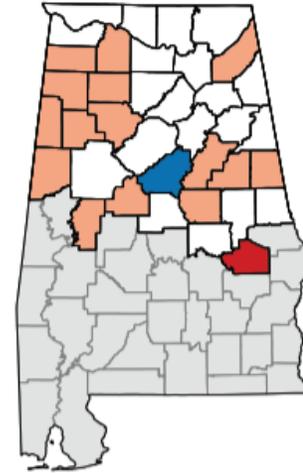
\$122.5M ADDITIONAL PRIVATE INVESTMENTS LEVERAGED

450 JOBS CREATED OR RETAINED



1,750 STUDENTS AND WORKERS TRAINED AND EDUCATED

FY 2020 COUNTY ECONOMIC STATUS IN ALABAMA



FISCAL YEAR 2020 INVESTMENT PRIORITIES



READY WORKFORCE

\$2.9M

invested to increase the education, knowledge, skills, and health of Alabama's Appalachian residents to work and succeed



CRITICAL INFRASTRUCTURE

\$1.6M

invested in Alabama's critical infrastructure development, including broadband, transportation, and water/wastewater systems



LEADERSHIP & COMMUNITY CAPACITY

\$1.1M

invested to build the capacity and skills of Appalachia's current and next-generation leaders and organizations in Alabama to advance community and economic development



ADDITIONAL PRIORITIES

\$1.2M

invested in entrepreneurial strategies to strengthen the economy and leverage natural and cultural assets in Alabama

Available Funds

Based on Draft FY 22 Allocations

- **Area Development** – Approximately \$4.8 million
- **Distressed** – Approximately \$1 million

Eligible Applicants

- State and local governments
- Non-profit organizations
- Institutions of higher education

GRANT CEILING

\$200,000

Appalachian Regional Commission Overview

Jennifer Simon

Appalachian Region

- 13 states
- 420 counties
- 205,000 square miles
- 25.7 million people
- 73 local development districts
- Spine of Appalachian mountains



ARC Vision and Mission

Vision: Appalachia is a region of great opportunity that will achieve socioeconomic parity with the nation.

Mission: Innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia.

ARC Unique Structure

- Partnership of local, state and federal government
 - Federal Co-Chair
 - Governors of 13 Appalachian states
 - Local Development Districts
- Regional in focus and broad in scope

Local Development Districts (LDDs)

- Local partners
- Active and essential part of the ARC partnership
- Operated by a board of directors typically elected officials, private individuals, banks
- Available to provide technical assistance and assistance in the preparation of grant applications

Alabama Local Development Districts

- West Alabama Regional Commission
- Regional Planning Commission of Greater Birmingham
- Top of Alabama Regional Council of Governments
- Northwest Alabama Council of Local Governments
- North Central Alabama Regional Council of Governments
- South Central Alabama Development Commission
- Central Alabama Regional Planning and Development Commission
- East Alabama Regional Planning and Development Commission

ARC Strategic Goals



ECONOMIC OPPORTUNITIES: Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.



READY WORKFORCE: Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.



CRITICAL INFRASTRUCTURE: Invest in critical infrastructure especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.



NATURAL AND CULTURAL ASSETS: Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets.



LEADERSHIP AND COMMUNITY CAPACITY: Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

ARC's Purpose: Economic Development

Jennifer Simon

What is Economic Development?

- How do we **define** 'economic development'?
- What are the **elements** of economic development?

How Do We Measure Economic Development?

- Jobs **obtained**
- Jobs **created**
- Jobs **retained**
- Businesses **improved**
- Businesses **created**
- Leveraged **private** investment

- Can you (do you want to) measure your success by ARC's measures of economic development?
- Not everything fits
- Not everyone wants to fit

Are you
engaged in
economic
development?

Project Development

Jennifer Simon

ARC Invests in Projects that Are:

Strategic

Are **strategic** and encourage alignment of projects with the goals of the community and regional plans.

Impactful

Achieve the greatest **impact** possible, designing a project that has specific performance targets aimed at helping Appalachia economically prosper.

Collaborative

Encourage and reward **partnerships** to achieve common ends, with specific focus on connecting economically distressed counties and areas.

Sustainable

Partners, and grantees have a **plan** for maintaining program after the grant period has ended.

Project Development

- What is the **problem** you are trying to solve or fix?
- What is your **solution**?
- How will you know when it is **better**? Or at least on the mend?
- Does this fit with **our definition** of economic development?
- What measures will mean **success**? (Or on the path toward success?)

Project Development

- What do you have to **DO** to get from where you are to where you want to be?
- **Budgeting**
- Break project into **phases** by time or activity
- First activity/set of activities that can stand alone and **show results**

Non-Construction Projects

Jennifer Simon and Bettina Jones

ARC Non-Construction Checklist



**Appalachian
Regional
Commission**

ARC Non-Construction Project Application Checklist

All applicants requesting ARC investment funding should use this checklist to develop a complete project application. The framework for the checklist is based on [ARC's 2016-2020 Strategic Plan](#), which emphasizes strategic focus, collaboration, sustainability, and measurable impact. Words in bold identify materials that should be included as supporting materials.

