

# Cedar Rapids ED Implementation Grant Program (FY22-FY23)

City Manager's Office

March 30, 2021

# Organization

**Part 1. Introduction**

**Part 2. Process & Structure**

**Part 3. How to Submit a Proposal**



# Part 1. Introduction



# Purpose

## Goal

- *Align extended network ED Services with City Council Goals*

## Objectives:

- *Increase measureable benefits of collaboration*
- *Support initiatives with greatest chance of successful outcomes*
- *Deploy available City funding as efficiently as possible.*



# Overview

- *RFP modifies MOA process first adopted by City Council in 2015*
- *(FY 22-FY 23): Initiate competitive awards for funding of ED partners for first time.*
- *Transition will apply to all City funding of economic development partner service delivery.*
- *To receive funding, EDOs submit grant proposal to the RFP for committee review and council approval.*



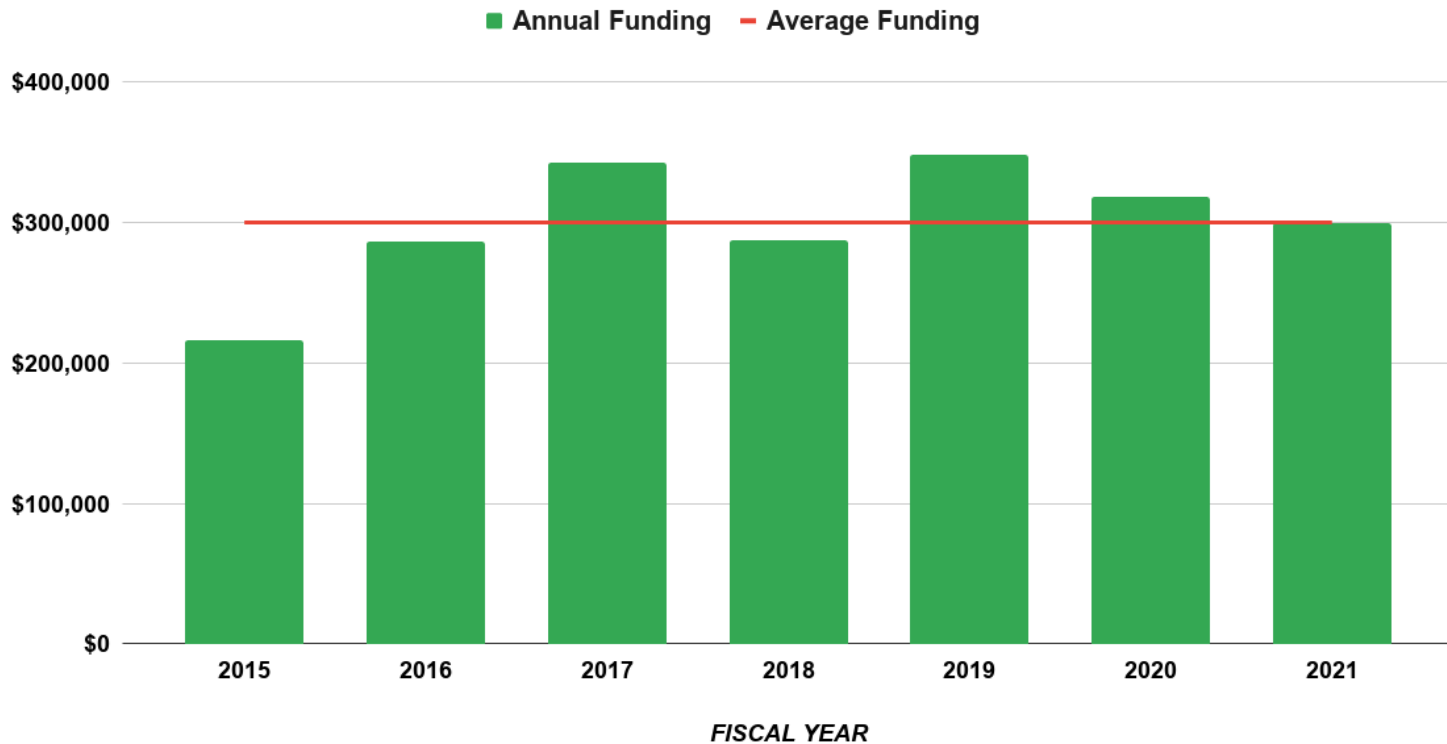
# Overview (cont.)

