

Project Application Guidance

URBAN ENTERPRISE ZONE AUTHORITY

Agenda



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“Good” Applications:



Are clear and concise.



Contain all relevant details in one place.

References to attachments are not a substitute for providing information in a section. Attachments may be provided to substantiate information, but should not be referenced in lieu of filling out a section of the application.



Avoid unnecessary background information.

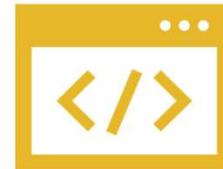
The Board has already been convinced of the need per the 5-Year Plan. We simply need to understand the details surrounding the funding ask.

Resolutions



Resolutions must:

- Be on municipal letterhead
- Include votes from council members



UEZA has developed a resolution template with preferred language

This includes “not to exceed” language, which offers much more flexibility during the approval process. Without this language, projects that aren’t approved for the exact amount listed in the resolution will be delayed.

Standard Grant Cover Sheet



First red flags get identified here, and it's usually title-related.

Application titles must start with the municipality's name + UEZ: "**Lakewood UEZ** Reef Stabilization and Growth Loan Program II"

The second page must be **signed, dated, and uploaded** in the "Certification Sheets" section.

Objectives

- ▶ **This section should outline the overall, main objective of the project.**
- ▶ **Avoid listing objectives outside of the project's control.**
 - ▶ For example, a holiday lighting project lists “increased UEZ business sales” as a stated objective. While this program may contribute to increased sales, the factors surrounding sales are numerous, and far outweigh the influence of this project. Instead...
- ▶ **Restate the project's literal objective.**
 - ▶ For a holiday lighting project, a perfectly acceptable objective would be, “The purchase and installation of holiday lighting in the City's UEZ Business District.” This is concise, accurate, and measurable.

Objectives continued...



Make sure objectives are measurable.

Public perception, improved business climate, commercial corridor vitality – terms like these are difficult to measure and lack concrete meaning in the context of most project types. Instead...



Think smaller (trust the 5-Year Plan)

Example: most 5-Year Plans reference public safety initiatives to facilitate some combination of reducing crime, improving perception of safety, and boosting the local economy as a result. These are long term (5-Year Plan) objectives, not short-term project objectives.

It is perfectly acceptable to have, “increase the number of off-duty police officers patrolling the UEZ Business District” as an objective.

Don't put the weight of 5-Year Plan objectives on the shoulders of one project.

Methods

- ▶ **Methods must be directly related to the previously stated objectives.**
 - ▶ **Objectives** = “What” **Methods** = “How”
 - ▶ Example: A Clean Team project references trash removal and upkeep of the UEZ Business District as an objective. The method should briefly summarize how this will be achieved: “Hire a dedicated staff of five to collect and dispose of trash, regularly empty public trash bins, clear sidewalks of dirt and debris, and perform minor landscaping duties. A supervisor will report weekly to the UEZ Coordinator to ensure duties are being adequately performed.”
- ▶ **Avoid including information that exists (or will exist) in other parts of the application unnecessarily.**
 - ▶ “Hire a dedicated staff of five at \$25/hour for 5-hour shifts...”
 - ▶ This information will be included in the budget section of the application, and is not required to understand the overall method.

Methods continued...

- ▶ **Keep the beginning, middle, and end of the project in mind.**
 - ▶ Example: A holiday décor project states its objective as, “The installation of a variety of holiday decorations along the UEZ Business District.” There are 3 basic phases to this:
 - ▶ 1. Finding Installers
 - ▶ 2. Installation
 - ▶ 3. Confirming Success/Closeout
 - ▶ To encompass all potential phases of this project, the methods section might read as follows: “A contractor will be procured for the purchase and installation of holiday decorations. The UEZ Coordinator will monitor progress and ensure successful completion. Upon successful completion, final payment will be issued to the contractor.”

Performance Measures



Performance Measures must be tied to the stated Objectives.



Performance Measures must be objective, easily measurable, and straightforward.



A well-formed Objective will lend itself to straightforward, measurable outcomes.

Performance Measures Examples...

- ▶ Objective: “The purchase and installation of holiday lighting in the city’s UEZ Business District”
 - ▶ Performance or “success” of this project should be measured based on execution, not impact. For projects like this, we recommend measuring performance by documenting the successful purchase and installation referenced in the Objectives section. If a survey captures positive feedback, great, but performance should not be measured solely on survey results.
- ▶ Objective: “Increase the number of off-duty police officers patrolling the UEZ Business District.”
 - ▶ Volunteers?

Scope of Services

- ▶ A comprehensive Scope of Services should be thorough, but focused and concise. It should include:
 - ▶ **Who** is responsible for execution, oversight/project management, and closeout.
 - ▶ **What** tasks and deliverables are expected from the project.
 - ▶ **Where** the project is taking place. This should include a statement confirming that the project, associated funding, and intended impact are all limited to the UEZ. It must be clear that UEZ dollars are slated to benefit the UEZ specifically.
 - ▶ **How** tasks and deliverables will be achieved.
 - ▶ **5-Year Plan Citation**

Scope of Services continued...