List the page in your application where the required information can be found in the blank space next to each section and subsection. Submit completed applications to your state's ARC program office.

SECTION 1: Page #__ EXECUTIVE SUMMARY
Provide a two-page executive summary of project goals and strategies, purpose, key activities, strategic rationale, collaborative partnerships, project sustainability and capacity, and performance measures. See the [ARC Executive Summary template](#) for format and guidance.

SECTION 2: Page #__ REQUIRED APPLICATION FORMS
Attach the required application forms to the front of the application packet:
Federal Standard Form 424: Application for Federal Assistance (Include ARC funds and all matching funds)
Federal Standard Form 424A: Budget Information for Non-Construction Programs
Federal Standard Form 424B: Assurances for Non-Construction Programs
ARC Memorandum of Understanding
Forms required by state ARC program offices (ARC Form 3 may be required)

SECTION 3: Page #__ PROJECT NARRATIVE
Formatting instructions: Use the headings below as headings in the project narrative. The suggested length of the narrative is five to eight pages. Please number the pages.

I. Page # __ Goals and Strategies
List the primary ARC goal and the primary ARC objective the project will address (one goal and one objective only). See [ARC's 2016-2020 Strategic Plan](#) for a list of ARC goals and objectives.

Appalachian Regional Commission Page 1

- Sections
 - Exec summary
 - Forms
 - Project narrative
 - Budget information and supporting materials
- <https://www.arc.gov/forms>

Executive Summary

- Follow exactly as written
- Clearly state ARC goal and objective
- Follow state strategy statement
- Concise
- 2 pages maximum

Executive Summary Format

(2 pages maximum)

- Project Title:** Identify descriptive title of the project
- Project Grantee:** Identify applicant's legal name
- Counties Served:** Identify each county and its economic status (e.g. transitional, distressed, etc.)
- Basic Agency:** Identify the administering agency (construction projects only)
- Goal/Strategy:** Identify the primary ARC Goal and State Strategy that project will address
- Purpose:** 1-sentence statement describing purpose of proposed project
- Funding:**
- | | <u>Amount</u> | <u>%</u> | <u>Source</u> |
|--------------|------------------|-------------|---------------------------------------|
| ARC | \$200,000 | 36% | Area Development, Distressed Counties |
| Federal | 200,000 | 36% | Other Federal Grant |
| State | 100,000 | 18% | State Grant |
| <u>Local</u> | <u>100,000</u> | <u>10%</u> | (Other Federal Loan, Grantee, etc.) |
| Total | \$560,000 | 100% | |
- Project Description:** (Maximum 1-2 paragraphs) Describe major activities to be conducted. The description should address who, what, where, when and how for each major activity.
- Strategic Rationale:** (1 paragraph max)
- Identify the problems and/or opportunities project will address.
 - Explain the critical circumstances that compel project to be funded by ARC.
 - Describe how project supports a regional strategy or plan.
- Collaborative Partnerships:** (1 paragraph max)
- Identify local, regional and/or state partnerships that will support project.
- Project Sustainability & Capacity:** (1 paragraph max)
- Describe capacity to undertake the proposed activity by describing previous experience with similar activity.
 - Explain how the project will be sustainable once ARC support is no longer available.
- Impact Measures:**
- Identify quantifiable output and outcome measures, consistent with ARC guidance (include any leveraged private investment resulting from the project).

SF424

- Official application
- Follow instructions attached to form
- Use correct legal name
- Proposed start date (1-3 years)
- List all funding sources
- Authorized rep needs to sign
- **IMPORTANT**–Include email of authorized representative

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		* 2. Type of Application: <input type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision
* If Revision, select appropriate letter(s): <input type="text"/>		
* Other (Specify): <input type="text"/>		
* 3. Date Received: <input type="text"/>	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
8. APPLICANT INFORMATION:		
* a. Legal Name: <input type="text"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text"/>	* c. Organizational DUNS: <input type="text"/>	
d. Address:		
* Street1: <input type="text"/>	<input type="text"/>	
Street2: <input type="text"/>	<input type="text"/>	
* City: <input type="text"/>	<input type="text"/>	
County/Parish: <input type="text"/>	<input type="text"/>	
* State: <input type="text"/>	<input type="text"/>	
Province: <input type="text"/>	<input type="text"/>	
* Country: <input type="text"/>	<input type="text"/>	
* Zip / Postal Code: <input type="text"/>	<input type="text"/>	
e. Organizational Unit:		
Department Name: <input type="text"/>	Division Name: <input type="text"/>	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: <input type="text"/>	* First Name: <input type="text"/>	
Middle Name: <input type="text"/>	<input type="text"/>	
* Last Name: <input type="text"/>	<input type="text"/>	
Suffix: <input type="text"/>	<input type="text"/>	
Title: <input type="text"/>	<input type="text"/>	
Organizational Affiliation: <input type="text"/>		
* Telephone Number: <input type="text"/>	Fax Number: <input type="text"/>	
* Email: <input type="text"/>		

