Bloomberg Associates

Appendix

Toolkit: Municipal Economic Development Funding, September 2020

Table of Contents

2	Appendix A: Control group summaries
6	Appendix B: 2019 Giving USA Overview
7	Appendix C: Sample Investor Engagement Platform
8	Appendix D: Industry Case Study
9	Appendix E: Building a Sustainable Future
15	Appendix F: Fundraising 101
	Appendix G: Examples of Foundations making grants toward Economic and
17	Community Development operations
28	Appendix H: Sample Foundation Requests – Inasmuch Foundation
35	Appendix I: CRA case study
40	Appendix J: Top 10 Ohio Recipients of Economic Development Grants, 2012
	Appendix K: Sample of Hillman and Heinz Foundation's city and community economic
41	development support
42	Appendix L: Additional USDT Funding Opportunities
42	Appendix M: Additional Federal Resource Options
	Appendix N: Oklahoma City, OK contract with The Oklahoma Development
47	Foundation
81	Appendix O: Other Municipal- Based Potential and Specific Tools
82	Appendix P: Targeted State Funding

Appendix A: Control group summaries

Summary of survey/select interviews of 28 Control Group Municipalities involved in RDG's research.

Aggregate Control Group Survey Responses

Question	Response
Division of Municipal Government	75%
Separate corporation	25%
Classified as a 501 (c) (3) or (6)?	8%
Average Population of community served	1,177,935
Average annual budget*	\$37,288,833
General Fund is the primary source of revenue	83%
%age that believe the General Fund will decrease due to Covid-19	59%
%age that Expect no increase in funding due to COVID-19	41%
Receive Private Funding	17%
Receive Philanthropic Funding	17%
Receive State Grants	17%
Receive Federal Grants	50%
Have restricted dollars in their budget	17%
Receive commercial income	25%

^{*} Budget allocations are specific and unique to each municipality based in large part of their respective structures. For example, some are specific to economic development programs, while others are more expansive including housing initiatives and workforce initiatives, etc. For purposes of this toolkit budgets ranged from a low of \$648,000 to high of \$150,000,000.

Control City Information	Type of Organization	501(c) Classification	Primary Source of Revenue
City: Atlanta, GA Organization: Invest Atlanta Contact: Eloisa Klementich Population Served: 6,000,000 Budget: \$44,000,000	Government Authority	No, but can receive charitable donations	General Fund
City: Baltimore, MD Organization: Leadership Baltimore Contact: Colin Tarbert Population Served: 827,370 Budget: \$5,500,000	Division of Municipal Government	501(c)(3)	General Fund

Control City Information	Type of Organization	501(c) Classification	Primary Source of Revenue
City: Baltimore, MD Organization: Neighborhood Impact Investment Fund Contact: Mark Kaufman Population Served: 827,370 Budget: \$50,000,000	Separate Corporation	501(c)(3)	City Loan
City: Chattanooga, TN Organization: City of Chattanooga Contact: Candy Johnson Population Served: 300,000 Budget: \$600,000	Division of Municipal Government	NO	General Fund
City: Columbus, OH Organization: City of Columbus Contact: Mike Stevens Population Served: 900,000 Budget: \$40,000,000	Division of Municipal Government	NO	General Fund
City: Denver, CO Organization: Denver Economic Development and Opportunity Contact: Eric Hiraga Population Served: 700,000 Budget: \$34,000,000	Division of Municipal Government	NO	General Fund
City: Fairfax, VA Organization: Fairfax County EDA Contact: Victor Hoskins Population Served: 1,200,000 Budget: \$8,000,000	Economic Development Authority	NO	General Fund
City: Indianapolis, IN Organization: Develop Indy Contact: Ian Nicolini Population Served: 964,000 Budget: \$1,700,000	Separate Corporation	501(c)(6)	Private Sector Investments and Philanthropic Grants
City: Jacksonville, FL Organization: City of Jacksonville Contact: Kirk Wendland Population Served: 1,000,000 Budget: \$27,000,000	Division of Municipal Government	NO	General Fund

Control City Information	Type of Organization	501(c) Classification	Primary Source of Revenue
City: Lincoln, NE Organization: City of Lincoln Contact: Alyssa Martin Population Served: 287,401 Budget: \$1,400,000	Division of Municipal Government	No, but seperately Incorporated as a Nebraska Non-profit.	Incentive Funding
City: Memphis, TN Organization: EDGE Contact: Reid Dulberger Population Served: 937,000 Budget: \$8,600,000	Separate Corporation	NO	General Fund
City: Nashville, TN Organization: Davidson County Contact: Audra Ladd Population Served: 694,144 Budget: \$648,000	Division of Municipal Government	NO	General Fund
City: Newark, NJ Organization: City of Newark Contact: Allison Ladd Population Served: 282,000 Budget: \$16,000,000	Division of Municipal Government	NO	Grants
City: Peoira, IN Organization: Greater Peoria EDC Contact: Chris Setti Population Served: 373,590 Budget: \$1,125,863	Separate Corporation	501(c)(6)	Private Investment and Grants
City: Philadelphia, PA Organization: City of Philadelphia Contact: Sylvie Gallier Howard Population Served: 1,600,000 Budget: \$20,000,000	Division of Municipal Government	NO	General Fund
City: Portland, OR Organization: Prosper Portland Contact: Kimberly Branam Population Served: 650,000 Budget: \$150,000,000	Division of Municipal Government	NO	General Fund

Control City Information	Type of Organization	501(c) Classification	Primary Source of Revenue
City: Savannah, Ga Organization: Savannah Economic Development Authority Contact: Hugh "Trip" Tollison Population Served: 920,000 Budget: \$7,500,000	Economic Development Authority	NO	General Fund
City: Syracuse, NY Organization: City of Syracuse Contact: Eric Ennis Population Served: 142,749 Budget: \$3,830,000	Division of Municipal Government	501(c)(3)	Low Interest Loan Program
City: Toronto, ON Organization: City of Toronto Contact: Mike Williams Population Served: 3,000,000 Budget: \$100,000,000	Division of Municipal Government	NO	General Fund
City: Tulsa, OK Organization: City of Tulsa Contact: Kian Kamas Population Served: 400,000 Budget: \$1,300,000	Division of Municipal Government	NO	General Fund
City: Washington DC Organization: District of Columbia Government Contact: John Falcicchio Population Served: 706,000 Budget: \$41,000,000	Deputy Mayor's Office for Planning and Economic Development	NO	General Fund

2019 GIVING USA

\$449.64 BILLION

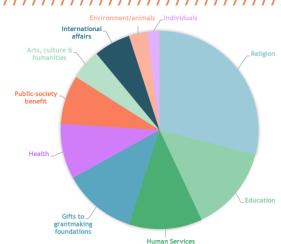
in total contributions



WHO RECEIVED CHARITABLE DONATIONS IN 2019?

(percentage)

- · Religion 29%
- Education 14%
- Human Services 12%
- Foundations 12%
- Health 9%
- Public-Society Benefit 8%
- International Affairs- 6%
- · Arts, Culture, Humanities 5%
- Environment/Animals 3%
- Individuals 2%



CHANGES IN CHARITABLE GIVING

Giving to public-society benefit increased 11.1 percent from 2018, the largest growth of any subsector.

Giving by individuals was up in 2019, increasing 2.8 percent from 2018.



Giving to arts, culture, and humanities grew 10.6 percent from 2018 to 2019.

Giving by corporations increased 11.4 percent between 2018 and 2019.