- ▶ The Scope of Services **should not contain:**
 - ▶ Extensive Budget Details
 - ▶ Narrative Justification or Background Information:
 - ▶ Economic or retail benefits, staffing shortages, community impact statements, description of importance, etc. should all be excluded. 5-Year Plan has you covered.
 - ▶ Overly Detailed Personnel Information.
 - ▶ General UEZ Information/History.

Scope of Services Template

- ▶ UEZA has developed a template which can be further customized to meet project needs.
- ▶ The template will be distributed to all coordinators at the conclusion of the training.

SCOPE OF SERVICES TEMPLATE/GUIDE



The **[MUNICIPALITY]** UEZ will implement the **[PROJECT NAME]** to **[OBJECTIVE]** within the UEZ boundaries. Oversight and project management will be performed by **[X]**, ensuring all activities comply with UEZ requirements and serve only UEZ-eligible areas and beneficiaries.

The project will include the following services and deliverables:

[TASKS / DELIVERABLES / ACTIVITIES]

The project will be limited to the following UEZ-designated locations:

[PROJECT LOCATION(S)]

Operational scheduling will be managed internally by **[X]**.

Project activities will be carried out using **[RELEVANT METHODS OR TOOLS, IF ANY]**. Any equipment purchased with UEZ funds will be:

- used exclusively for UEZ purposes,
- labeled as UEZ-funded,
- managed under UEZ inventory and compliance rules, and
- disposed of according to UEZ rules.

This project is authorized under the **[MUNICIPALITY]** Preliminary Zone Development Plan, **[PAGE + SECTION REFERENCE]**, which identifies **[PROJECT CATEGORY]** as an eligible and supported activity.

Budget

- ▶ **“Provide a more detailed description for this budget item (include cost justification as required by this program).”**
 - ▶ This section should be used for nearly all budget items. Cost justification needs to be clear and documented.
 - ▶ Quotes or estimates must be referenced and uploaded, hours and hourly rates must be noted (including FTE% where relevant), memberships must be specified, and any non-standard items should be explained.
- ▶ Budget line items and the Scope of Services should generally align. If “Security Personnel” is referenced in the Scope of Services, but not listed in the Budget, it effectively becomes an ineligible expense.

Personnel

- ▶ Personnel Salaries/Wages must be justified. This means:
 - ▶ The provided job descriptions must reasonably reflect the UEZ hours listed in the application.
 - ▶ **Job descriptions must call out any UEZ-related duties;** project reviewers will not assume any stated job responsibility does or does not coincide/overlap with UEZ-related work.
 - ▶ We recommend developing UEZ-specific job descriptions rather than uploading actual job postings.
- ▶ In general, documentation must not allow for the perception that UEZ funding is replacing or supplanting any portion of salaries/wages that the municipality would otherwise fund.
- ▶ Note: Resumes for personnel are no longer required to be uploaded to the application, but should be made available upon request.

Project Information

- ▶ Estimated start and completion dates must be filled in.
- ▶ Meeting date can be left blank initially – once we're certain the project will make the next Board meeting, we can fill this part in.
- ▶ “Explain how this Project/Program fits into your Zone Development Plan, Municipality’s Master Plan, and/or Redevelopment Plan. If it does not fit into these Plans, explain why.”
 - ▶ This should generally relate back to your 5YP citation in the Scope of Services, and should be very brief.

Project Information continued...

- ▶ “Clearly identify how the use of ZAFs will promote private sector jobs and improve the economic climate of the zone’s municipality.”
 - ▶ Answering this question will no longer be required. This question is about the impact of ZAFs in general, which is largely addressed within the 5-Year Plans.
- ▶ Business Recruitment Plan for New Fiscal Year: not required.
- ▶ Information on future projects: not required.

Attachments to Skip

- ▶ Certification Regarding Debarment and Suspension
- ▶ Certification Regarding Lobbying
- ▶ IRS Determination Letter
- ▶ For non-admin budgets: Org Chart

Reference Materials

- ▶ Resolution Template
 - ▶ A template with preferred language, specifically indicating requested funds are not to exceed a certain amount.
- ▶ Scope of Services Template/Guide
 - ▶ A template with streamlined language designed to fit most project types. Utilizing this guide will ensure the Scope of Services contains all essential elements required for an efficient overall picture of the project.
- ▶ Application Submission Checklist
 - ▶ A short checklist that will be requested upon submission of all applications moving forward. We believe this extra step prior to submission will ensure less back and forth in the review stages, and will lead to a much more streamlined review.

Applications Are Complete When:



THE CHECKLIST IS COMPLETE
AND UPLOADED



THE RESOLUTION IS SUBMITTED
AND UPLOADED



THE MEMORANDUM IS
ATTACHED TO THE SUBMISSION
EMAIL



Checklist and Templates Overview



Questions?