SF424a

Section A:

- List ARC and match funding in estimated unobligated funds column

Section B:

- Funding breakdown by budget category
- Program Income does not apply

BUDGET INFORMATION - Non-Construction Programs

OMB Approval No. 0348-0044

SECTION A - BUDGET SUMMARY						
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1.		\$	\$	\$	\$	\$ 0.00
2.						0.00
3.						0.00
4.						0.00
5. Totals		\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
SECTION B - BUDGET CATEGORIES						
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY					Total (6)
	(1)	(2)	(3)	(4)	(5)	
a. Personnel	\$	\$	\$	\$	\$	0.00
b. Fringe Benefits						0.00
c. Travel						0.00
d. Equipment						0.00
e. Supplies						0.00
f. Contractual						0.00
g. Construction						0.00
h. Other						0.00
i. Total Direct Charges (sum of 6a-6h)	0.00	0.00	0.00	0.00	0.00	0.00
j. Indirect Charges						0.00
k. TOTALS (sum of 6i and 6j)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
7. Program Income	\$	\$	\$	\$	\$	0.00

Previous Edition Usable

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Standard Form 424A (Rev. 7-97)
Prescribed by OMB Circular A-102

SF424a (cont.)

Section C:

- List matching funds

Section D

- List forecasted cash needs

Section E and F: Not applicable

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8.	\$	\$	\$	\$ 0.00	
9.				0.00	
10.				0.00	
11.				0.00	
12. TOTAL (sum of lines 8-11)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 0.00	\$	\$	\$	\$
14. Non-Federal	0.00				
15. TOTAL (sum of lines 13 and 14)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program	FUTURE FUNDING PERIODS (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16.	\$	\$	\$	\$	
17.					
18.					
19.					
20. TOTAL (sum of lines 16-19)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges:		22. Indirect Charges:			
23. Remarks:					

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Standard Form 424A (Rev. 7-97) Page 2

SF424B - Assurances

- Follows state and federal plans, polices and regulations
- Makes maximum use of federal and non-federal funds
- Availability of matching funds



ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

ARC Memorandum of Understanding

- Outlines conditions that apply to all ARC grants
- Davis Bacon Wages
- Changes in Scope
- At least some ARC funds must be spent within 18 months.

Memorandum of Understanding For ARC Projects

Project Name: _____

State: _____ Federal Agency: _____

The Following Conditions Apply to all ARC Projects

Deadline:	The Commission may revoke or revise its approval of any project if work intended to be assisted is not underway within 18 months after the date of approval of such project.
Davis Bacon Wages:	Davis Bacon wage rates (as determined by the Department of Labor for your respective area) must be paid for all construction projects in accordance with Section 402 of the Appalachian Regional Development Act of 1965, as amended.
ARC Underrun Policy:	Each disbursement of funds for a project receiving assistance from more than one Federal source will be deemed to be a proportional disbursement from each source. In the event of an underrun, the ARC will be entitled to recover its proportionate share of the underrun.
Additional Funds Added to the Project After ARC Approval:	It is understood that if the applicant receives additional funding from any new source towards the eligible cost of this project after the ARC approval, these funding sources should not be used to reduce the amount of local funds pledged. If new funds are made available to this project, the ARC and the Basic Federal Agency, if any, should be notified immediately. ARC reserves the right to reconsider the level of its funding approval in such an eventuality.
Changes in Scope:	It is understood that a change-in-scope may not be implemented without prior written approval from the ARC and the Basic Federal Agency, if any. A change of scope is any major change to the project design, the type of project to be completed, capacity of the system, size of project, the number and/or type of customers served or equipment items purchased.
Close Working Relationship With Basic Federal Agency:	It is understood that the applicant must work closely with the Basic Federal Agency identified in the ARC application, if any, and follow bidding and contract award procedures to insure that all pertinent Federal laws are complied with. Coordination with the Federal agency begins with filing an application with the basic Federal agency.
Restrictions on Assistance:	ARC funds shall not be used for: a. any form of assistance to relocating industries; b. recruitment activities that place a state in competition with other state or states; and c. projects that promote unfair competition between businesses within the same immediate service area.
Cornerstone or Plaque:	Any facility constructed in whole or in part by funds provided under the ARDA shall include a cornerstone, or plaque appropriately acknowledging the assistance provided through the ARC program, provided that such an item not be required if it would be prohibited as an eligible project cost under the basic federal program through which the ARDA assistance is provided.

Applicant/Authorized Representative

Date

Project Start Date

- Start dates – guess and can always be changed before we approve it.

Caution: Do not start before you get an award unless you have talked with Alabama and the ARC Project Coordinator. The risk will lie with you no matter what.