Source: Giving USA Foundation, Giving USA 2020

Appendix C: Sample Investor Engagement Platform

Focused and systematic investor relations and engagement efforts with private investors are recommended to increase investor retention and improve the likelihood of increasing private funding in future months and years. Adopting these engagement recommendations will help to ensure that private investors are well informed and engaged in a meaningful manner as your municipality strives to reach new milestones of success. RDG recommends the following activities for consideration.

Regular and Systematic Communications:

Regular and systematic communication should be put in place with all private funders. Bimonthly "quick-read, Kiplinger-like" e-mail updates should be distributed to all private investors, and to the extent possible, provide an "under the hood" look at the activities over the previous two months, including a detailed explanation of the role the city plays in successes so as to better communicate ROI.

Investor Networking Opportunities:

Invite investors to any council meeting where economic development initiatives will be highlighted. Also consider creating one, or two, investor-only functions giving investors the opportunity to meet with the Mayor, council members and staff... anything that will add a bit of exclusivity for investors.

One-On-One and Small Group Investor Meetings:

Find ways to meet with every investor individually. Every private investor should be provided with an opportunity to meet with staff at least once per year either one-on-one or in a small group to update them on activities and successes without asking for funding. This could also provide an opportunity to involve your Mayor or council member in the meeting.

Specifically, RDG recommends that investors be assigned to individual staff according to staff seniority for systematic engagement efforts on the part of the assigned staff member. These contacts should be monitored via a reporting system to determine if the investors are receiving adequate engagement. A designated staff member should be assigned to manage and coordinate investor outreach calls among all involved staff and elected leaders, as well as call report entry, call report reviews, and investor research.

Investor Recognition:

Any effort made to recognize and thank your private investors will be appreciated. Consider utilizing social media platforms to thank investors in groups or individually as a strategy to address investor recognition. Highlighting the investors in events such as "State of the City" addresses, ribbon cuttings, community reports, etc. and having your elected officials publicly thanking investors when appropriate will enhance your relationship and make continued private funding more likely.



Tinker Air Force Base has long been referred to as the economic engine of the Greater Oklahoma City economy, and the critical role Tinker plays in our economy didn't happen by accident or chance. It has been the result of decades of partnership

This was the most unique thing I

have ever been involved in, in my

recalled Debra Walker Tune, then

Department of Defense Assistant

Logistics at the Pentagon. "I have

aggressive and responsive. They

were going to make it happen.

You sensed it. It was extremely

rewarding for me to be able to

deal with people of that caliber.

32 years of Air Force service,"

Secretary of the Air Force for

never dealt with a Chamber

like that before. They were so

between the U.S. Air Force and the leadership of the Greater Oklahoma City chamber.

Today, Tinker is the largest single-site employer in the state with more than 26,000 military and civilian workers. Its economic impact is \$3.6 billion each year and is critical to the diversification and resilience of the regional economy.

"The partnership that has developed between Tinker and our Chamber is the gold standard for community and military relations," said Greater Oklahoma City Chairman Percy Kirk. "It is a win-win in the truest meaning of the phrase."

One of the best examples of this partnership was the repurposing the former GM facility for Tinker. When GM closed in 2005, Chamber leadership saw an opportunity and almost immediately began

conversations with Tinker about acquiring the plant for the base.

Through an unprecedented public/private partnership and an aggressive Chamber effort, the citizens of Oklahoma County

approved a bond election to purchase the GM plant and lease it to Tinker.

The project is a great example of how the investment in Tinker always leads to greater opportunity. The acquisition led to the Chamber helping acquire 156 acres of land from Burlington Northern Santa Fe (BNSF) in 2015 for the base. These projects

paved the way for the new KC-46A air refueling tanker and more than 1,300 jobs.

"Our work in the last ten years helped establish Tinker as the Sustainment Center for the U.S. Air Force," said Jeff Seymour, executive vice president of economic development for the Greater Oklahoma City Chamber. "With the continued support of Forward Oklahoma City, we feel like we are really just scratching the surface on the economic potential of Tinker."

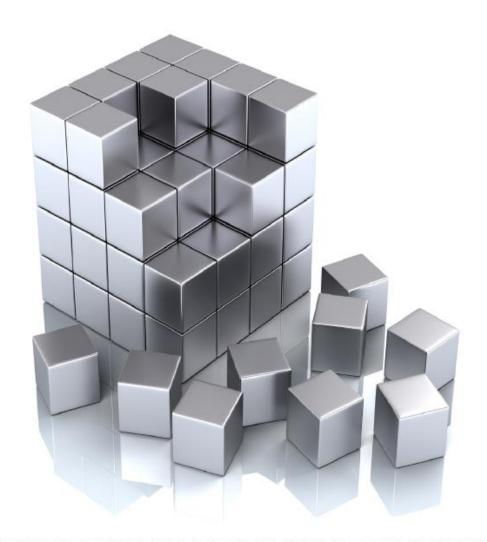
HOW FORWARD OKC MADE IT HAPPEN

- In 2002, Forward OKC allowed the Chamber to run a successful bond campaign to acquire important land northeast of the base.
- Forward OKC led the campaign to pass the bond vote that would allow Oklahoma County to buy the former GM facility for the U.S. Air Force.
- Forward OKC provided resources for Chamber staff to help negotiate BNSF Railway purchase for Tinker.
- Forward OKC provides the resources for dedicated staff member whose sole focus is the growth Tinker AFB.

FORWARD OKC VI

(405) 297-8900 | info@okcchamber.com

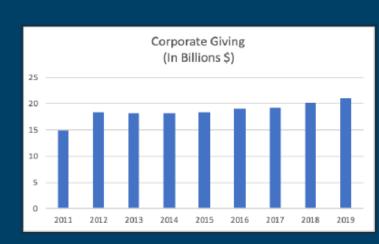
BUILDING A SUSTAINABLE FUTURE



FOUNDATIONS OF ECONOMIC & COMMUNITY DEVELOPMENT FUNDRAISING

CLARITY IS KING!

Corporations are more strategic than ever when deciding which organizations to support. As a result, it is imperative for Economic and Community Development organizations to develop a clear and concise case for support that is grounded in tangible projected outcomes.



Corporate giving has fully recovered since the recession. 2019 was the highest level of giving, ever, and it has continued to rise!!

But organizations seeking corporate contributions are also at an all-time high, more than doubling since 2001.

1,571,056
Tax Exempt
Organizations

Corporations have become more focused and strategic in their contribution strategies. It's not that they are contributing less, but rather being far more strategic with the dollars they do contribute. So what does this mean for EDOs and Chambers? It means you have to be able to answer at least three key questions:

WHY ARE WE NEEDED?

What's the "call to action?" Talent skill gaps? Declining per capita income/GDP/high school graduation rates/etc.? Major employer leaving? High impact community crisis? Whatever it is, it needs to be presented in a clear, well-defined and compelling fashion.

WHAT DO WE DO THAT NO ONE ELSE CAN?

Marketplace "noise" has never been a bigger challenge, particularly in complex regions. How do you distinguish yourself among seemingly similar and possibly duplicative organizations? With corporate dollars that are harder to capture, combined with consistently declining government revenue, EDOs and Chambers must be able to distinguish themselves by clearly articulating their unique added value for both the investor and the jurisdiction served. At a very basic level, the EDO or Chamber has to be able to "paint the picture" of how things work.

