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# Partnerships for Regional Economic Performance (PREP)

Program Guidelines

August 2014

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## Section I – General

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### A. Statement of Purpose

1. The Partnerships for Regional Economic Performance (PREP) Program is designed to encourage regional coordination of economic development efforts and superior customer service to the business community as part of a comprehensive, statewide economic development delivery strategy.
2. PREP will provide grants to regional networks of economic development service providers to maintain a coordinated and client-focused delivery system that ensures each inquiry or lead from a business or potential entrepreneur is referred to, and acted upon expeditiously by an appropriate service provider(s).

### B. Available Funding

1. The Fiscal Year 2014-15 Pennsylvania budget appropriates \$11.88 million for the PREP program.

### C. Core Service Providers

1. The PREP program is designed to coordinate the delivery system historically served by the following core service providers:
  - a. Industrial Resource Centers (IRCs)
  - b. Industrial Development Organizations (IDOs)
  - c. Local Development Districts (LDDs)
  - d. Small Business Development Centers (SBDCs)
2. The core service providers listed above are organizations which provide specialized economic development services throughout Pennsylvania. Under the program, these organizations will partner in established geographic PREP regions to set forth a comprehensive plan to: (1) inform existing businesses and potential entrepreneurs of the services offered by each regional organization and (2) provide documented referrals and integrated service delivery between and among the partner organizations.
3. At least one of each of the four core service providers must be included in a regional partnership, unless the region is not served by a Local Development District. In those instances, the three remaining organizations must be included in the partnership.
4. Regional partnerships will represent a consortium of service providers listed above, and are strongly urged to include any additional partners deemed pertinent to an integrated and comprehensive regional economic development network. DCED will approve only one consolidated application per region.
5. Each partnership will represent a region of multiple counties. A core service provider may be included in more than one work plan if its service delivery area covers more than one PREP region.

## D. Eligible Uses of Funds

1. Funding is provided to regional networks for the ultimate goal of serving current and potential businesses in good standing across the commonwealth. PREP networks will deliver a wide array of coordinated business development services designed to strengthen the capacity of businesses to compete in the global economy and to encourage the establishment of new businesses.
  - a. Eligible costs include reasonable salary and other personnel expenses, travel, administrative, equipment, supplies, audit and other expenses associated with the delivery of PREP services. Any employee charging time to this grant as salary and other personnel expenses must maintain adequate payroll records documenting such activities.
  - b. Eligible costs associated with service delivery integration may include strategic planning, coordinated marketing and outreach plans, shared services, administrative functions, information technology solutions, co-location expenses, impact studies, etc.
  - c. Funding may be utilized to sustain existing programs as well as to develop new and creative initiatives to meet the evolving needs of the business community. Services should include comprehensive technical assistance to key business sectors including manufacturers, retailers, distributors, tourism/hospitality, technology, healthcare, etc. Assistance should include, but not be limited to, market development and expansion; business financing; entrepreneurial development; business management; economic development marketing; workforce assistance; real estate development and site selection.
2. In addition to continued delivery of services to the business community, PREP activities should continue to emphasize development of the regional network infrastructure and the necessary planning work to continuously improve a fully integrated system.
3. The regional PREP network, with approval from DCED, will designate a representative to serve as the regional PREP Coordinator. Regions are strongly urged to allocate reasonable compensation for PREP Coordinator activities. Following are the expectations and roles of the PREP coordinator:
  - Be a regional advocate and supporter of the commonwealth's PREP initiative.
  - Coordinate the submission of the annual PREP work plan and budget.
  - Maintain communications with all regional PREP partners (funded and non-funded) and promptly transmit pertinent information provided by DCED or other sources.
  - Facilitate a minimum of quarterly PREP meetings to keep partners informed of regional activities and for practical information sharing.
  - Oversee the proper implementation and utilization of the PREP Client Management System. This may include coordination with an assigned PREP CRM (Customer Relationship Management) coordinator.
  - Coordinate special activities/events as requested by DCED. This may include Governor's Impact Awards, DCED On The Road, etc.
  - Coordinate the regional impact collection and reporting as requested by DCED.
  - Provide assistance to DCED as requested to promote and market the region in cooperation with the entire PREP network.
  - Actively communicate with DCED regional offices on key network initiatives and activities.