IMPORTANT: If you delay in answering requests for information, then you end up pushing your start date back

Project Narrative

suggested length 5-8 pages, please number pages

- Goals and Strategies
- Project Description
- Strategic Rationale and Project Benefits
- Collaborative Partnerships
- Project Sustainability and Capacity
- Performance Measures

Pro-Tip: Have someone that knows nothing about your project read your application before sending

Project Description

- 1-2 sentences - primary purpose, main activities, and expected impacts
- Detailed work plan - all major project activities and timeline

Project Description (Cont.)

- Counties in the **service area**.
- If not county-wide, ID the **census tracts** of the project's service area noting distressed areas in non-distressed counties.
- Attach **maps** of service area.

Strategic Rationale and Project Benefits

- What is the **problem** to be solved?
- How does this **impact** the community?
- Letters of **demand** from businesses or other community stakeholders.

Pro-Tip – Your application must have letters that show someone will use your program

Strategic Rationale and Project Benefits

- Most practical, cost-effective, and beneficial way to achieve desired results when compared to alternatives. **Why?**
- Progress toward a **regional strategy?**

Strategic Rationale and Project Benefits (Cont.)

- Is the project a **continuation or expansion** of an existing ongoing program? If so, explain outcomes and milestones reached so far?
- Other **benefits** likely to result from the project.

Collaborative Partnerships

- Describe any **partnerships or collaborations** w/local communities, state, regional, and federal partners in the development of the proposal.
- Provide **letters of engagement** from partner organizations that commit to undertake **specific activities** in support of the project.

Project Sustainability and Capacity

- Previous experience with **similar activities.**
- Organizational experience **managing federal grants.**
- Qualifications of **key individuals** including **consultants and contractors.**
- Attach **position descriptions** for unfilled positions and **resumes/biographical sketches** of key staff.

Project Sustainability and Capacity

- Strategy for **long-term** financial and operational sustainability (e.g., organizational partnerships, other funding sources, plan for self-sustainability).

Performance Measures

- Each project must have **at least** one output and outcome.
- Required in the app stage **(proposed)** and the project end or closeout **(actual)**.
- When in doubt of what to pick ask Alabama state program manager.

Do not list any outputs or outcomes other than what is in ARC's Performance Measures Guide - <https://www.arc.gov/wp-content/uploads/2020/08/Guide-to-ARC-Project-Performance-Measures.pdf>

You only need a few. Not everything has to be included.

Paired

Performance Measures

- The outputs and outcomes **must be paired** as shown in the chart below.
- The number “improved” (outcome) is always **equal to or a subset** of the number “served” (output).

OUTPUTS	OUTCOMES
Businesses Served	Businesses Improved
Communities Served	Communities Improved
Households Served	Households Improved
Organizations Served	Organizations Improved
Participants Served	Participants Improved
Patients Served	Patients Improved
Students Served	Students Improved
Workers / Trainees Served	Workers / Trainees Improved

Performance Measures

Sample Stand-Alone Measures

OUTPUTS	OUTCOMES
New Visitors: Days	Businesses Created
New Visitors: Overnights	Costs Reduced
Plans/Reports	Jobs Created
Data: Megabits per second	Jobs Retained
Data: Terabytes	Leveraged Private Investment (LPI)
	Programs Implemented
	Revenues Increased: Export Sales
	Revenues Increased: Non-Export Sales

Definitions

Performance Measures

What does **“improved”** typically mean?

MEASURE	DEFINITION OF IMPROVEMENT
Students	Obtain employment, earn diploma, earn job skill certification, pass examination, etc.
Businesses	Growth in sales, acquired new capital, expanded employment, new facility, launched new product/service, etc.
Communities	Develop/implement a plan, use results of study to implement changes, make improvements, etc.

Definitions

Performance Measures

Classifying students, workers/trainees, or participants

MEASURE	DEFINITION
Students	Those working towards a diploma or degree.
Workers/Trainees	Those developing job skills and NOT in a diploma or degree seeking program.
Participants	Attendees at a conference, workshop, or field trip where it would be difficult to track improvements resulting from attendance.

Performance Measures Examples

Incomplete:

An opioid recovery training project will serve and improve 400 workers.

Better:

An opioid recovery training project will serve 400 workers through classes and workshops throughout the grant period, and will improve 250 of those workers as measured by obtaining full-time employment within 6 months of program completion.

Performance Measures Examples

Incomplete:

This business development project will serve and improve 10 businesses and create 50 jobs.

Better:

This business development project will serve 10 businesses by providing them with technical assistance and professional software training, and 6 of those businesses will be improved as measured by hiring at least 5 new positions within 3 years of project completion.

Performance Measures: Reminders

- Table included in the application is fine but must be accompanied by a written narrative.
- Include **time horizon** (i.e., achieved at project completion, or within 3 years of completion).
- Define what is meant by **“served”** and **“improved”** for paired measures.
- Describe how outcomes will be **tracked/measured**.
- If project has **“jobs created,” “jobs retained,”** or **“leveraged private investment”** as an impact measure, attach letters documenting job or investment commitments.