Detailed Activity	Economic Development Coelition of Southwest Indiana	Chamber of Commerce of Southwest Indiana	Growth Alliance for Greater Evansville	Indiana Economic Development Corporation	
Create regional brand to reflect strategic vision for Southwest Indiana	•	•	•	•	ECONON DEVELOPME
Market the region's vision and brand identity to align regional stakeholders	•	•	•	•	DE CONCESSION NO
Market the region to external site consultants, companies, and potential employers	•	•	•	•	9
Provide one-stop shop for regional data, processes, regional site inventory, etc.	•	•	•	•	THE CHAMES OF COMMERCE OF SOUTHWEST INDIANA
Serve as the initial contact for site consultants and relocating businesses	•	•	•	•	★ Growth
Aggressively advocate for necessary "business friendly" legislation in Indianapolis and Washington D.C. when appropriate	•	•	•	•	Alliance
Serve as project manager for local business expansions and new entrepreneurial development	•	•	•	•	INDIANA Economic Development Corporation
Conduct local business check-ups and solve company specific problems	•	•	•	•	
Connect local businesses with funding, incentives, and other state and local resources	•	•	•	•	

WHAT DOES SUCCESS MEAN FOR OUR ORGANIZATION AND WHAT DOES IT MEAN FOR THE REGION?

Here's some great corporate jargon: "if it can't be measured, it's not worth doing". Those words have never been truer for EDOs and Chambers. Finding the "right" metrics are a key challenge for EDOs and Chambers and it requires a commitment to measuring those things that you control, balanced with conveying how your organization is "moving the needle" in your market. Traditional measurements such as jobs and economic investment created are no longer enough to truly illustrate your EDO/Chamber's relevance to your market. Lots of work has been done in this area in recent years, resulting in some great best practice examples of how to integrate both community/regional and organizational metrics. In the final analysis, EDOs and Chambers need two or three compelling, aspirational goals that can "capture the attention" of investor prospects, combined with sub-metrics for each of their key program areas.

Columbus 2020 Goals

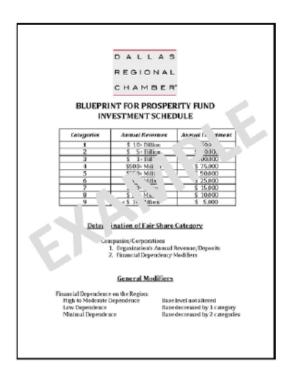


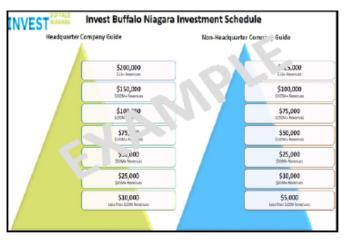
- Add 150,000 net new jobs by 2020
- Increase personal per capita income 30%
- Add eight billion dollars of capital investment
- Be recognized as a national leader in economic development

PIGS GET FAT, HOGS GET SLAUGHTERED!

It's ok to ask for a lot but requests need to be grounded in fairness and equity

Today's EDO or Chamber investor is interested in value, results and impacting the community in which they work and live. The investor is willing to do their fair share in helping to accomplish the aforementioned so it's important to be able to articulate effectively what that fair share might be. Moreover, while the traditional "pay to play" approach still has some traction, it is less important than being able to show how all investors are sharing the obligation in a relative fashion. RDG has developed and refined an *investment schedule* approach to identifying prospects and developing request levels that has proved very effective in markets of all sizes. This approach allows the EDO or Chamber to be more efficient in defining the prospect pool, to maximize opportunity from individual prospects, and convey to prospects that their "ask" relative to others is fair and equitable. Used more as a guide than a mandate, the result has been impressive increases in overall funding for EDOs and Chambers alike.





LEADERSHIP TRUMPS **EVERYTHING ELSE!**

CEOs are busier than ever and it has never been harder to get their attention. On the other hand, nothing is more important than engaging your top leaders in what you do.

While it's true corporate executives have less time than ever to focus on civic obligations. your EDO or Chamber can leverage meaningful time and attention from key executives IF you are efficient and optimal with the time they can commit. RDG utilizes executive briefings to maximize opportunities with executives who want to help the EDO elevate. The briefing approach encourages key leaders to host small groups of investor prospects at their corporate home, teeing up follow-up from RDG and key volunteer leaders to "close the deal". The approach optimizes the CEO's ability to touch key prospects as efficiently as possible.

If CEOs like these can find the time to help their EDOs or Chambers by hosting executive briefings, your CEOs can help you too!





Randall Stephenson Chairman & CEO Dallas, Texas



Dennis Murphy President & CEO Indianapolis, IN



devon Dave Hager President & CEO Oklahoma City, Oklahoma



American Airlines

Doug Parker CEO Dallas, Texas



Mason Holland Executive Chairman Charleston, SC



UNUM

Rick McKenney President & CEO Chattanooga, TN

4 DON'T MAKE PROMISES YOU CAN'T KEEP!

Pledge redemption is directly related to an EDO or Chamber's ability to manage expectations. Gimmicks backfire; unfulfilled promises implode. Communication, engagement and performance are the cornerstones of investor retention.

Here's a great piece of advice: don't sell your economic or community development initiative by conveying the potential of a specific return on investment to a prospect. For example, telling a bank prospect they can expect a specific amount of deposits, a law firm they can anticipate an exact number of new clients, or a commercial real estate firm they will have "x" amount of new deals. Here's the problem, you can help facilitate the creation of thousands of jobs and millions in capital investment but you have NO CONTROL over how much of that transfers to individual companies.



Metrics for economic and community development organizations are all about managing expectations; in other words, you want to create expectations that you can manage.

Telling a company you are going to increase their bottom line can be very attractive. But don't forget, you have to go back in a few years and ask that company to renew their investment in your organization. If they have not attained that specific return that you promised, there is a high likelihood they won't re-invest.

ROI is a great tool for conveying aspirational goals but it needs to stay at 30,000 feet. The theory that the rising tide raises all boats works when selling investment in economic development and community building. As an EDO or Chamber it's your job to sell your community and create volume with the right strategy, the right brand, the right message, and the right kinds of leads, ultimately facilitating the right kind of job creation or growth. Measure those things. Create an environment where your investors have opportunities to leverage your good work to create business opportunities for their individual companies. But don't promise something you can't deliver!



building organizations that build communities

Fundraising 101

- Talk to the right companies initial prospecting is critically important. Just because a company is
 large doesn't make them a good prospect. Are they HQ'ed in your city? Are they a front-end
 beneficiary of the work you do? Will their business benefit as a result of economic growth? These
 are the kinds of things that make you more interesting as a potential recipient of their philanthropy.
 Identifying the right prospects is both art and science; yes, they need to be large enough to be able
 to afford to provide financial support, but equally important is being the type of industry that
 directly benefits from your work.
- 2. Know the company so the ask is for the right amount requests need to be grounded in logic and reason. Just because a company employs a lot of people does not necessarily make them a candidate for a large investment. Correspondingly, smaller does not always equal less interested or able. Making the right ask starts with research on the company AND people that will be asked. Know what they do, their hot buttons both corporately and personally, and use those to help you fashion an appropriate request amount and properly position that ask in your solicitation meeting.
- They know why you are there the prospect knows you are coming to ask for financial support.
 Don't be bashful, make the ask! Also make sure before you walk out the door that you also know:
- a) Is there any follow-up required? If so, complete it in a timely (days, not weeks) fashion.
- b) Do they have a process or will the person with whom you are meeting make the decision? If so, when can you check back for an answer? If there is a process, what is it and how long will it take?
- 4. No one WANTS to give you \$\$ -- the DNA of corporations is to make money, not give it away. Understanding that and then bridging the gap by couching your request based on a return on investment will enhance your opportunity. Do this because it is "your corporate responsibility" is typically a non-starter today. "Help us help you" is a better approach. Enlightened self-interest is corporate jargon for we give money to things that advance our values and mission, with making money for our shareholders at the foundation. The closer you come to connecting the dots between the company's financial support and your work impacting their bottom line, the better the chances of attaining a financial investment. It is called Return on Investment!
- 5. Half the battle is walking through the right door when asking for money, especially large dollars, you always want to be talking as close to the C-suite as possible. C-suite = strategic thinkers; Operations = tactical thinkers. It's hard to have a conversation about long term strategic direction AND investments with operations

