

Industrial Resource Center

Program Guidelines | August 2009

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Table of Contents

Section I	Introduction	.1
A.	Description	.1
B.	Governance	.1
C.	Mission	.1
D.	Vision	.1
E.	Goals	.1
Section II	Definition of Market/Firm Eligibility	.2
A.	Market	.2
Section III	Eligible Projects/Assistance Provided	.3
A.	Eligible Projects	.3
B.	Ineligible Activities	.4
C.	Performance Measures	.5
Section IV	Requirements in Operation Plan	.6
A.	Staffing and Networking with Private Sector	.6
B.	Annual Operating Plan	.6
C.	Regional Initiatives	.6
Section V	Use of Commonwealth Funds and Matching Requirements	.7
A.	Allowable Costs	.7
B.	Matching Requirements	.7
Section VI	Project Grants, Subsidies and Loans	.8
A.	Project Subsidy	.8
B.	Project Contracts	.8
C.	Project Management and Consulting Fees	.8
Section VII	Regional Service Responsibilities and Coordination	.9
Section VIII	Use of Consultants, Subcontracts and Bidding Procedures	.11
Section IX	Accountability	.13
A.	Audited Financial Statement	.13
B.	Site Visit	.13
C.	Asset Lease, Purchase, Renovation, Exchange or Disposal	.14
D.	Organizational Changes	.14
Section X	Code of Ethics and Related Parties	.15

Section XI Reporting Requirements	16
A. Project Engagements and Closed Projects	16
B. Project Impact Measurement Reporting	17
C. Progress Reports	17
D. Financial Progress Reports	17
E. Invoicing	18
F. Address	18

Attachments

A	Waiver of \$16,000 Subsidy Cap
B	MEP Data Transfer to Attachment H
C	Code of Ethics Form
D	Assistance Code Definitions
E	IRC Database Structure and Definitions
F	<i>Removed by DCED 8/20/2008</i>
G	Related Parties Notification Form
H	Progress Reporting Form
I	Grant Reconciliation Report
J	Invoice Form
K	<i>Removed by DCED 7/31/2009</i>
L	Map of IRC Minimum Service Territory
M	IRC-MEP Joint Operating Plan Outline 2009-2010

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Section I – Introduction

A. Description

The Pennsylvania Industrial Resource Center Program (the Program) was established in 1988 to help Pennsylvania manufacturers compete more effectively through the adoption of modern manufacturing philosophies, techniques, and technologies. The Program was re-authorized through legislation created in 2001 that certified the seven current Industrial Resource Centers (the Centers) under the Industrial Resource Center Partnership Program Act 31. The Program supports a network of Centers that serve as resources for technology implementation in every region of the Commonwealth and serves the Commonwealth's small and medium sized manufacturing and technology based industries.

B. Governance

The program is administered through the Technology Investment Office of the Commonwealth of Pennsylvania's Department of Community & Economic Development (the Department). The Deputy Secretary for the Technology Investment Office is the primary point of contact for the Program. The Industrial Resource Center Strategic Advisory Board is made up of the Department Secretary, four general assembly members, six manufacturers, and one representative from organized labor. The Board's purpose is to make recommendations to the Department and Centers, develop strategies designed to enhance Commonwealth-wide impact of the Centers, and develop strategies designed to facilitate communication among Pennsylvania manufacturers.

Each Center is an independent non-profit corporation (501c3) governed by a Regional Board of Directors whose members are primarily drawn from local manufacturers, but should also include regional economic development organizations, institutions of higher education, and other private sector companies. The Center Board of Directors must be comprised of, at a minimum, 50% membership that is reflective of the private sector.

Approved minutes from each Center's Board of Directors meetings must be submitted to the Department reflecting the actions taken by the board.

C. Mission

The Centers enhance the productivity, sales, profits, wages, and investment of Pennsylvania's dynamic industrial base, helping manufacturers spur the technological revolution through innovative thinking, win in the global marketplace, and create wealth in the Commonwealth.

D. Vision

In 2010, the highly productive, profitable, and technologically dynamic Pennsylvania industrial base is a premier and innovative performer in global manufacturing. Industrial Resource Center clients grow, resulting in secure, rewarding jobs and strong regional economies.

E. Goals

The goal of maintaining Pennsylvania as a technology leader with a highly skilled workforce is central to the Commonwealth's economic development strategy. The Centers provide technical, workforce and financial assistance to manufacturers to improve all aspects of their operations while encouraging innovative methodologies for improvements.

The Program has the following goals:

- Implement and deliver business growth services (i.e., new product development, market penetration, innovative sales techniques, and strategic planning) that focus on top line revenue - increased or retained sales.
- Build and support a strong manufacturing base to encourage economic growth regionally and in the Commonwealth.
- Provide manufacturers with the necessary technical and business skills that are required to remain competitive and expand in today's global marketplace.
- Create mechanisms for existing technology implementation by which firms are able to adopt current as well as advanced technologies.
- Improve the production capabilities, efficiency and product quality of companies in cost-driven as well as high-growth, market-driven industries.
- Advance the development and availability of a high performance, skilled workforce to meet the needs of local business and industry.
- Promote cooperation among businesses through innovative business networks and approaches that position groups of firms to meet the challenge of the global market.
- Provide manufacturers with links to support and assistance from regional, state and national programs.
- Support and promote the initiatives developed and funded by the formal statewide network of Centers know as Industrial Resource Center Network, Inc.

Section II – Definition of Market/Firm Eligibility

A. Market

The primary market for Center services are smaller and medium sized manufacturing firms with fewer than 500 employees within the North American Industry Classification System (NAICS) - 311 to 33999. While all manufacturing firms with fewer than 500 employees are eligible for assistance, each Center should develop target sectors and companies to be served as determined by the Center's regional strategy as well as the Commonwealth's statewide strategy.

In support of the manufacturing sector, the Centers may choose to work with companies that provide general professional services to the manufacturing sector as defined by the NAICS code 541, the Professional Scientific and Technical Services classification. These companies are part of the network of resources that assist manufacturers in modernizing their manufacturing techniques and technologies. The Centers may submit projects for review by the Department **only** if they **directly** benefit the small and medium sized manufacturers that are served by the Program.

The Centers may also work with manufacturing companies having over 500 employees worldwide and technology-based companies. To determine the number of employees within a given manufacturer, a corporate entity must be identified. The employment level should be determined by identifying whether a

company has a unique federal identification number. If that company's FEIN has more than 500 employees, then Centers must report the company and project in the quarterly report submission process

No state subsidy will be used for firms greater than 500 employees. Centers may choose to use non-state funds to subsidize, provide grants or loans to client companies. Please see Section VI of the Guidelines for clarification on the use of subsidy to companies that employ over 500 employees worldwide, but have less than 500 employees at individual plant locations.

Section III – Eligible Projects/Assistance Provided

A. Eligible Projects

Funds provided by the Department to each Center shall be utilized for projects that meet the goals of the Program. These services include, but are not limited to:

1. Manufacturing Process Improvement
 - Supply Chain Management
 - Plant Layout
 - Manufacturing Cells
 - Lean Manufacturing (should use Attachment D, Assistance Code "F" or "K" only)
 - Operations Assessments
 - Material Engineering
 - Environmental Compliance
 - Pollution Prevention and Energy Efficiency
2. Quality Management
 - ISO Awareness/Implementation
 - TQM Planning
 - Quality Inspection
 - Current Good Manufacturing Practices (CGMP)
 - Six Sigma
3. Information Technology Improvement
 - E-Business and website development
 - ERP/MRP Implementation
 - LAN Communications
 - CAD/CAM/CAE
4. Human Resource Development
 - Technical Training
 - Computer-Based Training
 - Team Building/Problem Solving

- Supervisory-Level Training
 - HR Systems Consulting
 - School-To-Work/Career Awareness
 - Training Consortia Management
5. Business Growth Services and Market Development
- E-Business/Marketing
 - Business Plan Development
 - Strategic Planning
 - Market Analysis and Development
 - Export Assistance
 - Financial Systems/Financial Literacy
 - Financial Assistance (Grants and Loans)
6. Product Development and Innovation
- Product development, design and engineering
 - Product packaging
 - Rapid prototyping
 - New product development processes and assistance
 - Product strategy, market identification, industrial research
 - Identifying investment capital

B. Ineligible Activities

State funding to the Center should not be used to provide assistance to industry for the following activities:

- Basic research and applied research
- Product advertising, product brochures, or promotional activities that involve the cost of printing or other ancillary costs (i.e., set-up costs) are ineligible; however the design costs involved in the marketing/promotional effort are eligible for reimbursement if the design costs are clearly distinguishable from the implementation costs such as the printing or set-up costs.
- Costs for trade shows.
- Projects that are a response to investigations, fines, lawsuits, citations, or other regulatory actions from a state or federal authorities.
- The Center is prohibited from using state funds or any other funds derived from state funds to pay for the services of a lobbyist.
- Assistance to non-manufacturing entities is not an eligible use of Department funding. The non-manufacturing projects delivered by the Center should be reported in the quarterly narrative report as described in Section XI.C.

Where appropriate, the Center should refer firms to other organizations for these types of assistance. Under exceptional circumstances, Industrial Resource Centers may provide these types of services to companies upon written permission from the Deputy Secretary for the Technology Investment Office.

C. Performance Measures

Center performance will be primarily determined by the following performance measures:

- Number of Individual Companies Served (a single company may receive several services)
- Number of New Companies (see the definition below)
- Number of Business Growth Service companies (see the definition under Section XI-A)
- Companies Reporting Impact (from NIST MEP survey - see Attachment B)
- Dollar amount of value added impact (from NIST MEP survey - see Attachment B)
- Customer Satisfaction (from NIST MEP survey - see Attachment B)

"New Company" definition: Performance will be judged partly on the Center's ability to reach all levels and sectors of the manufacturing market, i.e., "market penetration". Two factors make it difficult to determine performance for a market penetration statistical category:

1. Over time, the numbers of manufacturers in a Center's region may fluctuate; and
2. Some manufacturers may not have worked with a Center for many years, but are still included in an historical market penetration calculation.

Therefore, new companies served will be the primary performance measure, not market penetration. To determine new companies served, a consistent time range will be used to measure a Center's effectiveness in serving the regional market. In the calculation of the new company performance measure, the Center should use the previous **five years** of projects with companies to determine the number of new companies served in the market. The five-year clock begins in the fiscal year when the projects are submitted to the state for review. This calculation will be consistent across the program and is a more accurate measure of a Center's marketing effectiveness. This calculation should be used in the annual proposal and at all times when discussing the number of new company's performance measure. Centers may also choose to include a historical number or "market penetration" but must use the five year calculation as the primary performance number in this category.