Questions and Answers

Project Budget Components

1. SF424A Non-construction project budget form/SF424 C for construction
2. Budget Narrative
3. Procurement Policy
4. Match Commitment Letters

Budget Narrative

- Provide **written explanation** of expenditures and how they align with the project scope.
- More **detail** needed for Personnel & Fringe Benefits, Equipment, Supplies, and Other. Include **subtotals for each category**.
- Should align with SF-424A.
- Recommend **preparing in Excel** or other software

Check your math!

Line Item	Description	ARC	Match	Total
Personnel				
Coffee Brewer	100 hours x \$15/hour	\$ 1,000	\$ 500	\$ 1,500
Senior Go-Getter	30 hours x \$25/hour	\$ 275	\$ 475	\$ 750
Problem Solvers	10 staff x 40 hours x \$20/hour	\$ 6,000	\$ 2,000	\$ 8,000
Big Boss	\$60,000 @ 5%	\$ 1,500	\$ 1,500	\$ 3,000
Subtotal Personnel		\$ 8,775	\$ 4,475	\$ 13,250
Supplies				
Toolkits	10 kits @ \$3,500 each	\$ 25,000	\$ 10,000	\$ 35,000
Computers	10 laptops @ \$1,000 each	\$ 7,000	\$ 3,000	\$ 10,000
Office Supplies	papers, pens, telephones		\$ 1,000	\$ 1,000
Subtotal Supplies		\$ 32,000	\$ 14,000	\$ 46,000
Total Project		\$ 40,775	\$ 18,475	\$ 59,250

Indirect Costs

- Costs not directly related to the project, but necessary for **general operations** - rent, utilities, accounting, record keeping, etc.
- Calculated as a % of the **modified total direct costs**
- Indirect costs exceeding 10% may be considered **if already approved by another federal agency** (but not guaranteed)
- If you do not have an established indirect cost rate, **you may use 10% of the modified total direct costs**

What is Match?

Funds or resources contributed to the project outside of ARC
All ARC projects **require match**, and must be verified with a commitment letter from the match source

Acceptable match sources:

- Applicant
- Foundations
- Public Sector (including other federal grants)
- Private Sector

Types of match:

- Cash
- In-kind – grantee-donated services and property, third-party donations, equipment and supplies

FY 2022 County Designations

Attainment: Shelby County

Competitive: Madison County

Transitional: Blount, Calhoun, Chambers, Cherokee, Chilton, Clay, Cleburne, Colbert, Coosa, Cullman, Elmore, Etowah, Franklin, Jackson, Jefferson, Lauderdale, Lawrence, Limestone, Marshall, Morgan, St. Clair, Tallapoosa, Tuscaloosa, Walker, and Winston

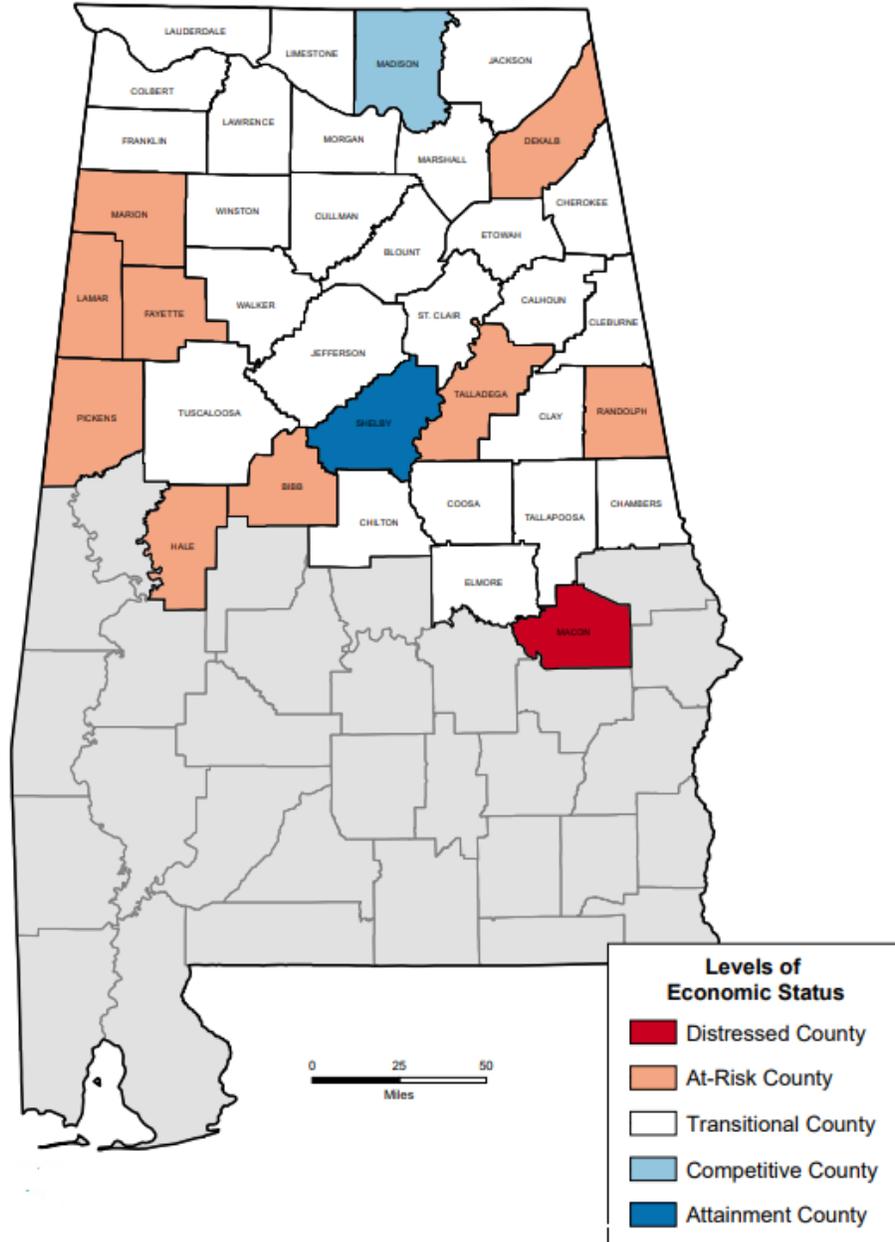
At Risk: Bibb, De Kalb, Fayette, Hale, Lamar, Marion, Pickens, Randolph, Talladega