4500 Dublin Road . Columbus, OH 43221 . (614) 395-3842

rob@rdgfundraising.com • www.rdgfundraising.com

- Everyone you meet has a 14 second attention span the higher up the food chain you are, the less time you will have to make your points. Be clear succinct, direct and compelling. Support your request with strong, NOT long, collaterals. Mission, strategy, KPI's, results and leadership need to be emphasized.
- 7. The Rule of Three always applies SEE ABOVE and remember, the Rule of Three contends that the human mind can only process three big ideas at a time. Know it and respect it!
- 8. Peers give to peers -- don't ever make the mistake of believing you are a peer of any CEO. They will not see it that way. Knowing that, always leverage relationships whenever you can: take the Mayor, enlist another CEO Champion, know who is on the prospect's board and if you have a relationship with someone ask that individual to write a note of support.
- 9. They've forgotten about you as soon as you walk out the door maybe the most important point of all, the very best solicitations can be lost due to lack of timely and persistent follow-up. As soon as you complete your request, you will be in a queue of dozens, perhaps even hundreds of other requests. Often times the difference between success and no man's land (no decision for weeks/months/years) is the quality of your follow-up after the request is made.
- 10. Finally, and most importantly, many people are just not comfortable asking for money. If you are one of those, get help! When you are asking for big dollars, you typically have one shot at getting it right. Securing the right kind of help can be the difference between sub-optimizing and maximizing the opportunity, which in real terms could mean hundreds of thousands of dollars or more!

Appendix G: Examples of Foundations making grants toward Economic and Community Development operations

Cohort City	Foundation	About (From Foundation Website)	Grant Website
Atlanta, Ga	Woodruff Foundation	The Foundation makes grants in six broad program areas: health , education , environment , human services , arts and culture , and community . The Foundation is responsive to the needs of the community and typically makes grants to well-established institutions and projects with strong leadership and a broad base of support. They seek to help organizations with a proven track record of success stretch further to seize new opportunities or to meet extraordinary needs. Generally, the Foundation prefers not to be the only funder for a project, but to participate with the community in supporting initiatives led by others. The Foundation will occasionally make leading grants when the need is great, and the initiative is compelling.	http://woodruff.org/
Atlanta, Ga	Joseph B. Whitehead Foundation	The Joseph B. Whitehead Foundation is an independent private foundation that seeks to help people in need in metro Atlanta, particularly children, by investing in education, health and economic opportunity. The Foundation's grantmaking is limited to organizations located and operating in metro Atlanta, as defined by the United Way of Greater Atlanta to include Butts, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, Paulding and Rockdale counties. Organizations outside the 13-county metro area will not be considered. Successful grant applicant share these characteristics: Strong executive and volunteer leadership	http://jbwhitehead.org/
Atlanta, Ga	Community Foundation of Greater Atlanta	Track record of sustainable operations Broad base of financial support Proven program effectiveness Since 1951, the Community Foundation for Greater Atlanta has been leading and inspiring philanthropy to increase the vitality of our region and the well-being of all residents. With nearly 70 years serving the 23-county Atlanta region and a robust team of experts, the Community Foundation expands its philanthropic reach and impact by providing quality services to denote and hold innovative.	https://cfgreateratla nta.org/about/financi al-information/
		impact by providing quality services to donors and bold, innovative community leadership. The Community Foundation is a top-20 community foundation among 750 nationally, with approximately	

\$1.2 billion in current assets, and is Georgia's second largest foundation.

•	Baltimore	Annie E.	Our work focuses on ensuring kids have strong, supportive	https://www.aecf.or
	, MD	Casey	families; increasing economic opportunity; transforming struggling	g/about/grant-
		Foundation	communities; and strengthening social sector leaders dedicated to	making/
			improving the lives of young people. To those ends, we invest in	
			innovative ideas, practices and policies that have the potential to	
			help millions thrive. Our grant making is therefore very selective.	
			In support of our vision to build a brighter future for millions of	
			children, we focus our efforts in areas that address the needs of	
			kids facing the greatest challenges.	
			Child Welfare (Foster Care)	
			Community Change (Community Development)	
			Economic Opportunity (Employment, Education and Training)	
			Juvenile Justice	
			The majority of our funding goes to tax-exempt organizations	
			(nonprofits, public charities and universities) and public agencies in	
			the United States identified by staff members.	
			In addition to funding, we share our expertise directly with	
			nonprofit leaders, advocates, policymakers and government	
			officials to support improved practices and policies for children	
			and families.	
			Average grant size: \$84,000.	
	Baltimore	Harry and	The Foundation is proactively directing its emergency grant	https://hjweinbergfo
	, MD	Jeanette	support and is not encouraging unsolicited funding requests.	undation.org/
		Weinberg	Please contact the appropriate program team member (listed	
		Foundation	below) for additional information on funding priorities and	
			processes within your priority community.	
			Darius Graham	
			Program Director, Baltimore	

dgraham@hjweinberg.org

Baltimore , MD Abell Foundation

The Abell Foundation is dedicated to the enhancement of the quality of life in Maryland, with a particular focus on Baltimore. The Foundation is committed to being an agent of change by:

https://www.abell.or

supporting efforts to solve systemic social, economic and environmental problems;

providing research to better inform civic conversation about relevant issues; and

investing in new technologies that have the potential to benefit society.

The Foundation places a strong emphasis on opening the doors of opportunity to the disenfranchised, believing that no community can thrive if those who live on the margins of it are not included.

The Foundation's work falls into three categories – Grants, Publications, and Direct Investments.

The Foundation is committed to improving the lives of underserved populations in Baltimore City. We seek to support projects aimed at solving systemic problems and focus our grantmaking in seven program areas: Education, Workforce Development, Health and Human Services, Community Development, Criminal Justice and Addiction, Environment, and Arts.

The Abell Foundation encourages initiatives that attract resident investment in neighborhoods, promote sustainability, increase economic development opportunities and nurture entrepreneurial talent to increase the livability of neighborhoods, the number of residents, the number of jobs and the size of the tax base. As successful households are key to neighborhood health, the Foundation supports efforts to remove barriers preventing residents from stabilizing household finances and invests in community-led projects to improve energy efficiency, increase fresh food access, enhance neighborhood amenities and reclaim neighborhood green space. In addition, the Foundation maintains an interest in programs that tie the economic health of Baltimore City to the region and state through housing mobility, regional planning and environmental stewardship.

Birmingh am, AL

The Community Foundation of Birmingha m The Community Foundation, founded in 1959, serves as a trusted advisor in growing philanthropy, as a high-impact grant maker and as a catalyst and convener for transformational change for the Greater Birmingham region. We connect caring people and key resources to community needs and opportunities, using current and estate gifts held in the form of grantmaking funds. These

www.cfbham.org

funds may be unrestricted in their grantmaking, designated to benefit one or more agencies or advised by an individual, family or business. Individual funds range in size, starting at a minimum of \$15,000, but the donors who established these funds shared a common desire to give and create a better community now and in the future.

Birmingh am, AL

The Daniel Foundation

The Daniel Foundation of Alabama's mission is to strengthen communities within Alabama and improve the quality of life for citizens from all regions of Alabama. We believe this can be achieved through support of effective organizations that are focused on building a healthy and well-educated population, living in a vibrant community.

http://danielfoundati onofalabama.com/co mmunityneeds/?grantcategory=community -needs

The Foundation supports programs that provide for basic human needs and promote the development of life skills in an effort to improve the quality of life for Alabama's individuals and families. This quality of life can also be improved with the stimulation of business growth and entrepreneurship within our communities. Such work hinges on the availability and development of leaders who have the vision and capacity to address these challenges.