4. Each region shall utilize the standard regional PREP designations (ex: Southern Alleghenies PREP Network) developed by DCED and found at: [www.newPA.com/prep](http://www.newPA.com/prep). This will be the primary branding and marketing nomenclature utilized by DCED to promote PREP within and outside of Pennsylvania. DCED will provide each region with ongoing PREP marketing resources (logos, graphics, templates, tag lines, etc.) as our marketing efforts change and evolve. Each PREP region will prominently feature the DCED PREP branding in all pertinent publications, web sites, workshop notices, etc. Regions that have developed ancillary regional brands will ensure that they are complimentary to, and coordinated with, the DCED regional PREP marketing efforts.

## **E. Regional Distribution of Funds**

1. DCED does not prescribe or mandate a regional PREP funding formula. When developing regional work plans and budget requests, PREP networks should take into consideration:
  - a. Client needs and regional priorities
  - b. Partner funding needs
  - c. Partner program impacts
  - d. Total fiscal year PREP appropriation (\$11.88m)
  - e. Previous regional PREP funding levels
  - f. Number of regional PREP networks (10)
  - g. Unexpended or rollover funds from previous year(s)
  - h. Availability of matching funds for federally-supported partners
  - i. Availability of other public and private resources

The PREP program encourages and supports a process that fosters innovation and investment in our primary job creators – the businesses across Pennsylvania that leverage the valuable assistance and resources available through the PREP partners. To that end, DCED seeks to support our base of economic development partners, and also incentivize the creation and implementation of innovative services. Regional networks should consider both base funding needs and network innovation during the budgeting process.

## **F. Leveraged Funds**

1. PREP work plans should demonstrate the availability and utilization of any additional local, state and federal funds incorporated into the delivery of PREP-related activities. This may include awarded or requested federal funds from the U.S. Small Business Administration, Appalachian Regional Commission, U.S. Department of Commerce, or any other public/private funding source(s). Grants not pertaining to PREP network activities do not need to be included. PREP does not require matching funds and anticipated funds that do not materialize or are subsequently withdrawn or reduced will not impact contract compliance.
2. PREP work plans that demonstrate significant additional public/private leveraged funds and resources are strongly encouraged. To the extent possible, PREP funds should be maximized to leverage additional public and private resources for the purpose of expanding and strengthening the regional partnerships. These are not required matching funds nor subject to DCED compliance and monitoring.

## G. Grant Limitations

1. The PREP work plan must cover a 1 year period of performance.
2. PREP funds may not be used to procure lobbying services or pay fines or reparations resulting from lawsuits, citations, or regulatory actions.

## H. Impact Measures

Each work plan will forecast, track and report the following minimum program and process metrics. Program metrics are those items that reflect the work elements undertaken by program partners (outputs) designed to yield broader economic development impacts (outcomes). Process metrics are those measures that indicate the ability of the partnership to integrate services in an effective and efficient manner for the purpose of quality customer service. Work plans should address the program and process metrics used to measure the success of each regional partnership.