- *Proposals scored by stakeholder Selection Committee*
- *Staff negotiate best and final offer with all ED Partners*
- *Final approval by MOA between City Council and Proposer*
- *Program will be administered over continuous 2-year cycles*
- *Provisions of RFP allow for staff oversight, corrective action(s) and termination of awards in the event of mismanagement; **addresses conflict of interest.***



# Funding Level

**CITY OF CEDAR RAPIDS ECONOMIC DEVELOPMENT PARTNER FUNDING LEVELS  
IN AGGREGATE, FY 2015 to FY 2021**



# Funding Level

- *Is there an impact to funding because of the change to a competitive process?*
- *Budget allocation through RFP is consistent with City's long-term, historical average funding level for economic development partner activities*
  - > **Note: Severe adverse impact to Hotel & Motel Tax Revenue in 2020/unexpected costs**
  - > **Annual allocation under RFP for FY 22/23: \$205,000**
- *Transition to competitive process now more necessary than ever to see **maximum impact of available funds.***





# Part 2. Process & Structure



# Timeline

- ***What is the RFP process schedule?***
  - *(March 23<sup>th</sup>): Resolution inviting Proposals*
  - *(March 30<sup>th</sup>): RFP Informational Webinar (recorded)*
  - *(April 30<sup>th</sup> @ 11:00 AM): Proposal Deadline*
  - *(May 15<sup>th</sup>): Committee Review Complete*
  - *(June 8<sup>th</sup>): City Council MOA Approval*



# Accessing the RFP

- ***Where do I find the RFP package?***
  - *City of Cedar Rapids Economic Development Web Portal*
- ***Where is background information about economic development in Cedar Rapids as well as market data?***
  - [www.economicdevelopmentcr.com](http://www.economicdevelopmentcr.com)
  - *Helpful to applicants who aren't sure they want to submit a proposal*
  - *Helpful for anyone working to prepare a funding proposal*



# RFP Package

- ***What are the main documents to reference when submitting a proposal?***
  - *RFP Document – Instructions*
  - *List of ED Priorities – Program objectives*
  - *Evaluation Matrix – Proposal grading guidelines*
  - *ED Grant Proposal Form – Your request*
- **IMPORTANT NOTE:** *When taken together, the RFP and exhibits contain all information necessary to submit a proposal for funding consideration.*



# RFP Document (Exhibit A)

- *Background of local economic development process*
- *How to submit proposal from start to finish*
- *Answers key questions about proposal process for proposals*
- *Helps applicant navigate RFP package*

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**ATTACHMENTS**

EXHIBIT A: LIST OF ECONOMIC DEVELOPMENT PRIORITIES  
EXHIBIT B: SELECTION COMMITTEE EVALUATION MATRIX  
EXHIBIT C: GRANT PROPOSAL FORM



# List of ED Priorities (Exhibit B)

- ***What does the List of ED Priorities do?***
  - *Functions as statement of need for RFP*
  - *Contains RFP Objectives*
- ***How is the List of ED Priorities organized?***
  - *Individual priorities are tactical in scope*
  - *Priorities grouped into four funding categories*
  - *Funding categories relate to City's Strategic Plan for Economic Development*



# ED Priority Funding Categories

- *ED Projects & Financial Applications (20%)*
  - \$41,000
- *Small Business Development (35%)*
  - \$71,750
- *ED Marketing Services (15%)*
  - \$30,750
- *Entrepreneurs & Startups (30%)*
  - \$61,500
- **TOTAL ALLOCATION**
  - **\$205,000**



# Citing ED Priorities: Ex. I(A)ii

## **CEDAR RAPIDS ECONOMIC DEVELOPMENT SERVICES DIVISION IMPLEMENTATION ACTIVITY FUNDING PRIORITY LIST January 2020**

### **I. ECONOMIC DEVELOPMENT PROJECT & FINANCIAL ASSISTANCE APPLICATIONS**

- A. Coordinate initial response to any site search data requests received by staff in the Economic Development Services Division.
  - i. Scope of response activity will include data requests made through Iowa Economic Development Authority (IEDA) Requests for Information (RFI) and/or other project selection processes.
  - ii. Application tracking, timely reporting of outcomes to City staff, and overall performance measurement will be required components of program administration.