Our priorities:

- Programs that offer an effective approach to job training, readiness and placement as well as life skills training
- Programs that encourage and support the growth of entrepreneurship in Alabama
- Community revitalization initiatives
- Projects that meet the needs of Alabama's veterans
- Leadership programs that demonstrate success in developing leaders for the nonprofit, government and business sectors

Birmingh am, AL

Alabama Power Foundation

The Alabama Power Foundation is a source of good, designed and dedicated to work for the advancement of the people of our state. We are the state's largest corporate foundation, funded entirely through resources independent of Alabama Power's customers. A managed trust of more than \$130 million fuels our efforts and is designed to do so for years to come.

https://powerofgood
.com/grants/

Chattano oga, TN

Benwood Foundation The Benwood Foundation is a private foundation focused on supporting shared prosperity in Chattanooga through strategic grant-making, collaborative problem-solving, and adaptive leadership. We partner with a number of entities – including nonprofits, other foundations, local government, community leaders, and businesses – to accomplish this work. Together, we leverage collective knowledge, creativity and resources for a greater impact than any of us can make alone.

http://www.benwoo
d.org/

Primary Focus Areas:

Talent, Upward Mobility, Urban Vitality and Leadership.

Chattano oga, TN

Community Foundation of Greater Chattanoog a The Community Foundation of Greater Chattanooga is assembling a cross-sector coalition of partners to launch the Community Response and Resilience Fund. This Fund will support communities that are disproportionately and negatively affected by the health, economic, and social impacts of the coronavirus outbreak.

https://cfgc.org/resp onse-and-resiliencefund/

The Fund will provide flexible resources to organizations serving communities who are disproportionately impacted by the coronavirus and the economic conditions of this outbreak. Grants will fund organizations that have deep roots in community and strong experience working with our community's most vulnerable residents. The Community Response and Resilience Fund is designed to complement and support public, private, and other nonprofit efforts to respond to this situation.

Through the initial response phase of the Community Response and Resilience Fund, we will provide grants that leverage relationships with trusted providers with deep roots in the community and strong experience working with our most vulnerable residents as well as emerging efforts and responses to the outbreak, both working to address:

The economic impact of reduced and lost work due to the broader coronavirus outbreak

Immediate needs of economically vulnerable populations caused by COVID-19-related closures

Chattano oga, TN

Lynhurst Foundation

Lyndhurst grants are distributed primarily at the initiative of the foundation through the cultivation of strategic partnerships with nonprofit organizations which have the demonstrated capacity and leadership to engender positive and measurable outcomes within the foundation's declared areas of interest. Unsolicited proposals will not be eligible for consideration.

http://www.lyndhurs tfoundation.org/gran ts-applications/

Chicago,

Chicago Community Trust For more than a century The Chicago Community Trust has convened, supported, funded and accelerated the work of community members and change-makers committed to strengthening the Chicago region. Today, our region's biggest challenges stem from racial and ethnic wealth inequality—and it will not be able to realize its potential until this systemic issue is addressed. As a result, we have decided to focus our discretionary funds to address the region's fundamental challenge: racial and ethnic wealth inequity.

www.cct.org

Chicago,

MacArthur Foundation The John D. and Catherine T. MacArthur Foundation supports creative people, effective institutions, and influential networks building a more just, verdant, and peaceful world. MacArthur is placing a few big bets that truly significant progress is possible on some of the world's most pressing social challenges, including advancing global climate solutions, decreasing nuclear risk, promoting local justice reform in the U.S., and reducing corruption in Africa's most populous country, Nigeria. In addition to the MacArthur Fellows Program and the global 100&Change competition, the Foundation continues its historic commitments to the role of journalism in a responsive democracy as well as the vitality of our headquarters city, Chicago.

https://www.macfound.org/about/

Detroit, MI

The Kresge Foundation

Kresge's Detroit Program collaborates with civic, nonprofit and business partners to promote and expand long-term, equitable opportunity in Kresge's hometown for its current and future residents.

https://kresge.org/pr ograms/detroit

We place our highest priority on neighborhood-based, resident-led organizations, seeking to join with them in strategies for tomorrow's transformations. It is imperative that the city's resurgence be broadly inclusive of neighborhoods and their residents, the city's heart and soul.

Along with our partners, we are reimagining the city's neighborhoods by putting the essential building blocks in place that will support the healthy development of young children and prepare them for educational success.

Detroit, MI

W.K. Kellogg Foundation The W.K. Kellogg Foundation (WKKF), founded in 1930 as an independent, private foundation by breakfast cereal innovator and entrepreneur Will Keith Kellogg, is among the largest philanthropic foundations in the United States. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work and life.

https://www.wkkf.or

Detroit, MI Charles Stewart Mott Foundation The Mott Foundation supports nonprofit organizations that are working to strengthen our hometown of Flint and communities around the world.

https://www.mott.or g/work/

We believe long-term funding offers grantees stability, which allows them to focus on important work and pursue innovation. We fund the core activities of our grantees, rather than requiring them to shape projects around shifting priorities. We believe our grantees are experts in their fields, and well-equipped to make the critical decisions that guide their work. In addition to our regular grantmaking programs, found below, we also support unusual or unique opportunities addressing significant national and international problems. Proposals for these Exploratory and Special Projects grants are by invitation only.

Houston, TX Greater Houston Community Foundation The Greater Houston COVID-19 Recovery Fund is overseen by a volunteer Task Force. The Task Force will provide oversight and approval related to grants made from the Greater Houston COVID-19 Recovery Fund. The Task Force, comprised of board members and appointees of the two organizations, will provide oversight and leadership for the Greater Houston COVID-19 Grants Committee, which is responsible for developing the grant-making strategy, recommending grants to nonprofits, and evolving grant-making strategy to respond to community needs. The Grants Committee is comprised of staff members of the two organizations in addition to a program officer from the Houston Endowment who brings public health and disaster expertise.

The Task Force will make investments in services provided by trusted nonprofit partners that have proven experience and

systems in place in serving the community during times of disaster. Our goal is to work with trusted partners to leverage our collective resources and make the greatest impact we can for those in urgent

https://www.greater houstonrecovery.org /grantees-fundinvestments/

Houston, Arm

Arnold Ventures need.

We focus on correcting system failures through evidence-based solutions. Viewing philanthropy as an engine of innovation, we identify problems, rigorously research them, and search for answers. Once an idea is tested, validated, and proven efficacious, we fund policy development and technical assistance to create change that outlasts our funding.

https://www.arnoldv entures.org/about

Arnold Ventures manages the giving for the various Arnold entities, including the Laura and John Arnold Foundation, Action Now Initiative, and the Arnolds' donor-advised fund.