1. **Program Metrics** – The work plan should project the program measures tracked by the network. Each network will project those impact measures that will quantify the results of the network’s collective efforts to integrate the delivery of services. Minimum program metrics are listed below:
  - a. **Outputs**
    - Training workshops
    - Workshop attendees
    - New clients
    - Clients counseled
    - Counseling sessions
    - Consulting hours
    - Loans closed
  - b. **Outcomes**
    - Increased sales
    - Jobs created
    - Jobs retained
    - Private financing secured
    - Public financing secured
    - Business start-ups
    - Client cost savings

*Special note: Networks may forecast, track and report other regional program metrics as deemed appropriate. Please include these in the work plan.*

2. **Process Metrics** – Work plans must discuss those process activities that continue to demonstrate the quality and efficiency of the partnership in creating an alliance among all service providers for the benefit of the PREP clients. Examples include, but are not limited to:
  - a. Client referrals
  - b. Joint client calls
  - c. Client satisfaction
  - d. Partnership members

## I. Evaluation Criteria

DCED will evaluate all work plans in accordance with the following criteria:

1. Does the work plan focus on the priority services needed, available and requested by the business community?
2. Is the toolbox of services inclusive of all core service providers along with complimentary activities and programs delivered by other local, regional or statewide organizations? Please include a listing of all active (funded and non-funded) PREP partners.
3. Does the plan demonstrate a commitment to Customer Relationship Management (CRM) via Executive Pulse in order to quickly and efficiently deliver and document PREP services?
4. Does the program work plan and budget reflect base services, regional priorities and focus on direct client assistance?
5. Does the network demonstrate a clear methodology for collecting and reporting impact measures to successfully document service delivery and integration?
6. Is the project budget clearly and accurately aligned with program implementation?
7. Does the work plan demonstrate a prudent use of public funds?
8. Does the work plan clearly demonstrate commitment to the highest standard of customer service and excellence?
9. Does the work plan reflect an effort to address regional opportunities and needs?
10. Do the services offered, and impacts forecasted, demonstrate a significant effort to help clients sustain and create jobs?

## J. Application Procedures

Each regional network will submit one hard copy and one electronic version of the comprehensive work plan and budget describing the activities to be accomplished in FY14-15. Each partner proposed to receive direct funding from DCED should submit an Electronic Single Application. Work plans should, at a minimum, include the following format and information:

### Section I

List each of the partnering organizations designated to receive PREP funding in this plan. Include the primary point of contact for each participating partner receiving funds and acknowledgement by signature of each point of contact agreeing to all elements contained in the work plan. Describe whether a single organization is acting on behalf of the partnership for contracting purposes or whether a request is being made for DCED to administer separate partner contracts. DCED strongly urges consolidation of contracts where possible as a demonstration of responsible cooperation and coordination.

### Section II

Provide a detailed work plan that addresses the following elements:

1. Summarize services available to new and existing businesses and entrepreneurs. This description should include a direct reference to the primary partner responsible for delivering the service(s).
2. Detail the partnership's efforts to make new and existing businesses aware of all available services.

3. Discuss the process by which the regional partnership evaluates the menu of services available to meet the needs the partnership's client base.
4. Discuss the capacity of each partnering organization to effectively deliver the service for which they are responsible.
5. Acknowledge that the partnership, including all partners, will utilize the CRM. Summarize the process for client entrance and referrals, new client identification, client satisfaction, and client needs assessments.

### **Section III**

Provide a detailed partnership budget that clearly demonstrates the integration of the partnership as a whole, and also details the individual allocation to network partners. Special attention will be given to reviewing the level of resources dedicated to direct client services versus partnership administration. Each budgetary category must be clearly defined in the work plan narrative. All key personnel supported by PREP funds must be identified by name, salary and title. Vacant positions should be identified as such. All contractual items must be clearly defined and justification included. Any public/private resources that are leveraged by PREP funds should be identified and included as part of the comprehensive budget and work plan. Please adhere to the budget format included as Appendix I.

### **Section IV**

Each work plan should include projected impact measures as described in Section. H.

#### **Other instructions:**

1. Work plans and budgets are requested to be submitted by September 12, 2014.
2. Each regional network may have one or more grantees. The proposal should identify the partners that are choosing to be grantees for PREP funds.
3. All pages must be numbered.
4. Please include a Table of Contents in the application.