Section IV – Requirements in Operation Plan

A. Staffing and Networking with Private Sector

Each Center shall have a full-time technical staff and access to expertise in a variety of manufacturing areas including but not limited to: manufacturing engineering, industrial engineering, computer engineering, environmental engineering, electronic commerce, materials handling and factory automation, quality systems (including ISO 9000 and 14000), human resource development, strategic planning and market analysis.

Centers will also maintain an active list of private sector consultants who will be utilized to provide technical assistance to client companies. Services that are not regionally available or accessible can be provided directly by Center staff.

B. Annual Operating Plan

In order to receive funding, each Center must submit an annual operating plan for approval. In the operation plan, the Center will describe its activities for implementing one-on-one service for companies, multi-company initiatives and other activities that respond to regional needs. Additionally, each operating plan should include a description of regional initiatives that details the types of activities and outreach that promote a coordinated/cooperative effort with other economic development organizations, schools/universities, utilities, chambers of commerce, and manufacturing associations both within your region and across the state. Regional Initiatives could include:

- Human resource development activities
- Support of innovative processes and ideas
- Business Retention and Expansion Program
- Workforce Investment Boards/Career Link Centers
- Supply chain initiatives
- IRC Network activities, shared resources, etc.
- Other activities that promote regional economic and workforce development.

The Department has provided the Centers with an outline in Attachment M for the development of their operating plan.

C. Regional Initiatives

The Board of Directors of the Center shall approve the regional initiatives for the Center within the constraints of the Center's budget provided that these projects are in compliance with the Industrial Resource Center Partnership Act mission, regulations, policies and appropriate program rulings. Centers will be required to submit proof of Board of Directors' review and approval of regional initiatives.

Section V – Use of Commonwealth Funds and Matching Requirements

A. Allowable Costs

Department funds may be used for personnel costs, the leasing of space, office equipment and to provide services to manufacturers. This includes personnel and administrative expenses required to operate the Center. Funds cannot be used for non-related Center personnel expenditures.

Department funds may not be utilized for the following:

- Refinancing of an existing project
- Financing for costs of completed buildings and university overhead
- Lobbying
- Machinery and equipment purchases for companies. This does not include non-fixed assets such as software and curriculum purchases.

B. Matching Requirements

The Centers shall match the annual grant from the Department on a minimum 1:1 basis. Prior to receipt of any part of the state grant, the Center shall have secured commitments for the required match of their grant award at a minimum of fifteen percent (15%). These matching funds must be expended by the end of the fiscal year. The 1:1 match is not required on a project-by-project basis. Centers will be required to confirm the original proposed project match in an annual year-end report.

The project match can include funds from private businesses, corporations, individuals, trade associations, and foundations. Project match can also include federally supported grant programs such as the Manufacturing Extension Partnership. All matching funds shall be used to directly support the mission of the Program.

Cash match will be the primary source of the matching funds for the state grant, but may include gifts of machinery and equipment or cost sharing by individual companies. For a "hard asset" match such as machinery and equipment, documented proof such as invoices, purchase orders, receipts, or cost proposals/estimates is required. For a "soft cost" match such as timesheets or the rate and hours that company staff spent at training, the contract for the training services with the company can serve as the documentation; however, additional documentation may be required if the value of the match is not readily discerned by the contractual arrangement.

If project start and end dates cross state fiscal reporting years, the Center should apply the match in the year in which the project is closed.

Note that all NIST MEP funds are now required to be shown as match in the one-year Center budget of Attachment M and will count toward the required 1:1 match for the DCED IRC grant.

Section VI – Project Grants, Subsidies and Loans

A. Project Subsidy

Project grants, subsidies or loans may be used for manufacturing firms with fewer than 500 employees if it is tied to a company's long-term commitment to improve its competitive ability. This commitment should be evaluated through a preliminary review of the company's long-term goals and its business strategy to achieve them.

No state funds will be used for firms with more than 500 employees; however, if a plant location is identified as having a separate federal identification number and less than 500 employees, then subsidy or loans may be used for these plant locations. These plants must be a separate corporate profit center and have less than 500 employees to receive subsidy.

A formal review to receive project support is not required. However, each Center should establish a consistent process that establishes minimum criteria for awarding project grants, subsidies or loans.

Centers may support part of the cost of manufacturing engagements to individual companies up to \$16,000 per company per program year. Subsidies to companies may be in the form of grants, loans, and cost sharing. If a Center supports manufacturers with loans, the maximum total loan per company is \$30,000, but at the close of the program year, the average loan for all companies that received loans cannot exceed \$16,000. The \$16,000 subsidy cap can be waived by the Department provided a written request and justification for the proposed waiver is properly submitted to the Department for review and approval. See Attachment A for the information required in the waiver request.

B. Project Contracts

Companies that receive financial support from a Center must enter into a contractual arrangement with that Center. The Department may require specific language to be incorporated into their individual company contracts. Should a company reject the assistance offered by a Center, the Center will be required to document and track why the company rejected the proposed assistance. Rejections should be maintained in the Center's project file and database tracking system.

C. Project Management and Consulting Fees

Centers cannot charge a client fee for service or a project management fee on a subsidized engagement in excess of 5% of the provider cost. However, on a full-cost project with no Center cost sharing or third party public investment, Centers can charge 100% of associated costs.

Section VII – Regional Service Responsibilities and Coordination

The Program, while united by state policy objectives and legislation, continues to draw its strength, flexibility and responsiveness from its regional structure. This regionalization has enabled the program to remain responsive to the needs of its constituents; to innovate programs and services; to foster collaborations among companies with similar objectives and requirements; and to partner with other regional organizations and resources to ensure that clients receive the full range of support available from both the public and private sectors.

As the Program grows in its activities and scope, becomes more integrated and draws on the unique assets of each Center to create an interactive network of programs and services, it is nonetheless important that there remains a strong regional focus and well-established and clearly identified point of contact for clients. Attachment L displays the geographic jurisdictions of the seven Centers as described below.

The intent of the Department is to ensure the availability of a maximum marketing territory for each Center. Described below are the circumstances and process under which the Centers will conduct programs within other marketing regions. In addition to eliminating duplication and client uncertainty, this process will insure that Department funds are expended within each geographical region in agreement with the legislative intent.

The following chart identifies the Centers and their marketing territories:

Center	Territory
DVIRC	Bucks, Chester, Delaware, Montgomery, Philadelphia
IMC	Bedford, Blair, Centre, Clinton, Huntingdon, Juniata, Lycoming, Mifflin, Montour, Northumberland, Snyder, Union
MRC	Berks, Carbon, Lehigh, Northampton, Schuylkill
MANTEC	Adams, Cumberland, Dauphin, Franklin, Fulton, Lancaster, Lebanon, Perry, York
NEPIRC	Bradford, Columbia, Lackawanna, Luzerne, Monroe, Pike, Sullivan, Susquehanna, Tioga, Wayne, Wyoming
NWIRC	Cameron, Clarion, Clearfield, Crawford, Elk, Erie, Forest, Jefferson, McKean, Mercer, Potter, Venango, Warren
Catalyst Connection	Allegheny, Armstrong, Beaver, Butler, Cambria, Fayette, Greene, Indiana, Lawrence, Somerset, Washington, Westmoreland

Each Center will be the host Center for all Program activities within their geographic territories defined above. The following protocols shall be observed among the Centers:

1. **Marketing and Joint Marketing** - To the extent possible, Centers will market their programs only within their own geographic territory except for joint marketing activities as agreed to by two or more of the Centers in the geographic territories affected. Joint marketing agreements that capitalize on the unique specialization of each Center are strongly encouraged.

2. **Marketing That Crosses Territories** - It is understood that certain forms of marketing activities such as newspaper advertising, web advertising or marketing through a third party cannot always be limited to the Center's territory. It is the responsibility of each Center to educate its partners and third-party providers on the IRC Network, the respective individual territories and this policy to minimize confusion. Any leads generated for companies in another Center's territory must be passed to the host Center as soon as they are received, irrespective of how they were obtained.
3. **Seminars or Special Events** - If a client registers for or attends a seminar or special event in another Center's territory, the Center that sponsors the event must notify the client's Center for subsequent follow-up. There is no need to share the revenue from the seminar or event.
4. **Requests and Projects** - In the event that a client contacts a Center outside its region, the non-host Center will immediately inform the host Center and will apprise the client of this action. The host Center may then contact the client or give approval for the non-host Center to do so. The respective Centers will then jointly consider subsequent actions based on the wishes and best interests of the client.

A non-host Center may not circumvent this policy by performing work in another Center's territory under contract to an outside third party, such as a college.

Failure of a Center to comply with the above sections will result in the following actions:

- The activity supported outside the non-host Center's territory will be inapplicable for grant reimbursement and will not be accepted as a performance measure.
- The Department will be notified of such actions and will determine additional sanctions as deemed necessary.

Section VIII – Use of Consultants, Subcontracts and Bidding Procedures

The IRC program draws its strength and success from its ability to develop and deliver services to small and medium sized manufacturers who are at a disadvantage when compared to large manufacturers in deploying new technologies and advanced processes. The IRC Program fulfills this mission by offering services that are not accessible, affordable, or customized for the small manufacturing community. Typically, services are delivered through IRC staff resources, other non-profit economic or workforce development organizations, colleges or universities or in partnership with the private consulting community.

To ensure the IRC Program continues its successful relationship with the private consulting community, each Center will maintain databases of third party consultants (TPCs) that are available for manufacturing engagements and shall develop criteria by which the Center reviews and accepts TPCs into their database. On a regular basis, the Centers shall inform TPCs of the opportunity and procedure to be included in the TPC database at the Center. This notification can be done by advertisement, direct mail, referrals, telemarketing, online access, etc. Each Center will share this database with other Centers on an as-needed basis. If these requirements are met the database may be used to select qualified third party consultants in the process described below.

In delivering services to manufacturing clients with third party consultants the Centers must comply with open and competitive bidding procedures (Contract Article X), which require that for any contract in excess of \$10,000 funded with at least 50% of state dollars, at least three bids must be obtained and maintained by the Center. To meet this contractual requirement the following procedures should be followed:

1. **Subsidized Manufacturing Client Projects.**
 - a. The final selection on the use of an outside consultant is to be the sole decision of the client company from among the consultants presented by the Center.
 - b. If the subsidy (grant) to a manufacturer is \$10,000 or over and at least 50% state funds, the Center must comply with Article X of the IRC contract by soliciting at least three bids based on the same deliverable for the manufacturing client. Documentation shall be maintained by the Center.
 - c. If the subsidy is less than \$10,000, the open and competitive bidding policy is not applicable, but the Center must offer at least two choices of consultants – typically selected from the above described consultant database.
2. **Fee based or unsubsidized Projects with third party consultants.** The Centers shall comply with the IRC Guidelines of requiring at least two consultants to be provided to the manufacturing client for review.
3. **Consultant partnerships.** Instead of selecting a third party consultant on a project by project basis, Centers may choose to contract with a single or group of consultants in order to deliver the most efficient, effective solutions for manufacturing clients. These projects could be in partnership with Center staff or project managed by Center staff in an effort to introduce services that are not accessible or regionally available to small manufacturers in the region.
 - a. In all cases for these special third party consulting relationships, a competitive bidding process shall be followed regardless of the amount of the contract.
 - b. Exceptions can be granted by the Department if the amount of the contract is minimal and would impede the ability to deliver timely and cost effective services to manufacturers.