# Grant Proposal Form

- Fillable PDF
- Provide responses on form
- Include supporting documentation with printed and digital copy of proposal.

**CITY OF CEDAR RAPIDS**  
Cedar Rapids Economic Implementation Grant Program  
Proposal for Funding  
FY 2022 - FY 2023  
"EXHIBIT C"

Name of Organization

Amount Requested (\$)

Please indicate below which funding you are applying for:

Category 1 - Economic Development Project & Financial Assistance Applications

Category 2 - Small Business Development

Category 3 - Economic Development Marketing Services

Category 4 - Entrepreneurs & Startups

**Proposals will be accepted until 11:00 AM on April 30, 2021. Due to COVID-19 and the temporary closure of Cedar Rapids City Hall, proposals must be submitted in digital copy via email as follows:**

TO: Economic Development Manager  
RE: Cedar Rapids Economic Development Implementation Grant Program  
Email: [EDServices@cedar-rapids.org](mailto:EDServices@cedar-rapids.org)



# Submittal Procedure

- *Complete grant proposal with signature*
  - *Cite at least one priority on proposal form*
  - *Include supporting documentation with package*
  - *Follow directions on grant proposal form for submittal procedure*
- *Provide to CMO digital completed proposal package by April 30<sup>th</sup> deadline*
- *IMPORTANT NOTE: No extensions of deadline for any reason*



# Scoring

- *A standard method applied to all Proposals*
  - *A proposal's score represents an average of all selection committee responses*
  - *Maximum of 50 points possible*
- ***Proposal Points = Scoring Criterion Weight x Evaluation Matrix Grade Level***
  - *Accountability & Organization (Weight = 1)*
  - *Average grade is 5 out of 5*
  - *Weight 1 x Grade 5 = 5 Proposal Points*



# List of Scoring Criteria

- *Organization*
  - *Weight 1 x Grade 5 = 5 Points*
- *Scope/Implementation*
  - *Weight 2 x Grade 5 = 10 Points*
- *Financial, Management & Admin.*
  - *Weight of 3 x Grade 5 = 15 Points*
- *Impact*
  - *Weight of 4 x Grade 5 = 20 Points*
- *Total = The Proposal scores 50 out of 50 Proposal Points.*



# Evaluation Matrix

- Acts as scoring rubric for all proposals
- Guides Selection Committee members in scoring
- Using the matrix, Grade Levels to each Scoring Criterion found in the RFP

Assessment:	ED PARTNER ACTIVITY PROPOSAL SCORING RUBRIC					
Scoring System Rankings:	Unacceptable	Less than good, below average	Average	Better than average	Good	Exemplary, the Best, or Impressive
Grade:	0	1	2	3	4	5
<b>Description:</b>	Application is deficient, late or incomplete. Procedural steps for submission were followed incorrectly or omitted; and/or the Application does not respond to the necessary program priorities outlined in the RFP process. The project's narrative description lacks coherence or is characterized by inconsistent statements with no supporting analysis, or it contains numerous errors.	Essential parts of application remain incomplete, upon submittal. Procedural steps may not be followed sufficiently well. Descriptions are mostly cursory, irrelevant, or unclear. Needed information is missing and/or presentation may be inconsistent, faulty. Proposal may also seek to pursue (in large measure or otherwise make primary) objectives unrelated to ED program priorities.	All procedural steps followed to minimum degree and a complete application was received on time. Narrative description of the project may be weak, have information missing or be unclear in part. On balance, the proposal does attempt to respond to ED program objectives and RFP requirements, although some minor inconsistencies may need to be addressed by the applicant.	Application provided is complete; all procedural steps have been followed well without significant errors or omissions of required information. Project narrative is coherent, appropriate in length and presented with supporting evidence and exhibits. Appropriate data and analysis is used to support reasons for investment request. No required information is missing from application. Project description is clearly identifiable as a response to specific ED program priorities.	Application is complete and demonstrates high-level understanding of City ED process and program objectives in response. Project narrative is concise, well written with strong supporting evidence and exhibits. Data and analysis is structured to reinforce argument for why the proposal directly benefits Cedar Rapids. When taken together, all materials make a compelling case for investment by supporting competitiveness in the Cedar Rapids economy.	Application excels in quality of response to program priorities. Project narrative shows high-level of professional competency and understanding of how to execute economic development best practice effectively. May present innovative solutions to needs reflected in ED priorities. Project description presents a highly persuasive case for investment through exceptional quality of evidence, use of data and analysis to demonstrate how project supports City's competitiveness at a greater than local level.