## **K. Procedures for Accessing Funds**

1. Upon approval of a regional funding proposal by DCED, contracts will be issued to appropriate grantees.
2. Following the full execution of a grant agreement, funds will be disbursed to grantees based on the approved budget and submission of invoice.
3. Upon request, DCED may provide payments equal to 50% of a grant agreement. Subsequent payments will be distributed on a quarterly cost reimbursement schedule. Other payment schedules may be considered upon request from the grantee.

## **L. Project Close-Out and Reports**

1. Each PREP region will maintain records and client files that demonstrate and document the services provided by the regional partnership.
2. Contracts funded with commonwealth funds totaling \$100,000 and over are required to have a Project Audit performed. The Project Audit must be done in accordance with the DCED Audit Guidelines. For contracts funded with commonwealth funds totaling less than \$100,000, a Grant Close-out Report (GCR) must be completed. Both the Audit Guidelines and GCR forms and instructions can be found at [www.newPA.com/compliance](http://www.newPA.com/compliance)

3. DCED will provide a standardized template to be utilized by each region to report program and process impacts.

## **M. Contact Information**

Program inquiries, work plans and budgets should be submitted to:

PA Department of Community and Economic Development  
Executive Office  
Attn: Neil Fowler  
Partnerships for Regional Economic Performance (PREP)  
Commonwealth Keystone Building  
400 North Street, 4th Floor  
Harrisburg, PA 17120-0225

Telephone: (717) 214-5395  
Email: [nfowler@pa.gov](mailto:nfowler@pa.gov)

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## Appendix I – Budget Format

Please use the following format as a general guideline for budget data to be submitted. Each regional network may submit a spreadsheet or similar documentation provided it contains the following minimum information.

### Section I (Revenue)

Identify the total amount of PREP funds requested along with other federal, state, local and private funds (cash or in-kind) allocated to the network activities.

*Example*

PREP Funds Requested:	\$1,000,000
Federal funds:	\$600,000 (cash)
Other:	\$10,000 (cash/in-kind)
TOTAL:	\$1,610,000

### Section II (Allocations)

Identify the allocation of PREP funds to all core service providers and any additional partners.

*Example*

Core Service Provider #1:	\$300,000
Core Service Provider #2:	\$300,000
Core Service Provider #3	\$300,000
Core Service Provider #4	\$95,000
Service Provider #5	\$5,000
TOTAL	\$1,000,000

### Section III (Comprehensive Partnership Budget)

Provide a comprehensive cost breakdown for all network activities funded by PREP utilizing the following cost categories.

*Example*

Personnel (admin)	\$
Fringe (admin)	\$
Personnel (programs)	\$
Fringe (programs)	\$
TOTAL PERSONNEL:	\$
Travel/Meetings/Conferences/Training	\$
Office Equipment/Supplies	\$
Rent/Mortgage/Moving Expenses	\$
Marketing/Printing/Publications	\$
Website/IT Support/Software	\$
Insurance/Subscription/Membership	\$
Audit	\$
Professional Services/Consulting/Legal	\$
Cleaning/Maintenance/Repair	\$
Postage/Utilities/Phone/Copying	\$
Subcontracts to Partners	\$
Shared Network Services (SBDCs)	\$
TOTAL EXPENSES	\$

#### **Section IV (Partner Budgets)**

Utilizing the format in Section III above, provide a separate budget breakdown for each core service provider targeted to receive PREP funds.

#### **Section V (Budget Narrative)**

A brief description of each budget line item should be provided. Under the personnel line item, a list of each key employee supported by PREP funding is required with a notation of the amount and percentage of salary being supported by PREP.

For the professional services/consulting/legal line item, a description of each contractual item should be included. For any contract of \$10,000 or more, a list of deliverables is required.

All costs must be direct.

DCED may request additional documentation related to proposed expenses in order to sufficiently review and determine reasonableness of costs. All applicable organizations must be current with IRS Form 990 (Return of Organization Exempt from Income Tax) and other pertinent filings as directed by state and federal statutes.