Use of Vendors and Suppliers. In making purchases for operation of the Program, such as office equipment and supplies; and accounting, legal or other information technology services, the Center must comply with Article X when purchases are over \$10,000 and funded by at least 50% of state funds. If under \$10,000 the Center shall comply with their internal purchasing policy as defined in the Center's own processes and procedure manuals.

Sole Source Contracts. The Centers may submit requests for sole sourcing of contracts to the Department under the following conditions:

1. Only a single contractor is capable of providing the services because it is the only known source; or,
2. Services must be provided by the contractor to ensure compatibility; or,
3. It is clearly not feasible to award the contract for services on a competitive basis (provide reason); or,
4. The service must be provided by the manufacturer or an authorized dealer of the manufacturer.

The request should also provide the name of the contractor, estimated dollar amount of the contract, contract deliverables and the duration of the contract.

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Section IX – Accountability

A. Audited Financial Statement

Each Center will be required to provide the Department an audited financial statement within 150 days after the close of each fiscal year. The audited financial statements must be prepared and signed by a Certified Public Accountant and must be consistent with generally accepted accounting practices. Balance sheets, statements of income and reconciliation of equity must be included. Each Center shall also make known to the Department the dates and times for exit interviews or presentations at the conclusion of the Center's annual financial audit so that the Department staff may attend the exit interviews or presentations.

In addition to the annual audited financial statement, a separate project close-out audit is required by the Department's Operations & Compliance Office; however, this audit is only due at the end of the grant period, but must cover the entire length of time covered by the grant contract. The same auditors used for the audited financial statement mentioned above may be used for the financial compliance audit. This is, in fact, encouraged to save on auditing costs. Note that this financial compliance audit is often called the "Program Audit". Additional information is available in the Closeout of Community Affairs and Development Contracts guidelines.

In the event the audited financial statement and/or the Program Audit reveals a misuse of grant funds by a Center, in the sole opinion of the Department, the Center shall reimburse and pay to the Commonwealth of Pennsylvania an amount equal to the amount so misused. The Department also requires that any contract/engagement letter between the Center and its auditors must contain language that will allow the Center to access the working papers produced by the auditors. This access in turn will allow the Department and its authorized representatives to review the working papers of the Center's auditors. The Department will not accept any audit from the Center that does not allow access to the auditor's working papers. If a Center is in a current contract with their auditors, then the annual engagement letter must include language to allow the Centers access to the working papers. Failure to submit an audit under these conditions may lead to appropriate sanctions as determined by the Department.

The Department has chosen an auditing firm that may complete a financial review and/or a performance review for all Centers. The reviews will generally be conducted on an annual basis and scheduled in cooperation with each Center. A final review report will be provided to the Department and each Center. The review will outline the recommendations and findings of the auditors. Each Center will be required to provide a response to each finding, which the Department will review and approve or follow up with additional corrective action.

B. Site Visit

Each Center must perform a site visit on all open individual projects no less than once for each open project during the year. This does not include the initial visit with the company. Proper documentation must be maintained in the permanent project file or computer-based project tracking system for each site visit completed. Proper documentation includes, at a minimum, the date of the visit, the company contact person, and any results or conclusions from the visit. Group projects do not require a site visit.

C. Asset Lease, Purchase, Renovation, Exchange or Disposal

If an Industrial Resource Center is considering the purchase of a building or real estate property using state IRC funding, a request for approval must be provided to the Department prior to obtaining Board approvals or signing any contractual commitments. The request should include reasons for the proposed real estate purchase and any justifications of benefits for both the Center and for the Center clients. A cost-benefit analysis, including renovation or other expenses involved in the purchase/relocation, should be presented. If the real estate purchase does not involve state IRC funding, then only notification to the Department is required with the reasons for the purchase/relocation.

In general, it is not the intent of this section to have Department approval for modifications to existing lease contracts, renegotiations of current leases or rearrangements/modifications of existing office space if the costs are within reasonable expectations. Refer to Section VIII of the IRC Guidelines or Article X of the contract for all purchasing requirements. All other large purchases and expenses should be part of the annual operating plan and budget submitted to the Department. If a budget revision is required, refer to the Financial Progress Reports in Section XI-D of the IRC Guidelines.

D. Organizational Changes

Should the corporate structure of the Center be revised, the Department should be notified of the proposed changes before any agreements or Board approvals are in place. Such changes to the corporate structure include, but are not limited to, cooperative agreements with other organizations affecting Center operations, mergers with other organizations and creation of not-for-profit or for-profit entities linked to the Center

Department notification is not required for personnel changes or Center internal reorganizations that are covered under Section F of Attachment H or agreements with third-party consultants to provide services to Center clients.

Section X – Code of Ethics and Related Parties

A. Code of Ethics

1. **Center Board Members.** Members of Boards of Directors of the Centers will be required to complete the Code of Ethics forms and a standardized Financial Interest Disclosure Statement on an annual basis. (See Attachment C). When completed, all forms must be reviewed by the Center's Executive Committee or Executive Board and must be maintained on file at the Center. The Financial Interest Disclosure Statements of the Board should be available for review to the Executive Committee or Board at each meeting to assure that no conflict of interest exists.
2. **Center Employees.** All Center personnel will be required to complete the Code of Ethics forms and a standardized Financial Interest Disclosure Statement on an annual basis. When completed, all forms must be reviewed by the Center's Executive Committee or Executive Board and must be maintained on file at the Center.

Failure to complete the Code of Ethics or Financial Interest Disclosure Statement forms by either members of the Board of Directors or staff personnel may cause the Center's state funding to be withheld. Copies of the Code of Ethics and the Financial Interest Disclosure forms are included as Attachment C of these guidelines.

3. **Third Party Consultants (TPCs).** The Code of Ethics also applies to TPCs; however, the Center may choose to include the Code of Ethics language as part of the contract with the TPC rather than annually completing the forms shown in Attachment C.
4. **Vendors.** For vendors providing services for the internal operations of the Center, inclusion of the ethics language in contracts will be an acceptable substitution for annual completion of the Code of Ethics form.

B. Related Parties

1. **Related Party Transactions-Board and Staff Members.** The Center shall notify the Department, using Attachment G, of any related party transactions that may occur through its contract procedures. This includes individual projects and/or contracts with Board members, relatives and other interests. A separate Attachment G is needed for each project and/or contract. The notification shall be sent before any commitment or contract has been executed between the Center and the related party. Centers must include an outline of this policy in their employee personnel manuals.

In addition, Centers must disclose related parties at Board meetings and include those discussions in the meeting minutes.

2. **Related Party Transactions-Partnerships.** A Center that partners with economic development organizations, educational institutions, chambers of commerce, etc. can describe that relationship in the Operating Plan (Attachment M) at the beginning of the year, which would waive the requirement to submit the related party form to the Department. Partnership relationships that develop during the year and described in the quarterly reports will also result in a waiver of the related party form.

Section XI – Reporting Requirements

Each Center shall submit to the Department such progress reports at such times and in such form, as the Department shall direct.

A. Project Engagements and Closed Projects

The following definitions shall apply to projects undertaken by the Center and reported to the Department:

Engagement - An engagement is established between a Center and a company when a need for assistance is identified, a proposal for a specific project is signed and executed, and a minimum of eight hours of service is provided to the client company. The Department's primary concern is the delivering of substantive services to client companies. Services to other non-manufacturing organizations or organizations outside the definition in Section VI-Project Grants, Subsidies and Loans of the Guidelines should not be reported.

Services can be reported as Individual (service provided to one company) or Group (service completed with more than one company) projects as long as the service is over eight hours and the service is substantive. Centers should avoid submitting Group projects that are delivered for marketing or informational reasons or if the Center does not intend to survey the company for impact results. The Center should use the database ActivityMode field (field 28A in Attachment E) to denote whether it was a one-on-one (**I**) individual service or (**G**) group service. The Center must have a signed written agreement for service(s) to move forward based upon the proposal developed with the client company. All allowable activities as defined in the Assistance Code Definitions (Attachment D) are classified as projects.

To accommodate the new focus areas of Business Growth Services (BGS), an additional field 28B Strategic_Type was added to the IRC Database in FY 04-05. Field 28B must be completed with code (**G**) only. To track the type of BGS assistance, new codes "Q" and "R" have been added to Attachment D. **Note that all BGS projects can only have field 23, Asstcode, filled with either "I"-Market Development or "L"-Product Development or "Q"-Strategy Development or "R"- Sales Development and no other Assistance Codes.**

To be designated a Business Growth Service all of the following must apply:

1. A one-on-one company engagement with a signed agreement (excludes workshops and training)
2. Involves minimum of three (3) days (i.e., 24 hrs.) consulting time (internal, 3rd party, or combination)
3. Minimum of one (1) day invested client time, as part of the 3-day minimum engagement, with a senior manager or other person in a decision making role
4. Engagements focused primarily on captured impact: anticipated top line impact (increased sales)

Centers can only report closed projects to the Department for review and approval. Closed projects are defined as completion of all services provided to the client company. It should be understood that some projects may cross state fiscal years before they are considered closed. These projects should still be submitted and will be given credit in the fiscal year in which they close.

B. Project Impact Measurement Reporting

The National Institute for Standards and Technology's Manufacturing Extension Partnership (NIST MEP) third party surveyor will complete the collection of impact data from companies using the quarterly submission of data submitted by the Center to be surveyed. The Center should strive to submit as many companies as possible for survey. An interviewer will conduct the survey over the phone to client companies, but companies may also use the dial-in voice response system using a touch-tone phone or the online website form to respond to the survey. The Centers may obtain the impact data on the NIST MEP website when it becomes available each quarter. See Attachment B for additional information.

C. Progress Reports

Each Center shall submit to the Department four progress reports on a quarterly basis in such form as described in the Guidelines.