Distressed County: Macon



Appalachian
Regional
Commission

County Economic Status in Appalachian Alabama, Fiscal Year 2022



FY 2022 County Designations

Match Requirements

ARC match rates are determined by county economic status designations

DISTRESSED COUNTIES	AT-RISK COUNTIES	TRANSITIONAL COUNTIES	COMPETITIVE COUNTIES
Match Requirement: 20% <hr/> Maximum ARC Share: 80%	Match Requirement: 30% <hr/> Maximum ARC Share: 70%	Match Requirement: 50% <hr/> Maximum ARC Share: 50%	Match Requirement: 70% <hr/> Maximum ARC Share: 30%

Match Commitment Letters

- All match must be documented through a commitment letter from the match source
- On letterhead or by copy of official document
- Must include:
 - Dollar amount (or value of in-kind) being committed
 - Signature of authorized individual
 - Description of in-kind match and how value was determined
 - If match is in-kind real estate, must attach copy of MAI appraisal

****Note – once project starts, you must track in-kind match (i.e. time sheets for personnel hours).**

Common Challenges with Match

- Proper **documentation** of match
- **Procrastination** on obtaining the match
- Underestimating **time** to secure match
- Wrong **match calculation** for multi-county projects
- Inaccurate **service area**

Questions and Answers

Construction Projects

Bettina Jones

How ARC Construction Projects Work

- ARC does **not** manage its own construction projects
- ARC delegates management, environmental review, contracting, and fund disbursement to Basic Agencies (BAs)
- After your project is approved, management **transfers to the Basic Agency** until project closes

Basic Federal Agencies (BFAs)

- Traditional basic agency partners, usually when they are a **co-funder**
 - RD (Rural Development)
 - RD Office for AL based in Montgomery
 - EDA (Economic Development Administration)
 - Atlanta Regional Office manages AL projects
 - HUD (Housing and Urban Development)/CDBG (Community Development Block Grants)
- **ADECA manages CDBG funds**

Registered State Basic Agencies (RSBAs)

- Agencies that manage ARC construction projects at the **state level**
- Alabama's is **ADECA (they will provide the letter when the project is recommend to ARC)**
- RSBAs are increasingly being used to manage ARC construction projects, **unless** there are federal agency funds in the project

Basic Agency Monitoring Reports

- The only reporting on your construction project you will do to ARC is the **BAMR**
- ADECA will send **reminder**
- A BAMR form must be completed **online** for each construction grant you have
- Once you certify, ADECA will approve
- The BAMR form collects updated **performance measure** estimates
- Grantees can enter these **revised** performance measure estimates directly in the BAMR form

ARC Construction Project Application Checklist

All applicants requesting ARC investment funding should use this checklist to develop a complete project application. The framework for the checklist is based on [ARC's 2016-2020 Strategic Plan](#), which emphasizes strategic focus, collaboration, sustainability, and measurable impact. Words in bold identify materials that should be included as supporting materials.

List the page in your application where the required information can be found in the blank space next to each section and subsection. Submit completed applications to your state's ARC program office.

SECTION 1: Page # ___ EXECUTIVE SUMMARY

- Provide a two-page executive summary of project goals and strategies, purpose, key activities, strategic rationale, collaborative partnerships, project sustainability and capacity, and performance measures. See the ARC [Executive Summary template](#) for format and guidance.