# Review Process

- ***How does scoring of proposals actually work?***
  - *Selection Committee scores Proposals*
  - *Elected officials, Biz Leaders, IEDA & ED Manager*
  - *Evaluation Matrix gives guidance on grading responses*
  - *Scoring criterion contained within the RFP has weights*
- **IMPORTANT NOTE: *An individual proposal's score results from the average of Selection Committee member responses.***



# Approval

- ***What is the process for approval?***
  - *Selection Committee members score individually for group average*
  - *Committee meets to produce recommendations*
  - *EDS staff negotiate best and final offers with organizations proposing initiatives*
  - *City staff may assign ED Priorities into your scope*
  - *Approval in form of City Council MOA*



# Administration & Oversight

- *Semi-annual performance reporting/fund disbursement*
- *Nonperformance, mismanagement, negligence or use of funds for purposes outside of scope may result in withholding funds and/or termination of award.*
- *Provisions for conflict of interest may result in termination or disqualification*





# Technical Assistance

- *Are there hints that can save me time and help me understand what's required more quickly?*
  - *Read the full RFP document.*
  - *Then use the proposal form to guide your application.*
  - *Ask questions! ED staff contact info is in RFP.*
  - *Courtesy review of concepts for proposals may be submitted for staff feedback prior to April 30<sup>th</sup>*
- *IMPORTANT NOTE: Refer to this presentation as a resource.*
- *Key Point: Multiple options for help available to applicants at every stage in the process.*



# Part 3. How to Submit a Proposal



# Example: Medium Scale

*A local **Cedar Rapids-based nonprofit** wishes to submit a Proposal addressing two priorities under the funding category of Economic Development Marketing Services. Each of the **two specific Economic Development Priorities** found in **Exhibit A** are listed by the Proposer on their grant proposal form. The funding request made is for \$10,000, which is **an amount less than the maximum** amount of funding available under this category.*



# Example: Large Scale

*A local Cedar Rapids-based nonprofit has developed **one initiative that addresses all economic development priorities** contained under Economic Development Marketing Services. The **applicant lists all Economic Development Priorities** on their grant proposal. Then the applicant decides to request the **maximum amount** of available funding, which is simply the **total amount of grant dollars** allocated to the Economic Development Marketing Services **Funding Category**.*



# Example: Small Scale

*A local Cedar Rapids-based nonprofit has developed two independent, small-scale initiatives. The two Proposals address Economic Development Funding Priorities from different Funding Categories. Consequently, the nonprofit submits two grant proposals, one each for the two programs. The individual proposals each separately request funding equal to half of the amount of grant dollars available in their respective categories. The applicant understands that the funding request put forward through the grant proposal cannot exceed the total amount allocated to the Funding Category the individual proposals reference.*



# Scoring Examples

## **Scenario: Points = 100%**

**Example: All points/all categories for maximum score.**

- *Organization*
  - *Weight 1 x Grade 5 = 5 Points*
- *Scope/Implementation*
  - *Weight 2 x Grade 5 = 10 Points*
- *Financial, Management & Admin.*
  - *Weight of 3 x Grade 5 = 15 Points*
- *Impact*
  - *Weight of 4 x Grade 5 = 20 Points*
- *Total = The Proposal scores 50 out of 50 Proposal Points.*