Thirty (30) calendar days after the end of each quarter reporting period, the Center shall submit a Progress Report for review and approval by the Department. The report shall include:

1. A narrative that describes the progress of the initiatives described in the Operating Plan. The narrative report should also include any personnel changes; any changes in the marketing plan, such as focused marketing on particular counties or economic sectors; new strategies or initiatives not included in the original Operating Plan; and any other activity that would impact the use of the grant funds. A listing of companies served with over 500 employees must be included in this narrative report. Assistance to non-manufacturing entities should also be reported. See Attachment H for the format.
2. The Quarterly Performance Measures in the excel format shown in Attachment H.

Fifteen (15) calendar days after the end of each quarter reporting period, the Center shall submit a database in the format showing in Attachment E.

D. Financial Progress Reports

All accounting and reconciliation of the money expended (cumulative to date) with respect to the Center shall be submitted thirty days (30) after each reporting period. This Grant Reconciliation Report submitted by the Center shall indicate any variances (changes) in the approved fiscal year budget. For the purposes of this report, variance is defined as the difference of grant dollars budgeted minus grant dollars expended. For this report, the Center should use the original state contract budget template. Any grant dollars budgeted but not expended or not anticipated to be expended during the fiscal year is to be reported in the Variance column.

If any invoice line item exceeds a budgeted line item, a revised budget must be submitted to the Department. If any individual line item on the budget is under both 10% and \$10,000, the Department will handle the budget revision internally. Invoices can be submitted in the usual manner. If any individual line item exceeds both 10% and \$10,000, approval by the Center's Board of Directors or Executive Committee is required before any further invoices can be submitted for payment.

Any interest earned on the state grant must have written approval from the Deputy Secretary of the Technology Investment Office before being expended. These funds must be used for program operational expenses during the current fiscal year and must be included in the Center's Financial Audit.

The Department will provide the Centers with template forms for the grant reconciliation report and the Center invoices (Attachment I & J).

In the event the progress or financial reports reveal a misuse of grant funds by the Center, in the sole opinion of the Department, the Center shall reimburse and pay to the Department an amount equal to the amount misused. Please note, all accounting and reconciliation of the money expended (cumulative to date) with respect to the Center shall be submitted thirty (30) days after each reporting period. The progress reports shall include measurable data that may be used in determining future awards of funds.

E. Invoicing

Centers will invoice on a quarterly basis and can estimate costs for the quarter, but are encouraged to invoice on a reimbursement basis. The invoice should be written in the following format:

- On the center's letterhead
- SAP Contract number listed
- SAP Vendor Identification number
 - Catalyst Connection: 149085
 - DVIRC: 129462
 - IMC: 151297
 - MANTEC: 129275
 - MRC: 129229
 - NEPIRC: 124355
 - NWIRC: 151122
- Beginning and ending dates of the costs incurred
- Dollar amount for the quarter requested

Invoices should be submitted using the format in Attachment J and the grant reconciliation report should follow the format of Attachment I. No invoice will be processed without receipt and approval of the preceding quarter's grant reconciliation report. The average timeline from submission of the invoice to the Department until the Center receives payment is four weeks.

F. Address

Pennsylvania Department of Community and Economic Development
Technology Investment Office
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0224
Phone: 717-787-4147
Fax: 717-772-5080
Website: www.newPA.com

Waiver of \$16,000 Subsidy Cap

Section VI-Project Grants, Subsidies and Loans places a \$16,000 cap per company per program year on projects subsidized with state funding. With the expansion of the Business Growth Services and development of new technologies, DCED recognizes that the \$16,000 subsidy cap might be too low. DCED will consider a waiver of the subsidy cap if the following procedures are followed:

1. The waiver request is mailed to the DCED Technology Investment Office as a hard copy with an original signature.
2. A separate waiver request is submitted for each engagement. For example, if a single company has several engagements that might require a subsidy greater than \$16,000, a waiver request should be submitted for each engagement for that single company.
3. The company name of the client, the address, the IRC Application ID (if assigned) and a brief description of the project should be included in the waiver request.
4. A budget of all the funding sources and the expense categories within each funding source is required.
5. A justification for the waiver should be provided with the request.
6. The waiver request should be limited to just a few pages.

DCED will review the waiver request and respond in writing with an approval or denial of the request within five (5) working days.

MEP Data Transfer to Attachment H

The purpose of these instructions is to provide a process to collect MEP data and to report, in a consistent manner, the data to DCED on Attachment H, the Quarterly Performance Measures form. The MEP data is available on line at www.mepcenters.nist.gov. A UserID and Password is needed from MEP to enter the site. See the instructions below to locate and download the appropriate MEP spreadsheet.

Note that the MEP data is in Excel format. The following instructions will refer to that Excel spreadsheet that is downloaded from MEP.

Companies Reporting Impact. Locate the “Date Conducted” heading on the MEP database, i.e. column C of the spreadsheet. For the DCED fiscal year, the first quarter includes the months of July, August and September. Be sure that the dates of the MEP survey shown in column C match the DCED quarter that the Center is reporting. In this case, the “date conducted” column C should have 07/xx/2009 or 08/xx/2009 for the DCED FY 09-10 first quarter.

Beginning in column AF of the Turner Survey and going to column AY, if there is a “1” (for yes) and/or a dollar value or job creation / job retention value in the appropriate fields, the company can be counted as having an impact. ***Report this counted value in row 5 of Attachment H for the proper quarter.***

\$ Aggregate Impact. For FY 09-10, DCED is counting the total of all the dollar fields with no percentage deduction involved for any of the dollar fields. Go the bottom of the Excel spreadsheet and sum each column that has a dollar field. There are seven (7) columns that contain the dollar fields: AG, AK, AO, AS, AU, AW and AY. Then sum the row that contains the cells with the dollar amounts to obtain the total. ***Report this total dollar value in row 6 of Attachment H for the proper quarter.***

Instructions to Access the MEP Data

On the screen that appears after accessing the MEP internet site mentioned above, there should be a blank box for the UserID, a blank box for the Password and a small box to check that you agree with the conditions. Be sure to always check that small box. After typing in your UserID and the Password and checking the small box, a screen will appear with several sites shown just below the heading on the page.

- Choose CIP (Center Information Page) and a listing of all the MEP centers will appear.
- Highlight and double click your Center. A screen will appear with the headings General Information, Center Management Information and Other Links highlighted in green.
- Under Center Management Information and on the right hand column, find “Reports” and click on it. A CIMS Report Browser folder will appear at the top of a large oblong box.
- Click on the CIMS Report Browser and two folders, Administrative and Center, will appear below.
- Click on the Center folder and three folders, Account Management, Financial, and Performance, will appear below.
- Click on the Performance file and three more folders, Industry and Market Share, Client Survey, and Service Delivery, will appear.
- Click on Client Survey and a large number of files will appear.
- Go to the seventh (7th) file from the top to the file entitled “Center Survey Results” and click on it. Immediately, information will appear to the right of the oblong box. Note that there is a Quarter heading with the current MEP quarter (not DCED quarter) and a dropdown menu to obtain any past quarterly data. Also note that there is a “Run Report” button at the top. Keep the current MEP quarter and click on the “Run Report” button. It may take a minute or two to run the report. When the report has finished running, a pop up screen will appear with a message to look at the Information Bar at the top of the page.
- Click OK on the message to remove it, then after clicking on the Information bar, a small information pop up will appear that shows “Download File”. After clicking on “Download File” another pop up will ask if you want to Open, Save or Cancel the report. Choose either Open or Save. The report will then download, but may appear behind other screens that might be open giving the appearance that the download did not take place. Look at the bottom toolbar that shows the open files. There should be a file name that looks something like “SurveyFile 113245678910[1]”.

Code of Ethics Form

CENTER

Conflict of Interest Policy
(EFFECTIVE JANUARY 1, 1997)

The _____ Center ("Center") is a Pennsylvania not for profit corporation. As a recipient of public funding and support from foundations, businesses and individuals, the Center must strive to ensure that its activities, as well as those of its directors, officers, employees, consultants and independent contractors, are conducted in compliance with appropriate standards of ethics, loyalty, honesty, integrity and fair dealing. To this end, the Board of Directors of the Center (the "Board"), for themselves and for the Center's officers, employees, consultants and independent contractors, has adopted a formal Conflict of Interest Policy designed to preclude any material conflict of interest or impropriety with respect to the duties and activities of such persons or entities relating to the Center. The Center's current Conflict of Interest Policy is set forth below.

STATEMENT OF POLICY

1. **Policy Statement.** The directors, officers, employees, consultants and independent contractors of the Center, in all transactions related to their duties on behalf of the Center, or on behalf of those entities served by the Center, shall adhere to the standards of ethics, loyalty, honesty, integrity and fair dealing described herein and shall at all times act in the best interests of the Center.
2. **Disclosure of Conflict of Interest.**
 - (a) An officer, director or employee of the Center who is a party to or who is interested in a project must disclose the nature and extent of the interest to the Board, and must Abstain from the Board's deliberations concerning the project, all as more fully set forth in Section 3 below. Any member of an organization is a Party in Interest.
 - (b) A consultant or independent contractor of the Center who is a party to or who is interested in a project, as more fully described in paragraph (c) below, shall immediately disclose the nature and extent of the interest to the Board.
 - (c) An officer, director or employee of the Center or a consultant or independent contractor of the Center (any such person being a "Covered Person") shall be deemed to have an Adverse Interest and to be subject to the requirement for disclosures as described in paragraphs (a) and (b) above if any of the following conditions are met:
 - (i) The Covered Person has a financial interest in a project;
 - (ii) A member of the immediate family of the Covered Person has an interest in a project;
 - (iii) A Covered Person has an employer-employee, partnership, agency, lender or borrower, fiduciary or legal or beneficial ownership relationship with a party to or a person financially interested in a project; or

- (iv) A matter which might reasonably be expected to influence a Covered Person in the discharge of the Covered Person's official duties concerning a project.
 - (d) The Board shall take such action which is necessary in light of the facts revealed by the disclosure to avoid a conflict of interest or impropriety with regard to a project.
 - (e) The disclosure statement of the Covered Person, and the action by the Board, shall be made a part of the minutes at its next regular or special meeting.
 - (f) In the event any Covered Person has a question as to whether he, she or it would be considered "interested in a project" under Section 2(a) above, such Covered Person shall make full disclosure concerning the potential conflict of interest to the Chairman of the Board and to the uninterested members of the Board. The uninterested members of the Board shall then determine by majority vote whether a conflict of interest exists and shall advise the inquiring Covered Person.
3. **Obligation to Abstain in the Event of an Adverse Interest.** In the event of any Adverse Interest requiring disclosure by a Covered Person under Section 2(a), such Covered Person, after first having disclosed the Adverse Interest as described above, shall:
- (a) Refrain from participating in the deliberations concerning the matter presenting the conflict;
 - (b) Abstain, in the case of a director, from voting on the matter presenting the conflict; and
 - (c) At the request of the Board member chairing the meeting, leave the meeting room during the deliberations and vote with respect to the matter presenting the conflict.
4. **Prohibited Activities.**
- (a) No Covered Person may solicit, accept or receive from a person, firm, corporation or other business or professional entity or organization a gift, loan, gratuity, favor or service that might influence his or her position in the discharge of his or her official duties concerning a project or any other activities of the Center. However, acceptance of food and refreshment of nominal value on infrequent occasions in the ordinary course of a luncheon or dinner meeting or other meeting shall not be deemed a "gift, loan, gratuity, favor or service" for purposes of this section.
 - (b) No officer, director, employee, consultant or independent contract of the Center may directly or indirectly use for personal gain any information not available to the public concerning a project which comes to him, her or it as a result of affiliation with the Center, nor may such person or entity provide that information to others not directly connected with the Center's investigation concerning the feasibility, development or establishment of a project.
 - (c) No officer or employee shall engage in any employment, consulting, advisory or similar activity which is in material conflict with the interests of the Center.
5. **Communication and Affirmation of Policy.**
- (a) The Center shall deliver a copy of this policy to each of its officers, directors, employees, consultants and independent contractors. A copy of this policy, or a summary thereof, shall be included in the documentation of each proposed project which the Center funds.
 - (b) All Covered Persons shall be given a copy of this policy and deliver to the Secretary of the Center positive written affirmation of adherence to the policy by executing the Acknowledgment and Acceptance of Conflict of Interest Policy attached hereto.