SECTION 2: Page # ___ REQUIRED APPLICATION FORMS

Attach the required application forms to the front of the application packet:

- Federal Standard Form 424: Application for Federal Assistance (Include ARC funds and all matching funds)
- Federal Standard Form 424C: Budget Information
- Federal Standard Form 424D: Construction Assurances
- ARC Memorandum of Understanding
- Forms required by state ARC program offices (ARC Forms 1 or 2 may be required)

SECTION 3: Page # ___ PROJECT NARRATIVE

Formatting instructions: Use the headings below as headings in the project narrative. The suggested length of the narrative is five to eight pages. Please number the pages.

1. Page # ___ Goals and Strategies

- List the primary ARC goal and the primary ARC objective the project will address (one goal and one objective only). See ARC's 2016-2020 Strategic Plan for a list of ARC goals and objectives.
- List the primary ARC state strategy the project will address. Consult your state's most recent Strategy Statement and your state's ARC program manager for additional guidance.

2. Page # ___ Project Description

- Provide a detailed work plan that includes a description of all major project activities (what will be done and by whom) and timelines for each activity during the course of the project.
- Identify the counties where the proposed project will be based and the counties in the project's entire service area. If the project is not county-wide, identify the census tracts (and economic status, particularly if a Distressed Area) of the project's entire service area. See ARC's County Economic Status tables and map.
- Attach **maps** to illustrate the project's service area and **detailed maps or schematics** that show the

Construction Project Checklist (find me here!)

Construction Projects: Priority Goals & Activities

- Incubators & accelerators (Goal 1)
- Business parks (Goal 1)
- Downtown revitalization (Goal 3/4)
- Training facility renovation (Goal 2)
- Water/sewer systems (Goal 3)
- Fiber-optic broadband (Goal 3)
- Rail spurs/inland ports (Goal 3)

Construction Projects: Consistent Budget & Match

- Detailed, recent engineer or architect construction budget, PER, opinion of probable cost, architectural estimate
- Separate out ARC project budget from larger multi-phase construction budget
- Consistent project cost totals on standard forms, detailed budget, and basic agency letter

Construction Projects: Consistent Budget & Match (Cont.)

- Provide match **commitment letters** pledging specific cash and/or in-kind amounts
- MAI **appraisals** for real property offered as match or acquired/constructed
- Need **letter** from basic agency indicating they will manage the project, including amount of its cost

BUDGET INFORMATION - Construction Programs

NOTE: Certain Federal assistance programs require additional computations to arrive at the Federal share of project costs eligible for participation. If such is the case, you will be notified.

COST CLASSIFICATION	a. Total Cost	b. Costs Not Allowable for Participation	c. Total Allowable Costs (Columns a-b)
1. Administrative and legal expenses	\$.00	\$.00	\$ 0.00
2. Land, structures, rights-of-way, appraisals, etc.	\$.00	\$.00	\$ 0.00
3. Relocation expenses and payments	\$.00	\$.00	\$ 0.00
4. Architectural and engineering fees	\$.00	\$.00	\$ 0.00
5. Other architectural and engineering fees	\$.00	\$.00	\$ 0.00
6. Project inspection fees	\$.00	\$.00	\$ 0.00
7. Site work	\$.00	\$.00	\$ 0.00
8. Demolition and removal	\$.00	\$.00	\$ 0.00
9. Construction	\$.00	\$.00	\$ 0.00
10. Equipment	\$.00	\$.00	\$ 0.00
11. Miscellaneous	\$.00	\$.00	\$ 0.00
12. SUBTOTAL (sum of lines 1-11)	\$ 0.00	\$ 0.00	\$ 0.00
13. Contingencies	\$.00	\$.00	\$ 0.00
14. SUBTOTAL	\$ 0.00	\$ 0.00	\$ 0.00
15. Project (program) income	\$.00	\$.00	\$ 0.00
16. TOTAL PROJECT COSTS (subtract #15 from #14)	\$ 0.00	\$ 0.00	\$ 0.00
FEDERAL FUNDING			
17. Federal assistance requested, calculate as follows: (Consult Federal agency for Federal percentage share.) Enter the resulting Federal share.	Enter eligible costs from line 16c Multiply X _____ % <i>To autocalculate, press TAB key after entering percent. These instructions will not print.</i>		\$ 0.00

Letters: Jobs Created/Retained

PERFORMANCE
MEASURES

- On official letterhead of company creating, retaining jobs
- Number of job openings/hires or jobs retained/improved they anticipate
- Signature

ARC Residential Infrastructure Policy

- Generally, ARC only funds water/sewer projects that only serve residences in distressed counties
 - There are exceptions to this rule
- Can fund an at-risk or transitional county **ONLY** if:
 - A **compelling need** is shown (ex. poor water quality, distressed census tract, etc.)
 - It is **disaster** relief
 - It addresses a mandate from EPA/a state agency
 - It is a **self-help** project