https://cooperfound Lincoln, Our mission is to support strong, sustainable organizations, Cooper NE ation.org/for-Foundation innovative ideas and ventures of significant promise. The grantseekers/rapid-Foundation makes grants to non-profit organizations located in and working in Nebraska, primarily Lincoln and Lancaster County. response-grantprocess/ https://www.phillipsf Nashville, Louie M. & The Louie M. & Betty M. Phillips Foundation supports a variety of TN Betty M. organizations in the fields of health, human services, civic affairs, oundation.org/ Foundation education, and the arts. The organizations are funded out of budget allocations established by the Committee on Beneficiaries on an annual basis. Priority consideration is given to organizations serving the greater Nashville community and to those having longstanding relationships with our founders or the Phillips Foundation leadership. By setting aside specific percentages for areas such as education and the arts, the Phillips Foundation can balance competing interests and ensure that a variety of community needs are met. Joe C. Davis The Joe C. Davis Foundation is a private charitable foundation http://joecdavisfoun Nashville, TN Foundation established in 1976 and located in Nashville, TN. The philosophy dation.org/ and priorities of the Foundation reflect the life and accomplishments of its founder and benefactor, Joseph Columbus Davis, Jr., who lived in Nashville from 1919 until his death in 1989. Our mission is to help people help themselves, while encouraging and maintaining individual initiative and responsibility. Victoria Victoria Foundation has a two-fold mission: To improve the lives of https://www.victoria Newark, Foundation foundation.org/abou NJ children and families in Newark, New Jersey, and to protect water resources and preserve open space statewide. t-us/our-mission To fulfill its Newark mission, the Foundation seeks to improve educational outcomes for young people, stabilize and revitalize distressed neighborhoods, improve the quality of the urban environment, promote civic engagement and leadership, increase job opportunities, help children develop into healthy, creative adults, and strengthen fragile families. Statewide grantmaking related to the environment targets the New Jersey Highlands, the Pinelands National Reserve, and the Kittatinny Ridge & Valley Region.

Newark, NJ

Prudential Foundation

Prudential was founded on the belief that financial security should be within reach for everyone. It's a challenge we've embraced for more than one hundred and forty years. A strong sense of social responsibility has remained embedded in the company, guiding our efforts to help people now and in future generations achieve peace of mind and a more secure future. https://www.prudent ial.com/links/about/c orporate-socialresponsibility/corpor ate...

Newark, NJ

F.M. Kirby Foundation The F. M. Kirby Foundation aims effectively to manage and utilize that which has been entrusted to it over multiple generations of the Kirby family. It strives to make thoughtful and prudent philanthropic commitments to highly selective grantee partners. The goal is to invest in opportunities that foster self-reliance or otherwise create strong, healthy communities.

http://fmkirbyfounda
tion.org/apply/

The Board of Directors recognizes that achieving its philanthropic aspirations takes time, effort and perseverance that often result in sustained funding relationships.

The F.M. Kirby Foundation is a family foundation. Its grantees are largely in geographic areas of particular interest to five generations of family members and, in many cases, are organizations with which family members have been associate

Peoria, IL

Community Foundation of Central Illinois From the start, CFCI has focused on building permanent endowments as charitable capital to serve the needs of central Illinois. Over the years, we have contributed over \$25,000,000 in grants to nonprofit organizations making a real impact in our community and more than \$74,000,000 through Depository Fund contributions. Our high professional standards in the investment and management of funds entrusted to CFCI is recognized and accredited by the National Standards for U.S. Community Foundations – the highest standard for philanthropic excellence.

https://communityfo undationci.org

The Community Foundation of Central Illinois was created to serve donors with diverse interests at various levels of charitable giving. With extensive knowledge of the community, we link our donors with charitable agencies with the mission and vision that align with their own objectives and philanthropic desires. We also offer maximum flexibility in terms of assets that can be used to create a fund and options for the use of donors' gifts.

Shrevepo rt, LA

Carolyn W. and Charles T. Beaird Family Foundation The Carolyn W. and Charles T. Beaird Family Foundation is committed to improving the Shreveport, Louisiana, area through assisting organizations to add opportunity, freedom of action and choice, self-betterment and a climate for change to the lives of the people they serve.

https://www.beairdf oundation.org/missio n.html

Shrevepo rt, LA

Community Foundation of North Louisiana The foundation's priority is to fund organizations in, or projects which take place in, the Shreveport area, but it may also fund requests from other areas, especially those with the potential to be replicated in the Shreveport area if proven effective.

https://cfnla.org/gra nts/competitivegrant s/

The Community Foundation accepts applications for funding from eligible charitable organizations once annually. In May 2020, CFNLA awarded \$2.8 million to 53 programs.

There are currently four categories of funding available. Each category has unique eligibility requirements, guidelines, and applications.

Primary Grants
Arts Grants
Small Organization Grants
2020 Competitive Grants – Round 2*

*Due to COVID-19, CFNLA is offering a second round of funding in our 2020 grant cycle. There will be a limited number of grants available and grant awards are anticipated to be between \$10,000 to \$50,000. Programs that received funding in the first round of 2020 competitive grants are not eligible to apply for round two funding. Organizations that received program funding in round one may apply with a new program. Grants will be awarded in the fall of 2020.

South Bend, IN

South Bend Heritage Foundation Established in 1974, South Bend Heritage Foundation, Inc. (SBH) is a not-for-profit Community Development Corporation (CDC) that is committed to the stabilization and enhancement of neighborhoods. Enhancing the beauty, value, and efficacy of neighborhoods and their residents is at the center of our work: beauty in the form and function of buildings, value in terms of building economic worth, and efficacy in the ability of people to improve their lives through housing stability, connection to resources, and a caring community. Working in partnership with government organizations, the financial sector, non-profits, and residents, SBH strives to create a united community where diverse neighborhoods are considered choice places to live, as well as

https://sbheritage.or

operate a business, and where all residents have equitable and just opportunities.

South Community Bend, IN Foundation of St. Joseph County

Since the Community Foundation of St. Joseph County began dispersing funds, we've returned more than \$100 million in grants to the community, covering arts and culture, health and human services, parks and community development, and youth and education.

https://cfsjc.org/gran ts/

As our name implies, we know our community from top to bottom. We know which charitable institutions do the best work, and which have the potential—with a little extra nourishment—to grow into major forces for change. We use our knowledge to put our resources to the best possible use, for the good of the entire community.

Syracuse,	Gifford	The Rosamond Gifford Charitable Corporation (The Gifford	https://giffordfounda
NY	Foundation	Foundation) is a private foundation dedicated to the stewardship of the funds entrusted to its care. The Foundation is committed to using its financial and human resources to build the capacity of individuals and organizations to enhance the quality of life for the people of Central New York.	tion.org/who-we- are/about/
Syracuse, NY	Central New York Community Foundation	Established in 1927, the Central New York Community Foundation encourages local philanthropy by supporting the growth of permanent charitable endowments for the betterment of the region. The Community Foundation serves as the steward of charitable legacies for individuals, families and businesses and serves as a civic leader, convener and sponsor of special initiatives designed to strengthen local nonprofits and address the region's most pressing challenges.	https://cnycf.org/

Sample Foundation Application

BEFORE YOU BEGIN...

changes. A printer friendly version is available.

INSTRUCTIONS

You may copy and paste from other documents. You may email a draft to someone else. You may review
your application prior to submission; however, once it has been submitted you will be unable to make

We've requested several attachments. If there are still things we should know about your proposal, please feel free to include that information under "Anything Else."

Data marked as required (*) are system requirements though we consider answers to all questions important to the process.

Applicant Information

ORGANIZATION	
Federal Tax ID	
Organization Name	
Mailing Address	
City	
State	
Zip Code + 4	

Organization Background				
Date Founded				
Organization's Annual Budget				
How many people do you serve?				
What population and geographical areas are served I	What population and geographical areas are served by your organization?			
Website Address				
EXECUTIVE DIRECTOR (OR EQUIVALENT)				
Prefix				
First Name				
Last Name				

Title		
E-mail		
Office Phone		
Mobile Phone		
CONTACT FOR REQUEST		
Check this box if the contact for this request is the Executive Director.		
Check this box if the contact for this request is t	ne Executive Director.	
Check this box if the contact for this request is t	ne Executive Director.	
Check this box if the contact for this request is to the contact for this request is the contact for this request is the contact for this request is the contact for the contact f	ne Executive Director.	
	ne Executive Director.	
	ne Executive Director.	
Prefix First Name	ne Executive Director.	
Prefix	ne Executive Director.	
Prefix First Name	ne Executive Director.	
Prefix First Name	ne Executive Director.	
Prefix First Name Last Name	ne Executive Director.	