- (c) Each member of the Board shall provide the Center's Secretary with an annual Financial Interest Disclosure Statement in the form from time to time required by the Center. Although such information will be made available to the members of the Board, it will otherwise be treated as confidential.
 - (d) Any candidate for election to the Board shall be given a copy of this policy in advance of election and shall affirm his or her support of it prior to election; and any newly elected officers, newly hired employees or newly retained consultants or independent contractors shall be advised, prior to election, hiring or retention, of this policy and each shall affirm his or her or its support thereof prior to election, hiring or retention.
6. **Remedies.** The failure to make any required disclosure under this policy or any other breach of this policy is grounds for disciplinary action by the Center against the Covered Person, which disciplinary action may include removal from the Board or termination of the individual's employment, consulting or other contract or arrangement, and is grounds for disapproval of an application or rescission of a project by the Center. The remedies provided herein shall be in addition to any other legal remedies available to the Center.

Acknowledgment and Acceptance of Conflict of Interest Policy

I have read and understand the Statement of Policy regarding conflicts of interest. I acknowledge that there are no current transactions or activities which may represent a potential competing or conflicting interest, as defined in the Statement of Policy. Further, I acknowledge that I must disclose to the Secretary of the Center any transaction or activities of the Center or me which might be covered by the Statement of Policy regarding Ethical Conduct and Conflicts of Interest. Finally, I understand that failure to comply with the Statement of Policy will damage the Center and its activities, and the remedies set forth in the Statement of Policy are appropriate.

Date: _____

Signature: _____

Print Name: _____

**Financial Interest Disclosure Statement
2008**

_____ CENTER

Financial Interest Disclosure Statement
(All information concerns the period 1/1/08 through 12/31/08)

I, the undersigned member of the Board of Directors of the _____
(the "Center"), in compliance with the Center's Conflict of Interest Policy, hereby report the following:

1. Ownership Interests.

At any time during the past calendar year, I or my spouse had an Ownership Interest* in the following for profit businesses:

**Ownership Interest means an equity interest in any business in which the person reporting or his or her spouse actively works or an investment interest in a business which is equal to at least to 10% of the total equity interest in the business.*

2. Offices and Positions.

At any time during the past calendar year, I or my spouse was a director, officer, partner, employee of the following for profit or non-profit businesses:

Dated: _____

Signed: _____

Assistance Code Definitions (Database field 23 Asstcode)

“A” – CAD / CAM / CAE – Any computer based technology related to the design, engineering, automated manufacturing and the necessary interchange of data between computers, vendors, and suppliers.

“B” – EDI / Communication / LAN – Computer to computer communications across local area networks, over band communications networks linking company facilities, or vendor-supplier electronic data interchange.

“C” – Business Systems / Business Management – Manual or computer systems dealing with business information and logistics flow within an enterprise. Includes materials management, inventory planning and control, factory orders, routings, bills of materials, cost management, procurement, billings, order entry and other related systems.

“D” – Environmental – Assessment of hazardous material, discharge, waste products, and other environmental effects within a manufacturing operation.

“E” – Quality / Inspection – The process by which a product is determined to meet specifications. This includes quality planning, procedures, procurement, inspection, failure analysis, warranty, rework and all other factors, which are part of the cost of quality.

“F” – Plant Layout / Manufacturing Cells – The methodical evaluation and analysis of a plant’s products to determine the most efficient means of manufacturing or assembly through reorganization of the process flow through the facility. *K or F should be used for Lean Projects.*

“G” – Automation / Robotics – The design, development, or application of automation and robotics technology to manufacturing or assembly of a specific product.

“H” – Control Systems / Integration – The application of monitoring and measurement devices, data collection, and automation gauging to a manufacturing process to provide automatic or semi-automatic feedback for the control or the process. This includes machine controllers, programmable logic controllers, and computers for feedback, analysis, and control mechanisms.

“I” – Market Development – Utilization of marketing information intelligence and tools such as on-line data bases to formulate marketing strategies and/or determine opportunities for new or enhanced products. To use this code for Business Growth Services, the requirements of Section XI-A must be met and code “G” must be placed in field 28B Strategic_Type.

“J” – Material Engineering – Evaluation and analysis of current material applications to determine failure causes, wear patterns, or other desired parameters.

“K” – Process Improvement – Evaluation of a manufacturing process to determine time and/or resource wasting activities and eliminating them from the process. *K or F should be used for Lean Projects.*

“L” – Product Development and Design – The creation or enhancement of a product, including the necessary plans, drawings and material lists for implementation. **To use this code for Business Growth Services, the requirements of Section XI-A must be met and code “G” must be placed in field 28B Strategic_Type.**

“M” – Human Resources – This includes work organization, employee involvement and empowerment, compensation and benefits, communication, management methods, and organizational culture. This also includes all types of training, such as technical skills, use of new technologies, basic workforce skills, teamwork and problem solving, etc. Revised for FY 00-01 this category may include:

- Curriculum development for manufacturers – developed with manufacturers.
- Mentoring programs for manufacturers (future/emerging workforce)
- Recruitment for manufacturers (includes employees, students for work-based learning, and teachers for educator in the workplace)
- Training consortia management
- HRD comprehensive assessments
- Industry Skill Standards (manufacturing)

“N” – Other – “Please limit the use of this category as much as possible.”

“O” – General – Includes any activity that cannot be categorized specifically. This category should be used if the purpose of the activity was too broad to place it in any of the other specific categories listed. An example includes conducting a comprehensive formal assessment of a company.

“P” – Financial – Includes work related to the financial management of the client firm. Examples include, assistance obtaining a loan, assistance obtaining a government research grant or CRADA (cooperative research and development agreement), and analysis of financial statement.

“Q”- Strategy Development – Includes strategic and tactical planning usually done with the upper levels of management present. **To use this code for Business Growth Services, the requirements of Section XI-A must be met and code “G” must be placed in field 28B Strategic_Type.**

“R” – Sales Development – Introduction of new sales systems or improvement of existing sales processes. **To use this code for Business Growth Services, the requirements of Section XI-A must be met and code “G” must be placed in field 28B Strategic_Type.**

INDUSTRIAL RESOURCE CENTER DATABASE STRUCTURE AND DEFINITIONS

NAME OF TABLE: COMPANY INFO AND SITE INFO/PROJECT SUMMARY

1	IRC	CHAR	2	IRC initials
2P	CompFEIN	CHAR	18	The client company's Federal Employee Identification Number
3	Company	CHAR	60	The applicant, or company, requesting assistance
4	Address1	CHAR	50	
5	Address2	CHAR	50	
6	City	CHAR	18	
7	State	CHAR	2	
8	ZIP	CHAR	10	
9	Contact	CHAR	30	
10	Phone	CHAR	18	Contact Telephone Number
10a	Fax	CHAR	18	
10b	email	CHAR	50	
10c	website	CHAR	50	Company's website address
11	County	CHAR	18	County where company/project site is located
12	CountyCODE	CHAR	18	CODE number of the county (Excel File)
13	Municipality	CHAR	54	The municipality where the company/project site is located.
14	MunicipalityCODE	CHAR	18	CODE number of the municipality (Excel File)
15	MetroArea	DELETED	22	DELETED
16	SIC	CHAR	5	The Standard Industrial Classification Code
17	NAIC	CHAR	6	FIVE DIGIT North American Industrial Code
18	CoLegalType	CHAR	30	Company Legal Type. One out of 4 choices: Partnership; Sole Proprietorship; Corporation; and Non-Profit Corporation (can use P; SP; C; NPC)
19	OwnerType	CHAR	20	Pick one that applies: Women; ADA; Minority; Women&ADA; Women&Minority; Women&ADA&Minority; ADA&Minority
20 P*	ApplicationID	CHAR	18	Field identifying the unique number for each project. [i.e. I.DV.99.0036]
21	IRCFEIN	DELETED	18	DELETED
22	Year	CHAR	5	The State Fiscal Year; i.e. 06-07
23	Asstcode	CHAR	6	Assistance Code. The kind of assistance provided, see Attachment D for list of codes and explanations
24	Service	CHAR	1	Whether a project is an (E)ngagement or an (I)mplementation. (Referral-"R" and Consultation-"C" have been eliminated)
25	Employee	NUMBER	Lg. Integer	The clients current employment at plant. [Full-time equivalent]
26	SalesLY	CURRENCY		The clients total sales for previous year
27	Provider	CHAR	40	The outside consultant who provided services. In the case of IRC provided services the provider is "Staff"
28	AssistType	CHAR	5	(L)oan, (G)rant or (NS) non-subsidized project
28A	ActivityMode	CHAR	1	(I) for Individual project with a company or (G) for Group project with multiple companies
28B	Strategic_Type	CHAR	1	Business (G)rowth Services - see definition in guidelines or leave blank
29	Start	DATE	Short	The date a client company signs a statement of work that initiates the project.
30	Complete	DATE	Short	The actual complete date of the project.
31	ProjCost	DELETED		DELETED
32	Cocash	CURRENCY		Cash client company paid toward outside consultant and/or IRC staff.
33	ConsultantCash	CURRENCY		Cash received for delivery of service by a third party consultant.
34	StaffCost	CURRENCY		Cash received for delivery of service by Center staff.