Construction Projects: Sustainability Plan

- Preliminary engineer's report (PER) identifying who will own and maintain construction improvements
- Asset management plan that demonstrates technical sustainability
- Five-year **pro forma** financial projections that demonstrate financial sustainability
- Other independent assessments of sustainability like feasibility studies or business plans
- Planning grant could precede implementation grant
- If business component, then a marketing plan for tenants or customers

Questions and Answers

Environmental Review Process

Chris Perkins, PE

CED Engineer/Environmental Officer

334-353-1028

christopher.perkins@adeca.alabama.gov

Construction Projects: Engineering Fee Calculation Requirements

- Engineering Fees Subject to CDBG Guidelines
- See “Approved Engineering Fee Scale” for details
- <https://adeca.alabama.gov/wp-content/uploads/Approved-Engineering-Fee-Scale.pdf>

Sub-recipient (Grantee) Responsibilities

- Responsible Entity (RE) = Sub-recipient = Grantee
- Certifying Officer - Chief Elected Official/Head of Company
 - Signing environmental paperwork
 - Certifying Officer represents RE in court
 - Designate Environmental Review Officer
 - Employee of the RE or contracted
 - Must follow proper procurement procedures

Environmental Review Officer's Responsibilities

- Create an Environmental Review Record (ERR)
- Classify Activities Correctly
- Conduct Environmental Review
- Complete Public Notification Correctly (if required)
- Submit the Required Documentation

Governing Laws & Regulations

National Environmental Policy Act of 1969

24 CFR Part 51 – Manmade Hazards

24 CFR Part 55 – Floodplains & Wetlands

24 CFR Part 58 – Local Government

Conducting the Environmental Review (ER)

Remember

No More TVA – No longer using the TVA's Eligible Activities List – All construction projects require an Environmental Review

Where to find assistance

Find the ER requirements in the Environmental Review Guide (ERG) – Find the environmental webpage here:
<https://adeca.alabama.gov/cdbg/environmental/>

Training

Training videos on the website – Video training available upon request

Additional Information

ADECA Environmental Review website:
<https://adeca.alabama.gov/cdbg/environmental/>

HUD Webinars:
<https://www.hudexchange.info/environmental-review/environmental-review-training/>

HUD Web-Based Instructional System for Environmental Review (WISER):
https://www.hudexchange.info/trainings/wiser/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=9f0713617d-WISER_Training_Modules_2017_12_01&utm_medium=email&utm_term=0_f32b935a5f-9f0713617d-19295981

HUD Related Federal Laws & Authorities:
<https://www.hudexchange.info/environmental-review/federal-related-laws-and-authorities>

Questions and Answers

ARC Process and Pitfalls

Jennifer Simon

ARC Process

- Application **submitted** to State of Alabama
- Funding **recommendations** made by State Alternate/Governor
- Application **submitted** to ARC by State of Alabama
- Reviewed by designated **ARC Program Coordinator**
- Reach out to State Program Manager and applicant to **resolve issues**
- Prompt responses by applicant results in **prompt approval**
- Recommended applications signed by Executive Director and Federal Co-Chair

IMPORTANT: Projects **MUST** be approved by Executive Director and Federal Co-Chair



Yellow Flag Projects

- Community facilities, senior centers, assisted living facilities, routine road maintenance, municipal services/operations
- Beautification/public art or road paving with no clear economic development impact or outcome
- Speculative buildings with intent to sell to private company
- Beneficiaries are personal residences
- Multi-year
- Premature funding

Ask Yourself

- Is my project in line with a regional strategic plan including ARC and Alabama's strategies?
- Does my proposal fit into the ARC mission of economic development?
- What is the scale of my project? – time involved with large vs. small
- Should I consider phasing this project?
- Did I have someone else read my application who knows nothing about what I do?

Application Submission Instructions Crystal Talley

DEADLINE – 12:00 Noon on Friday, October 15, 2021

Emailed to:

crystal.talley@adeca.alabama.gov
Cleandra.Dixon@adeca.alabama.gov

Regardless of the submission method chosen, the application must be received by the CED Division by the time and date above. Applications received on October 15, 2021, will be time stamped upon receipt.

Recommend a read receipt on your email or check with ADECA to make sure they have it.

**DEADLINE – 12:00 Noon on Friday,
October 15, 2021**

Only need one copy

Mailed to:
ADECA

CED Division – ARC Program
Attention: Ms. Crystal G. Talley
Post Office Box 5690
Montgomery, Alabama 36103-5690

**DEADLINE – 12:00 Noon on Friday,
October 15, 2021**

Delivered to:
ADECA
CED Division – ARC Program

Only need one copy

Attention: Ms. Crystal G. Talley
401 Adams Avenue, Room 524
Montgomery, Alabama 36104

State Contacts

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Questions and Answers