E-mail	
Office Phone	
Mobile Phone	
Project Information	
REQUEST	
Program Area	
Project Title	
Amount Requested	
Payable over how many years?	
Project Budget	
Provide a detailed description of the project for which you are requesting support.	

CRITERIA AND RESULTS AND SUCCESS
What results are you committed to achieving?
List the steps necessary to reach successful results.
KEY PEOPLE AND GROUPS
We encourage collaboration. What intermediaries or partners are critical to your success?
What factors most suggest that key personnel can facilitate the intended results?
Evidence of Sustainability
ORGANIZATIONAL CAPACITY
Have you completed the Standards for Excellence course through the Center for Nonprofits or similar group?
For the specific area for which you seek our support, what are your core strengths?
What have you recently achieved?
Does your organization have a long term plan? What other steps have you taken to ensure your sustainability?
Recount past or anticipated losses of key people at board and staff levels and any current gaps in capacity.

TELL US ABOUT THE DIVERSITY OF YOUR FUNDING Corporate % Foundation % Government %	TELL US ABOUT THE DIVERSITY OF YOUR FUNDING SOURCES		
Foundation %			
Government %			
Government %			
Individual %			
0			
In Kind %			
Program Revenue %			
Piogram Revenue 70			
Special Events %			
United Way %			
Other %			

Attachments

Title	File Name

Anything else

Detailed project budget

Current annual operating budget

Audited financial statements

Files attached to this form may be deleted 120 days after submission.

Appendix I: CRA case study

Most banks will credit organizations doing work in low income communities via financial support for their activities. The typical approach is a detailed application to the financial institutions corporate foundation that includes a detailed listing of organization work/impact in low income census tracts. While applications are virtually all submitted online via a foundation website portal, the following is a good example of supplemental information uploaded through the portal to support the application:



ANCHOR INSTITUTION STRATEGY



ACCELERATE INDY

June 8, 2017

Strategy:	Objective:	Implementing Partners:
_		
LIVE	Increase number of anchor employees living close to work	INHP, LISC
BUY	Increase procurement with local vendors*	Indy Chamber, LISC
HIRE	Increase talent pipeline for anchor institutions	EmployIndy, CICP

Immediate Funding Need: Supply/Demand study for "BUY" strategy

* 5% shift in procurement toward local vendors would result in an additional \$100m in local sales



MICROENTERPRISE EXPANSION

Program Services:

One:One business coaching Business workshops Microlending

Current Program Data:

- 2,247 entrepreneurs served
 - 62% women
 - 55% minorities
 - 7% veteran
- 4.25 jobs created per business assisted
- 33% business start rate
- > 94% year over year survival rate
- > \$1.4m microloans deployed (\$2.3m loan cap)
- > 63 borrowers to date

CRA-Qualifying Census Tract Service Locations:

- SOURCE River West
- Martindale Brightwood CDC
- John H. Boner Community Center
- > Southeast Community Services
- > Hawthorne Community Center
- RecycleForce
- > Indiana Women's Prison
- > Indianapolis ReEntry Educational Facility
- > Plainfield Correctional Facility

Once approved, the recipient will often receive a letter of acknowledgement from the financial institution outlining specific criteria that must be met to satisfy the parameters of the initial grant and receive additional funds in the future. SEE BELOW for an example of an acknowledgment letter for an initial grant of \$500,000 over a five-year period. The recipient organization has satisfied the grant parameters, confirmed via report submissions, and has now applied for an additional grant of \$1 million over a new five year period.

CRA example approval letter



September 20, 2017

Ms. Julie Grice Chief Revenue Officer Business Ownership Initiative of Indiana 111 Monument Circle, Suite 1950 Indianapolis, IN 46204

Dear Ms. Grice:

I am pleased to inform you that at its recent meeting, the Foundation Oversight Committee approved a \$100,000.00 grant from the *Strengthening Our Communities* Fund to support the Accelerate Indy Micro Enterprise Expansion.

Enclosed you will find a Grant Agreement, which must be reviewed, signed and returned to us before issuance of the check. Once we receive the signed agreement, we will return a signed copy to you along with the check. We have enclosed an envelope for your convenience.

Please publicize this gift and acknowledge as follows:

Fifth Third Foundation

In the meantime, please feel free to contact me at (513) 534-5456 with any questions.

Sincerely,

Carol A. Wright

Foundation Program Officer

Enclosure

cc: Carrie Henderson

Byna Elliott

Brenda Massey

Stefanie Steward-Young

Foundation Office, 38 Fountain Square Plaza, MD 1090CA, Cincinnati, OH 45202



Strengthening Our Communities GRANT AGREEMENT

This Grant Agreement (this "Agreement") is made on September 13, 2017, by and between the Fifth Third Foundation (the "Foundation") *Strengthening Our Communities* Fund and Business Ownership Initiative of Indiana ("Grantee").

WHEREAS, the Foundation has awarded a grant to Grantee in the amount of \$100,000 pursuant to Grantee's Grant Application dated August 4, 2017. As outlined in the Grant Application, the purpose of the grant is to support the Accelerate Indy Micro Enterprise Expansion.

NOW THEREFORE, the parties agree as follows:

I. Use of Grant Funds

- A. <u>Grant Purposes</u>. Grantee shall use all grant funds only for the purposes described in the Grant Application and incorporated and made a part of this Agreement. Grantee must obtain written approval of the Foundation prior to using any portion of the grant funds for any other purpose. Further, Grantee agrees to expend the grant funds in accordance with the budget submitted with the Grant Application.
- B. <u>Grant Period</u>. The Grant Period shall be for a term of 1 year(s). Grantee shall complete the purposes of the grant by the end of the Grant Period. In the event that the grant purposes are not complete by the end of the Grant Period, Grantee should inform the Foundation in writing and request that the Foundation approve an extension in the Grant Period.
- C. <u>Prohibited Uses</u>. No portion of the grant funds shall be used to carry on propaganda or otherwise attempt to influence legislation, to influence the outcome of any public election, to carry on a voter registration drive, to make a grant that does not comply with Section 4945(d)(3) or (4) of the Internal Revenue Code (the "Code") regarding grants to individuals for travel, study or similar purposes or grants requiring expenditure responsibility, or to finance any activity for any purpose other than charitable or educational purposes stated in Code Section 170(c)(2)(B).

II. Reporting and Record Keeping Requirements

A. <u>Record Keeping</u>. Grantee shall maintain financial and other records that adequately show the use of the grant funds exclusively for the purposes of the grant. Grantee shall maintain such records for at least two (2) years after the end of the Grant Period. The Foundation shall have the right, upon reasonable notice, to audit at any time up to two (2) years after the end of the Grant Period, Grantee's records relating to the expenditure of grant funds.

- B. <u>Written Reports.</u> The Foundation requires written reports concerning the manner in which the grant funds were expended and the progress made in accomplishing the grant's purposes. Grantee shall promptly provide such reports to the Foundation on an annual basis during the Grant Period, with the first report due within one year from the date of the first grant payment. In addition, Grantee shall provide a final report to the Foundation within sixty (60) days after the end of the Grant Period concerning the accomplishment of the grant purposes and a final financial report detailing the expenditure of all grant funds. All reports required to be submitted by Grantee under this paragraph shall be in a format as provided by the Foundation.
- C. <u>Notice Requirements</u>. Grantee shall notify the Foundation immediately if there is a change in Grantee's tax-exempt status or if the proposed project is cancelled or delayed. Grantee will advise the Foundation immediately of any significant change in Grantee's governance, programs or services that may impact the grant project or any changes in any professional or key personnel identified in the Grant Application.