INDUSTRIAL RESOURCE CENTER DATABASE STRUCTURE AND DEFINITIONS

NAME OF TABLE: COMPANY INFO AND SITE INFO/PROJECT SUMMARY - Continued

35	IRCC	CURRENCY		IRC Match. Loan/Grant made to company for 3rd party consultant costs or costs paid directly to the 3rd party consultant
36	Otherc	CURRENCY		Other Match. Any non-IRC funds paid toward the cost of the project.
37	Other	CHAR	30	The name of contributor for Other Match
38	Providc	CURRENCY		Total Provider. Total cost of provider that was actually incurred = Company Cash + IRC match + Other match + IRC fee
39	Fee	CURRENCY		IRC Management Fee of the project.
40	StfTm	NUMBER	Lg. Intege	Report the hours that the IRC billed to a project for Staff time
40A	TPTm	NUMBER	Lg. Intege	Report the hours billed by the 3rd party Consultant
40B	IRCIkind	CURRENCY		IRC In-kind. The market value of IRC "non-billable" costs of a project, especially when a project is done at no cost to the client.
41	Coinkind	CURRENCY		Company In Kind. This field is to include any non-workforce development "soft costs" associated with a project.
42	Equip	CURRENCY		The investment made into new equipment directly resulting from IRC project.
43	Plant	CURRENCY		The investment made into the physical plant directly resulting from IRC project.
44	WFD	CURRENCY		Include any "soft costs" associated with workforce training not already included in the contractual agreement (i.e. manager's time, etc.)
45	ValueAdd	DELETED		DELETED
46	Bckgrndprblm	MEMO		Background Problem - short company profile statement
47	Svcdelvr	MEMO		Service Delivered. Technical service delivered to the company to address problem.
48	Projresults	MEMO		Project Results. Project outcomes resulting from service(s) provided.
49	ReferralBy	CHAR	30	Who referred the company to the IRC
50	ReferralTo	CHAR	30	Who IRC referred company to for services
51	EnvirRelated	CHAR	1	Use either a "Y" for yes or an "N" for no.
52	PAHouse	CHAR	18	PA House District
53	PASenate	CHAR	18	PA Senatorial District
54	USCongress	CHAR	18	US Congressional District

#-P Primary Key Field for Table.

Application ID Number = I.Center.First Year of Current FY.Center's Project Number

RELATIONSHIPS OF PROJECT DOLLAR FIELDS IN DATABASE

Numbers refer to the fields in the database

$$\text{Projcost } 31 \text{ (deleted field)} = \text{Providc } 38 + \text{IRCinkind } 40\text{B (new field)} + \text{Coinkind } 41^{**} + \text{Equip } 42^{**} + \text{Plant } 43^{**} + \text{WFD } 44^{**}$$

In-kind / Investment fields

$$\text{Providc } 38 = \text{Cocash } 32^{**} + \text{IRCc } 35 + \text{Otherc } 36^{**} + \text{Fee } 39^{**}$$

Contractual fields

ConsultantCash (33) - cash 3rd party consultant received from Cocash (32) and/or from IRCc (35) and/or from Otherc (36)

StaffCost (34) - cash IRC staff received from Cocash (32) and/or Otherc (36)

Note that ConsultantCash(33) + StaffCost(34) is not necessarily equal to Cocash(32) because cash from Otherc (36) might be used to pay staff or consultant.

**** Fields count toward 1:1 match for DCED.**

DATABASE CHECKLIST

Review to be done before each quarterly transmission to DCED

Step 1. Sort on CompFEIN (field 2P) from A to Z.

Action 1a. If there is a blank field, find out if there were other projects with this company that might have the FEIN.

Action 2b. Contact the agent handling the project for the FEIN number

Action 3b. If the FEIN information is not readily available, leave the field blank

Step 2. Sort each of the following fields from A to Z:

County (field 11)

CountyCODE (field 12)

Municipality (field 13)

MunicipalityCODE (field 14)

Action 2a. If there is a blank field, find out if there were other projects with this company and use that value.

Action 2b. If there is a blank field, use a prepared chart or a website (http://ctcoas01.state.pa.us/dced/MSS.dyn_mun_demographics.show) to locate the information**Step 3. Sort each of the following fields from A to Z: SIC (field 16), then NAIC (field 17)**

Action 3a. If there is any blank field, find out if there were other projects with this company and use that SIC and/or NAIC code.

Action 3b. If there is a blank field, contact the project manager or company for the information

Action 3c. If there is a blank field, use a website to locate the information

<http://www.osha.gov/pls/imis/sicsearch.html><http://www.census.gov/epcd/naics02/naicod02.htm>**Step 4. Sort on Asstcode (field 23) from A to Z.**

Action 4a. If there is a blank field, search the project description for the proper code.

Action 4b. If there is a blank field, contact the project manager for the proper code.

Step 5. Query AssistType (field 28) and IRCc (field 35). Sort from A to Z on field 28. For "G" grants and/or "L" loans, there should always be a value in field 35. For "NS" non-subsidized, there should be no value in field 35.

Action 5a. If there is a "G" or "L" code and field 35 is blank, check if code "G" or "L" is correct and find the appropriate grant or loan value.

If code "NS" has a value in field 35, check if the "NS" code is correct and if so, delete the value in field 35 accordingly or check for input issues.

Note: Field 36 Otherc has no relationship to field 28, so if there is a loan and/or grant in field 36, the project is still "NS" if there is no IRC subsidy .

Step 6. Query Strategic_Type (field 28B), Asstcode (field 23) and Complete (field 30) with field 30 in Ascending order. Any project with a "Complete" date on or after 01/01/2006 can only have "I", "L", "Q" or "R" in field 23.

Action 7a. If after 01/01/2006 for completed projects, there is a code other than "I", "L", "Q" or "R", simply make field 28B blank or check for errors.

Other items to check

Be sure the dollar fields are mathematically related per the "Relationships of Project Dollar Fields" chart.

Be sure the field names on the transmission match the field names on the "Database Structure and Definitions" chart

For Year (field 22) be sure the format is 05-06, not 2005-2006 and "Year" describes when the project was completed, not when started.

RELATED PARTIES NOTIFICATION FORM

CENTER:

DATE:

COMPANY:

RELATED PARTY
NAME AND RELATIONSHIP:
(Board Member, Employee, other)

NATURE OF RELATIONSHIP:

CONTRACT DESCRIPTION/PURPOSE:
(Amount of contract, subsidy, etc.)

FOR TECHNOLOGY INVESTMENT OFFICE INTERNAL USE ONLY

DATE:

REVIEWED:

COMMENTS:

ARCHIVED

PROGRESS REPORTING FORMAT

The annual operating plan as shown in Attachment M requires a listing of the projects/activities/studies/initiatives for the fiscal year. The Center should provide the following information each quarter to the Technology Investment Office: (1) a narrative report in the format described below, organizing the narrative into the Sections indicated. For any individual project, activity, study or initiative the updates should be cumulative and consecutive as described below, (2) a database in the Access format described in Attachment E, and (3) a quarterly performance goal spreadsheet in the Excel format described below.

1. Narrative. For FY 09-10 and beyond, the narrative portion of the quarterly reports will be due on or before October 31, 2009, January 31, 2010, April 30, 2010 and July 31, 2010. As stated above, the narrative should be organized into a cumulative and consecutive format. Here is a hypothetical example using a single trend and a single activity.

Capital Investment Trends

Quarter 1. In our region, banks are reluctant to lend large sums for capital investment because demand for manufactured products is low.

Quarter 2. Our Center is looking for equipment grants from state and local agencies in hopes of luring banks to make equipment loans.

Quarter 3. Our Center is now offering small, low interest loans to select clients for equipment purchases under \$20,000.

Quarter 4. Banks are now tending to make capital investment loans because the economy is improving.

Workforce Training

Quarter 1. Our Center is working with a community college to provide evening training in laser technology because of demand.

Quarter 2. Our Center along with the local chamber is providing some small grants to help with training costs at the community college.

Quarter 3. Our Center and the community college have applied for a DOL grant to purchase and upgrade equipment.

Quarter 4. Another community college has agreed to provide training.

Section A--Trends. Using the cumulative and consecutive format above, provide updated information on any trends, new economic developments, issues or services in great demand that have been developing or are developing in your Center.

Section B—Projects/Activities/Studies/Initiatives. Using the cumulative and consecutive format above, update the FY 09-10 listing provided in Section II-C of the annual Operating Plan to include the required KIZ, Energy/Environmental, Supply Chain, Technology Deployment/Transfer, Succession Planning and

Response to Economic Downturn activities. Be sure to include the other activities that were listed.

Section C—Marketing. Provide cumulative and consecutive formatted updates on the progress of the Marketing Plan described in the annual Operating Plan using statistics where possible. Include any changes in the marketing plan approach or implementation.

Section D—Other Information (use the cumulative and consecutive format)

1. Changes in organizational structure including staff and board changes.
2. Discuss any financial issues that have arisen.
3. Describe any miscellaneous items.
4. Identify any large company projects that have over 500 employees.
5. Identify any project done in another state.
6. Identify any non-manufacturing projects completed by your Center using the company name and the Assistance Code symbol provided in Attachment D.