## **Scenario: Points = 82%**

**Example : Grading of proposal realizes 41 out of 50 points.**

- *Organization*
  - *Weight of 1 x Grade 4 = 4 Points*
- *Scope/Implementation*
  - *Weight of 2 x Grade 3 = 6 Points*
- *Financial Management and Admin.*
  - *Weight of 3 x Grade 5 = 15 Points*
- *Impact*
  - *Weight of 4 x Grade 4 = 16 Points*
- *Total = The Proposal scores 41 out of 50 Proposal Points.*



# Proposal Form: Format

**CITY OF CEDAR RAPIDS**  
Cedar Rapids Economic Implementation Grant Program  
Proposal for Funding  
FY 2022 - FY 2023  
"EXHIBIT C"

Name of Organization

Amount Requested (\$)

Please indicate below which funding you are applying for:

Category 1 - Economic Development Project & Financial Assistance Applications  
 Category 2 - Small Business Development  
 Category 3 - Economic Development Marketing Services  
 Category 4 - Entrepreneurs & Startups

**Proposals will be accepted until 11:00 AM on April 30, 2021. Due to COVID-19 and the temporary closure of Cedar Rapids City Hall, proposals must be submitted in digital copy via email as follows:**

TO: Economic Development Manager  
RE: Cedar Rapids Economic Development Implementation Grant Program  
Email: EDservices@cedar-rapids.org

## Key Points:

- *Proposal Form is Exhibit C*
- *Name*
- *Amount*
- *Submittal Instructions*
- *Exclusions*

## Notes:

- *Indicate organization*
- *State funding request*
- *Select Funding Category*



# Proposal Form: General Info.

FY 2021 & FY 2022

The City, prior to the annual allocation occurring, will process an Memorandum of Agreement by resolution approving the disbursement of Economic Development Implementation Grant Program funds. This will provide an opportunity to receive public input on the allocation of these funds. The City shall not under any circumstances be obligated financially under this grant application program except to disburse those funds according to the budgeted allocations.

**GENERAL INFORMATION**

Organization Name

Tax ID / Federal ID#

Organization Street Address

City, State and Zip

Contact Person

Contact Job Title

E-mail Address of Contact

Phone # of Contact

Date of Tax Exemption Status

**ECONOMIC DEVELOPMENT PRIORITY SELECTION:**

- PLEASE REFER TO EXHIBIT A in the Grant Application Package
- Select and Enter all Economic Development Priorities applicable to Proposal
- A minimum of one Economic Development Priority must be selected
- Only Economic Development Priorities from under a single Funding Category may be selected.

Enter Economic Development Priorities

5

## Key Points:

- Contact
- Eligibility
- ED Priorities

## Notes:

- Form designed to confirm important information for proposers benefit
- Who is project lead?
- State all relevant ED Priorities in the Category from Page #1





# Proposal Form: Organization

**PART A. ACCOUNTABILITY AND ORGANIZATION**

*SECTION ONE: Give a brief synopsis of the project, identify roles and staff members participating in the project. Include relevant background information on the organization. Discuss experience and organization's record of accomplishment working in the areas of economic development practice associated with the Proposal. (See PART A, Page 2.)*

Enter Response to Part A

6

## Key Points:

- What type of work (value proposition)?
- Who is on the project team?
- How much experience does team have?
- Highlight existing track record?

## Notes:

- Design of form follows submittal requirements
- Be concise; quality not quantity
- May take the form of a cover letter



# Proposal Form: Initiative

**PART B. SCOPE & IMPLEMENTATION**

**SECTION TWO:** This section shall include a narrative description of the project explaining strategy and approach to problem solving, a statement of goals and objectives, a scope of work, as well as identification of key partners and the project timeline. (See PART B, Page 2.)