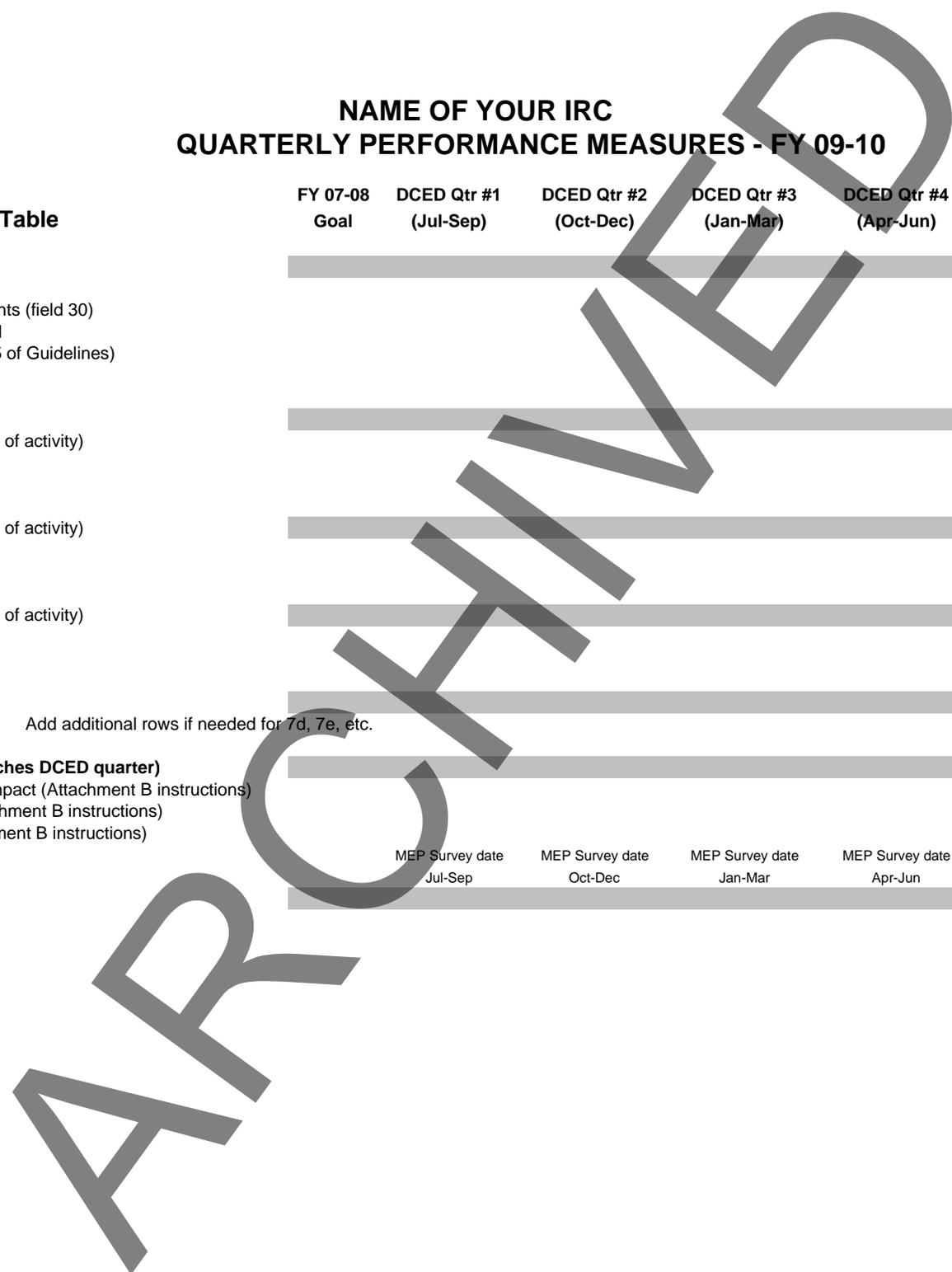
2. Database. For FY 09-10 and beyond, the database will be due on or before October 15, 2009, January 15, 2010, April 15, 2010 and July 15, 2010. Before sending the database to DCED, check the data to be sure all the fields have been completed and are accurate. Since the database is in Access format, checking the fields for completeness and accuracy can be done from the Table display or by using Queries. A simple A-Z sort of the columns reveals any blank fields; however Queries are usually more efficient in determining duplicate records.

3. Quarterly Performance Goal Spreadsheet. For FY 09-10 and beyond, the goal spreadsheet will be due on or before October 31, 2009, January 31, 2010, April 30, 2010 and July 31, 2010. Note that the goal spreadsheet no longer includes the MEP satisfaction score since that question is no longer being asked in the survey.

**NAME OF YOUR IRC
QUARTERLY PERFORMANCE MEASURES - FY 09-10**

Performance Measures Table

	FY 07-08 Goal	DCED Qtr #1 (Jul-Sep)	DCED Qtr #2 (Oct-Dec)	DCED Qtr #3 (Jan-Mar)	DCED Qtr #4 (Apr-Jun)	Totals	% of Goal
Core Activities							
1 # Open Engagements							
2 # Total Closed Engagements (field 30)							
3 # Total Companies Served							
4 # New Companies (page 5 of Guidelines)							
5 # BGS Projects (field 28B)							
6 # BGS Companies							
Other Initiatives							
7a Initiative #1 (provide name of activity)							
# of activities							
# companies involved							
# attendees/participants							
7b Initiative #2 (provide name of activity)							
# of activities							
# companies involved							
# attendees/participants							
7c Initiative #3 (provide name of activity)							
# of activities							
# companies involved							
# attendees/participants							
Add additional rows if needed for 7d, 7e, etc.							
Federal-MEP (Survey date matches DCED quarter)							
8 # Companies Reporting Impact (Attachment B instructions)							
9 \$ Aggregate Impact (Attachment B instructions)							
10 Satisfaction value (Attachment B instructions)							
	MEP Survey date Jul-Sep	MEP Survey date Oct-Dec	MEP Survey date Jan-Mar	MEP Survey date Apr-Jun			



GRANT RECONCILIATION REPORT¹

INDUSTRIAL RESOURCE CENTER PROGRAM
CENTER NAME
CONTRACT NUMBER—VENDOR NUMBER
FISCAL YEAR AND QUARTER

BUDGET CATEGORIES² TOTAL BUDGET³ REVISED BUDGET⁴ 1STQ 2ND Q 3RD Q 4THQ TOTAL VARIANCES (\$) VARIANCES (%)

Support Services

Salaries
Benefits

Direct Services

Salaries
Benefits

Total Staff Costs

Operating Costs

Rent
Utilities/Telephone
Equipment/Maintenance
Professional Services
Supplies/Postage
Professional Development
Temporary help
Marketing
Insurance/Subscription/Memberships
Travel

Total Operating Costs

Other Program Costs

Consultants (outside)
Regional Initiatives
Networking Activities
Loans

Total Other Program Costs

Grand Total All Costs

¹ REPLACE TITLE WITH CURRENT QUARTER INVOICE
² STATE CONTRACT OPERATING PLAN BUDGET CATEGORIES
³ ORIGINAL TOTAL BUDGET
⁴ IF APPLICABLE AND INCLUDE DATE OF REVISION
Revised 1/06

INVOICE FORM

INDUSTRIAL RESOURCE CENTER PROGRAM
CENTER NAME
CONTRACT NUMBER—VENDOR NUMBER
FISCAL YEAR AND QUARTER

BUDGET CATEGORIES⁵ TOTAL BUDGET⁶ REVISED BUDGET⁷ 1STQ 2NDQ 3RDQ 4THQ TOTAL VARIANCES (\$) VARIANCES (%)

Support Services
Salaries
Benefits

Direct Services
Salaries
Benefits

Total Staff Costs

Operating Costs
Rent
Utilities/Telephone
Equipment/Maintenance
Professional Services
Supplies/Postage
Professional Development
Temporary help
Marketing
Insurance/Subscription/Memberships
Travel

Total Operating Costs

Other Program Costs
Consultants (outside)
Regional Initiatives
Networking Activities
Loans

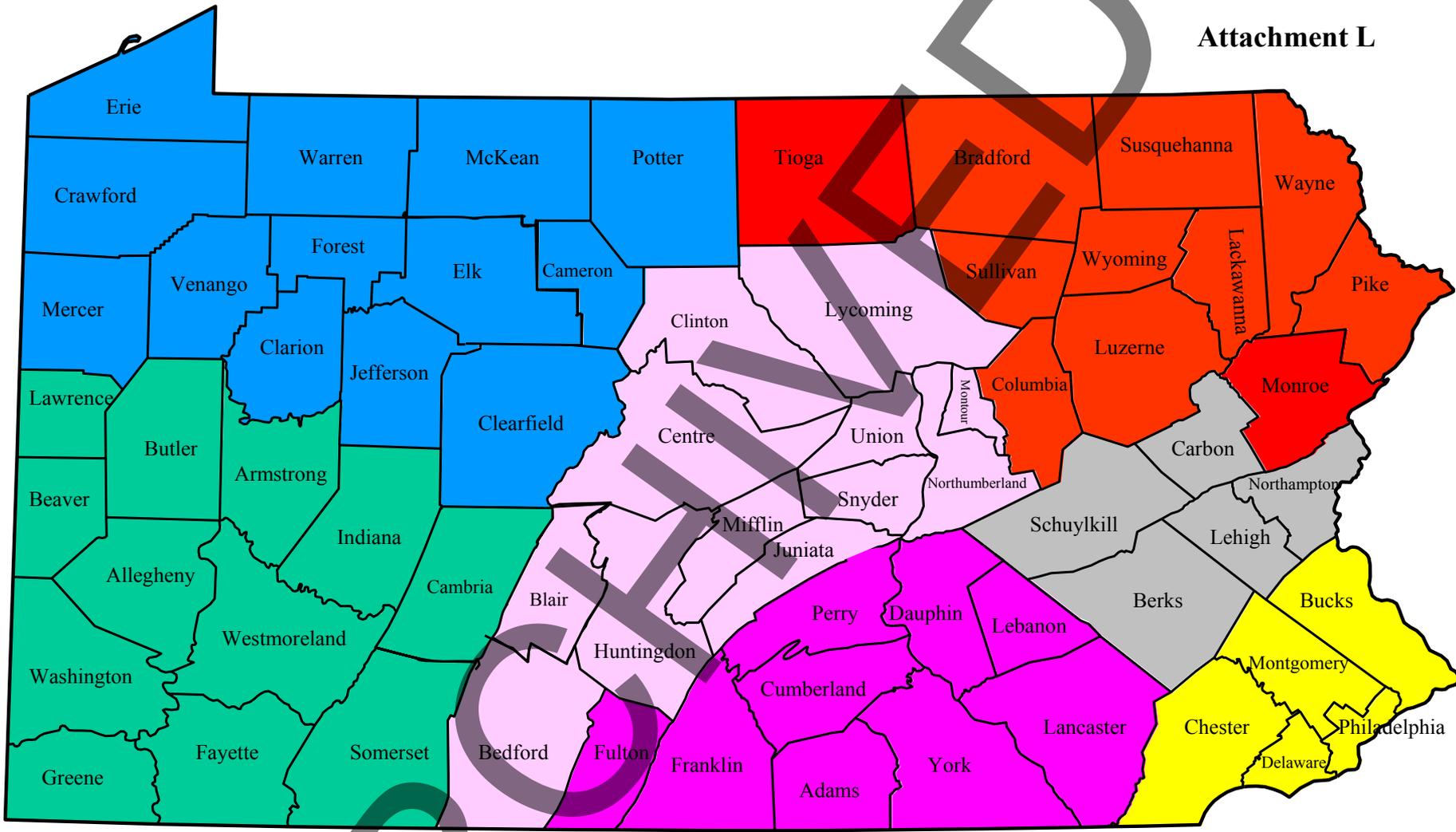
Total Other Program Costs

Grand Total All Costs

⁵ STATE CONTRACT OPERATING PLAN BUDGET CATEGORIES

⁶ ORIGINAL TOTAL BUDGET

⁷ IF APPLICABLE AND INCLUDE DATE OF REVISION



Industrial Resource Centers Minimum Service Territory



OPERATING PLAN FORMAT 2009-2010

For the DCED fiscal year 2009-2010 (Jul 09-Jun 10), the format will follow the MEP operating plan format with some additional information required by DCED. As a result of this approach, the Centers will only have to submit a single annual operating plan and a single report each quarter. The format below is an abbreviated outline taken from version 2.4c of the MEP Operating Plan Guidelines & Format. MEP requirements are in black print and the DCED requirements are in red print.

SECTION I

A. Cover Page

Follow the MEP format, but include DCED and the date submitted to DCED.

B. Mission and Vision

- Mission Statement. Provide this statement for your Center.
- Vision Statement. Provide this statement for your Center.

C. Center Profile

- Provide a brief history of your Center
- Provide an organizational chart and listing of your Center personnel
- Provide a list of your Board members and their affiliation. Also explain how your Center is governed by the Board.
- Center Financial Summary
- Provide a service region map showing your Center location(s) and county boundaries.
- Provide the market characteristics of your service region.
- Provide a description of your Center's products and services and how they are delivered to your customers.
- Provide a listing of all your Center's major partners, their roles and deliverables.

SECTION II

A. List of Strategic Plan Goals

- Include the current Strategic goals of the Center taken from the current Center Strategic Plan. Provide a copy of the most current strategic plan for your Center as an Attachment. If a new strategic plan is in process, indicate when the new strategic plan will be completed.
- Describe the strategic approach the Center intends to take to achieve the MEP System goals.
- Include the goals of the IRC Network and describe the strategic approach the Center intends to take to achieve the IRC Network goals.
- Provide a copy of your Center's marketing plan as an Attachment.

B. Key Center Performance Metrics

This section should list the key Center performance MEP metrics or “dashboard” of the four to five key metrics that the Center leadership will track to measure progress. Provide two (2) years of historic data. This will be the MEP time frame that has historically been reported. Do not adjust the time frame to match the DCED reporting period, even if some of the MEP goals and DCED goals might be the same.

	Past Year Timeframe	Past Year Timeframe	Current Year Timeframe
Identify MEP Metric #1			
Goal			
Actual			TBD
Identify MEP Metric #2			
Goal			
Actual			TBD
Identify MEP Metric #3			
Goal			
Actual			TBD
Identify MEP Metric #4			
Goal			
Actual			TBD
Identify MEP Metric #5			
Goal			
Actual			TBD

MEP System Goals that should be addressed by Centers are provided below:

- Performance - All centers exceed the current MAIM (impact metrics).
- State Strategy - 100% center participation in improving the integration of the MEP Program into the State's Strategies relative to manufacturing.
- Service Delivery - 100% center participation in the development or delivery of at least one growth services activity.
- Workforce - 100% center participation in the development or delivery of at least one workforce activity (e.g., WIRED, lay-off aversion, etc...).
- System - 100% center participation in the management or delivery of at least one joint project with at least two other centers. (e.g., supplier development, trade association projects, etc...).

Add the following DCED goals using the state fiscal year. Use the format below. Note that the actual data for FY 08-09 is shown as TBD (To Be Determined) because the fiscal year data was unavailable at the time the Operating Plan is due.

	FY 07-08	FY 08-09	FY 09-10
# of Unique Companies			
Goal			
Actual		TBD	TBD
# of New Companies			
Goal			
Actual		TBD	TBD
# BGS Companies			
Goal			
Actual		TBD	TBD
# Reporting MEP Impact			
Goal			
Actual		TBD	TBD
\$ Value Aggregate MEP Impact			
Goal			
Actual		TBD	TBD

Notes: (1) # of Unique Companies FY 09-10 goal will be determined by dividing \$15,895 into your Center's state grant amount. The \$15,895 was determined by the 4-year average of companies served from FY 04-05 to FY 07-08 (i.e. 956 companies) divided into \$15.2M that was the average total grant amount over that 4-year period ; (2) # of New Companies goal is determined by each Center; (3) # BGS Companies goal is determined by 25% of the above item (1) value; (4) # Reporting MEP Impact goal is determined by 70% of the above item (1) value; (5) \$ Value Aggregate MEP Impact goal is determined by each Center.

C. Center Program Goals for the Operating Year

The Center's goals for the operation year are listed in this section. The goals should support the implementation of the Center's strategies as outlined in the Center's Strategic Plan and reach the Center's Key Performance Measures.

This section should also include any Center goals that are the result of recommendations made during the Center's most recent review.

The following DCED information should be included in this section of the operating plan.

Projects/Activities/Studies/Initiatives

- (1) List those projects/activities/studies/initiatives with which your Center has, or plans to have, a significant involvement (especially if a contractual relationship is involved) and
- (2) Briefly describe those projects/activities/studies/initiatives and the role that the Center will play. Please include the following, in no particular order, on your list:

- **Keystone Innovation Zones (KIZ).** Describe the interaction with the Keystone Innovation Zones and some of the anticipated results of that relationship.
- **Energy/Environmental Issues.** Describe the energy/environmental issues your Center is facing and the approach to resolve those issues. These may include efficiency projects; current and new partnerships; sustainability programs; lean and green; pooled energy purchases; quality/standards; etc.

- **Supply Chain.** Describe activities and projects that support SMEs entering new supply chains or OEM services to help manage and develop current and new suppliers.
- **Technology Deployment/Transfer.** Describe those activities that support SMEs with new products, technology scouting or deployment of new process technologies.
- **Succession Planning.** Describe those activities of your Center in support of succession planning for SMEs
- **Response to Economic Downturn.** Describe the different approaches, new partnerships or other activities that have been/will be developed to assist SMEs in surviving the recession. Include any plans to leverage the funding resulting from the Federal Economic Recovery Legislation.

NOTE: The Centers will be required to update the projects/activities/studies/initiatives on your list on a quarterly basis in the format described in Attachment H of the DCED Guidelines.

Marketing

- Describe how your Center tracks/monitors/measures the success of the marketing strategies.

SECTION III

FINANCIAL SUMMARY TABLE (MEP)-Include budgeted versus actual expenses for the past two years and current operating period for at least the past six months. Use the MEP reporting period that traditionally has been used for your Center.

Category	Prior Year 2 Actual	Prior Year 1 Actual	Current Year Budget	Current year Actual to date
	Period covered	Period covered	Period covered	Period covered
REVENUE (Federal and Non-federal Cost Share)				
NIST MEP Funds				
Unexpended Program Income				
State/Local Funds				
Project/Service Fees				
Other				
Interest & Dividends				
Third Party In-Kind Contributions				
TOTAL REVENUE				
EXPENSES				
Personnel				
Fringe Benefits				
Travel				
Equipment				
Supplies				
Contractual Total				
Professional Service				
Feed paid to Third Party Service Providers				
Subrecipient				
Subrecipient Cost Share				
Other total				
Training				
Rent & utilities				
Office Expenses				
Marketing				
Other Admin				
Indirect costs				
TOTAL EXPENSES				
TOTAL REVENUE – TOTAL EXPENSES				

OPERATING BUDGET (MEP). Use the MEP reporting period that traditionally has been used for your Center.

Current Operating Period XXX to XXX

Category	Direct	In-kind	Total
Revenue (Federal and Non-federal Cost Share)			
NIST MEP Funds ¹			
Unexpended Federal Funds from previous operating period to be used ABOVE base ²			
State/Local Funds			
Unexpended Program Income ³			
Project/Service Fees			
Other ⁴			
Interest & Dividends			
Third Party In-Kind Contributions ⁵			
TOTAL REVENUE			
Expenses			
Personnel			
Fringe Benefits			
Travel			
Equipment			
Supplies			
Contractual Total			
Professional Service			
Fees paid to Third Party Service Providers			
Subrecipient ⁶			
Subrecipient Cost Share ⁷			
Other total			
Training			
Rent & Utilities			
Office Expenses			
Marketing			
Other Admin			
Indirect costs			
TOTAL EXPENSES			
TOTAL REVENUE – TOTAL EXPENSES			

MEP SUB-AWARD/THIRD PARTY IN-KIND CONTRIBUTIONS TABLE (DO NOT INCLUDE CONTRACTS/SUBCONTRACTS ON THIS TABLE)

Period: Current Operating Year

Date of Submission:

			Center Contribution	Partner Contributions				
			1	2	3	4	SUM 2 + 3 + 4	
				Funding 12 MONTHS	Funding 12 MONTHS (290.4(c)(4))	Funding 12 MONTHS (290.4(c)(5))	Funding 12 MONTHS	
Organization Name	Agreement Period	Agreement Type Subrecipient Agreement (SRA) or Third Party Contributions (TPC)	Center provided Funding to the Sub recipient ¹	Estimated Cost Share CASH	Estimated Cost Share THIRD PARTY IN-KIND (Including full-time personnel)	Estimated Cost Share THIRD PARTY IN-KIND ² (Part time personnel)	Total Estimated Cost Share to Center	Purpose/Nature of Cost Share ³
New								
Renewals								
TOTAL								

ARCHIVED

DCED BUDGET

Centers should use the Governor's FY 09-10 Budget Proposal to develop the proposed FY 09-10 budget. Once the final budget number has been determined for FY 09-10, the Centers will resubmit an updated budget with the new allocation. **NOTE: The Centers are required to show all MEP grant funds as part of the DCED 1:1 match.** The "Other" in the Center budget should be funding sources directly contributory toward reaching the Center's goals.

CENTER BUDGET (one year format)

<u>Budget Categories</u>	<u>Total State</u>	<u>Total MEP</u>	<u>Other</u>	<u>Total</u>
<u>Staff Costs</u>				
Support Services				
Salaries				
Benefits				
Direct Services				
Salaries				
Benefits				
Total Staff Costs				
<u>Operating Costs</u>				
Rent				
Utilities/Telephone				
Equipment/Maintenance				
Professional Services				
Supplies/Postage				
Professional Development				
Temporary help				
Marketing				
Insurance/Subscription/Memberships				
Travel				
Total Operation Costs				
<u>Other Program Costs</u>				
Consultants (outside)				
Regional Initiatives				
Networking Activities				
Loans				
Total Other Program Costs				
Total All Program Costs				

Notes:

- No IRC staff costs should be included in the Other Program Costs part of the Budget.
- There should be no expense items in the budget designated as "Other".

Multi-Year Budget Format (state funding only)

Budget Categories

FY 08-09
(actual)

FY 09-10
(proposed)

FY 10-11
(proposed)

Staff Costs

Support Services

 Salaries

 Benefits

Direct Services

 Salaries

 Benefits

Total Staff Costs

Operating Costs

Rent

Utilities/Telephone

Equipment/Maintenance

Professional Fees

Supplies/Postage

Professional Development

Temporary help

Marketing

Insurance/Memberships

Travel

Total Operating Costs

Other Program Costs

Consultants (outside)

Regional Initiatives

Networking Activities

Loans

Total Other Program Costs

Grand Total All Costs