Enter Response to Part B

7

## Key Points:

- Explain proposal in narrative form (i.e., tell your story)
- Give goals and objectives
- Define the problem & strategy for solutions
- Provide a scope of work
- Identify partners and timeline

## Notes:

- Use logic and flow to organize
- 2-years to complete?
- Make a compelling case
- Critical to describe deliverables/value creation



# Proposal Form: Financial Mgmt.

## **PART C. FINANCIAL MANAGEMENT & ADMINISTRATION**

*SECTION THREE: Information provided here shall provide the selection committee financial information necessary to evaluate and score the Proposal fully in accordance with the process outlined in this RFP.*

**Required to be submitted:**

- A budget showing sources and uses of all funds for the proposed project over the term of the grant award.
- Financial statements (audited if available - show current and previous two years of information)
- Annual reports (with financial information)
- Identification of any other financing sources being used to finance the project, which shall at a minimum identify the source (i.e., type) of funding used.

(See PART C, Page 2.)

## **Key Points:**

- *Project Budget*
- *Financial Statements (2yrs)*
- *Identify sources and uses of funds for Proposal*
- *Supporting data*

## **Notes:**

- *Audited financial statements may not be available*
- *Annual reports may be provided with supporting docs.*




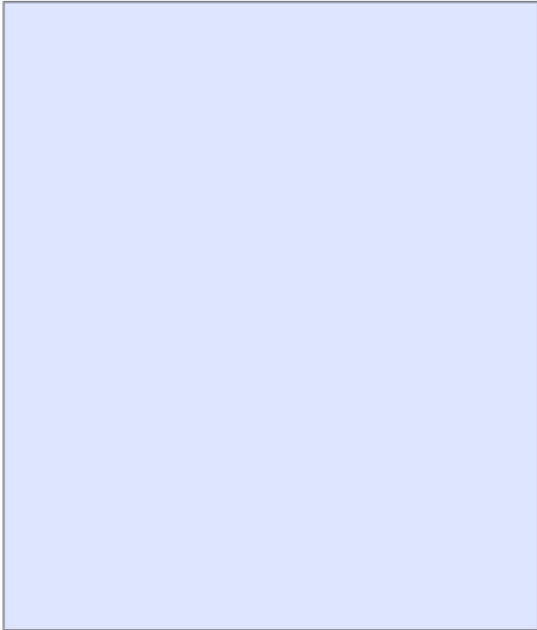
# Proposal Form: Impact

**PART D. PROJECT IMPACT**

**SECTION FOUR: (5) Economic Impact.** Provide estimates on the economic impact of the project:

- Number of permanent jobs created/retained;
- Overall project investment;
- Wage/income data
- Define the desired outcomes to be measured
- Any other figures determined by the Proposer to show economic impact.

Enter Response to Part D



## Key Points:

- *Jobs created or retained*
- *Investment*
- *Wages*
- *Other benefits*

## Notes:

- *Info provided is basis for performance reports*
- *Which data really makes the case for investment and why?*
- *What is unique and high value about proposal?*



# Proposal Form: Funding Request

## AWARD, TERM & DISBURSEMENT

This application is a two year request for funding. Allocation of funding will be completed on an annual basis by June 30<sup>th</sup> of each year. Economic Development Implementation Grant Project allocations will be reviewed and paid on a semi-annual basis.

Application Request For Funding Amount  
Over Next Two Years

Fiscal Year	Operating
2022	
2023	
Total Per Year	
Total Per Grant Cycle	

Board President's Signature  Date   
Executive Director's Signature  Date

## Key Points:

- *Contains reminder of terms of funding*
- *Confirm funding request*
- *Management and BOD Chair sign Proposal*

## Notes:

- *Don't leave this section blank.*
- *Must fill in to complete form.*
- *Sign and return based on front cover instructions.*



# Proposal Form: Supporting Info.

- *Mission Statement*
- *Current Board List*
- *Articles of Incorporation*
- *Verification of Nonprofit Status*
- *Current Strategic Plan (if available)*
- *Conflict of Interest Policy*
- *Additional optional background documents*



# Reminder: EDS Staff Ready to Help

- *IMPORTANT NOTE: There are no time extensions; **do not** let a question slow your submittal of proposals.*
- *Call or email with questions*
- *Submit proposal concepts for optional informational review by staff*
- *When in doubt, submit best available info.*
  - *Goes a long way toward answering questions*
  - *Assures the proposal submitted put forward the strongest case possible.*



# Questions



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