III. Return of Grant Funds to the Foundation

- A. <u>End of Grant Period</u>. Recipient shall return all grant funds that have not been expended for the grant's purposes within sixty (60) days after the end of the Grant Period.
- B. Failure to Comply with this Agreement. If Grantee fails to comply with the terms of this Agreement or if Grantee's tax-exempt status is revoked by the Internal Revenue Service, Grantee shall return all unexpended grant funds to the Foundation. In addition, the Foundation may require the reimbursement of any grant funds the Foundation reasonably determines were expended for purposes other than the grant purposes outlined in this Agreement. Upon receiving written notice that funds are to be reimbursed to the Foundation under this paragraph, Grantee shall immediately transfer such funds to the Foundation.

IV. Miscellaneous

- A. <u>Public Charity Status</u>. Grantee assures the Foundation that the grant will not cause Grantee to lose its status as a public charity described in Code Section 170(b)(1)(A)(vi) or 509(a)(2) and that its exemption determination letter from the Internal Revenue Service that Grantee is a public charity is still valid and has not been revoked.
- B. <u>Acknowledgments</u>. Grants approved by the Foundation will be announced by the Foundation through various communication vehicles. Grantee is encouraged to make public announcements on its own. Grantee agrees that it will suitably recognize the contribution of the Foundation in any public communications or other materials produced regarding the grant and that it will provide the Foundation with a copy of any such materials.

Specifically, the Grantee shall provide oral or written acknowledgments substantially in the following forms--

- Press releases, publications and other public communications shall include the following statement: "This [program, project] was financially assisted by the Fifth Third Foundation."
- Films and audio and video recordings shall include the following statement:
 "This [program, project] was made possible in part by a grant from the Fifth Third Foundation."
- C. <u>Disclaimer</u>. Grantee shall include the following disclaimer in all publications, films, and audio and video recordings or announce such disclaimer at any public program

funded by grant funds: "The views expressed herein do not necessarily represent those of the Fifth Third Foundation."

- D. <u>Amendment</u>. This Agreement may not be modified or amended except by a written instrument signed by both parties to this Agreement.
- E. <u>Entire Understanding</u>. This Agreement and its Exhibits contain the entire understanding with respect to the subject matter of this Agreement and supersede all agreements or understandings, written or oral, prior to the execution of this Agreement.
- F. <u>Paragraph Headings</u>. The paragraph headings contained in this Agreement are included solely for the convenience of reference of the parties and shall not in any way affect the meaning or interpretation of any of the provisions of this Agreement.
- G. <u>Counterparts</u>. This Agreement may be executed in several counterparts, with each counterpart deemed to be an original document and with all counterparts deemed to be one and the same instrument.
- H. <u>Solicitation Waiting Period</u>. Grantee understands that it is the policy of The Foundation Office to request that grant recipients wait at least 3 years prior to making additional funding solicitations if a grant of \$10,000 or more is received.
- I. <u>Execution of Agreement</u>. Grantee agrees to execute and return this agreement to The Foundation Office, Fifth Third Bank, 38 Fountain Square Plaza, MD 1090CA, Cincinnati, OH 45263, within 30 days of the Agreement date stated on page 1.
- J. <u>Inclusion Statement</u>. Please read the following inclusion statement regarding the Fifth Third Foundation.

The Fifth Third Foundation promotes and ensures equal opportunity in all its grant making activities and therefore will not provide support (financial or in-kind) to non-religious organizations that have a written policy of discrimination on the basis of race, color, gender, national origin, religion, age, disability, sexual orientation, gender identity, military status, veteran status or any other legally protected status.

By signing this Agreement below you are stating that your organization does **not** have a written policy of discrimination as described in the above paragraph.

IN WITNESS WHEREOF, the Foundation and Grantee have caused this Agreement to be executed, effective as of the day and year first written above.

FIGURE THE STATE OF THE STATE OF

Business Ownership Initiative of Indiana
Ву:
Printed Name:
Title:
Date:

Appendix J: Top 10 Ohio Recipients of Economic Development Grants, 2012

The following table shows the top 10 organizations in Ohio (all have 501C-3 status) that received foundation grants for economic development, in relation to total number of grants given in 2012. This is just one of many examples of leveraging foundation revenue.

Recipient Organization	Dollar Amount (\$)	Percent (%)	Number of Grants	Percent (%)
Fund for Our Economic Future	4,743,333	13.0	5	1.3
Neighborhood Progress	2,387,500	6.5	4	1
Cleveland Center for Arts and				
Technology	2,076,000	5.7	6	1.6
Chamber of Commerce Foundation of				
Greater Cincinnati	1,188,000	3.2	13	3.4
JumpStart	1,174,525	3.2	6	1.6
University Park Alliance	1,035,000	2.8	5	1.3
Lorain County Community College				
Foundation	1,000,000	2.7	1	0.3
BioEnterprise Corporation	921,000	2.5	3	0.8
Columbus Partnership	910,000	2.5	5	1.3
Subtotal	16,737,405	45.7	49	12.7
Total	36,584,782	100	385	100

SOURCE: Foundation Center, 2015¹

40

¹ https://www.issuelab.org/resources/21579/21579.pdf

Appendix K: Sample of Hillman and Heinz Foundation's city and community economic development support

Pittsburgh has a long history of accessing philanthropic dollars for economic development related activity. The Hillman Foundation and Heinz Foundation are just two examples among many of private foundations using their assets to provide funding to launch and/or support city initiatives in the economic development space.

Hillman Foundation			
Recipient Organization	Award Amount	Year Awarded	Additional Info
Allegheny Conference On Community Development	\$100,000	2020	Funding for General Operating Support
City of Pittsburgh	\$140,000	2018	For the Department of Mobility and Infrastructure
Development of Triboro District	\$1,150,000	Began project in 2012	https://www.newsunrising.org/project/triboro- ecodistrict/
InnovatePGH	\$400,000	2018	https://hillmanfamilyfoundations.org/2018-annual-report/featured-grants/innovatepgh/

Heinz Foundation

Recipient Organization	Award Amount	Year Awarded	Additional Info
Allegheny Conference for Community Development	\$255,000	2018	For general operating support to build a more inclusive and connected economy
Hill Community Development Corporation	\$230,000	2020	For "general operating support during a time of uncertainty to the COVID-19 and economic crisis"
Northside Industrial Development Company	\$500,000	2020	To support the launch of an independent organization to analyze, communicate and influence activities related to the budget for The City of Pittsburgh in the short run, and other government functions in the long run
Pittsburgh United	\$425,000	2020	For operating support to expand capacity in Western Pennsylvania counties and invest in staff, board, and operations systems to strengthen the organization for the future
StartUptown	\$165,000	2020	To support InnovatePGH to navigate inclusive economic recovery efforts in the wake of the COVID 19 crisis, including workforce and mobility efforts

Appendix L: Additional USDT Funding Opportunities

As municipalities explore the use of New Market Tax Credits (NMTCs), they will encounter the other funding programs offered by US Department o the Treasury:

<u>Bank Enterprise Award Program</u> The BEA Program awards FDIC-insured depository institutions for increasing their support of CDFIs and advancing their community development activities in many of our country's most highly distressed communities. These activities promote economic opportunity and impact real lives nationwide.

<u>Capital Magnet Fund</u> Through the Capital Magnet Fund, the CDFI Fund provides competitively awarded grants to CDFIs and qualified non-profit housing organizations. These awards can be used to finance affordable housing activities, as well as related economic development activities and community service facilities.

<u>CDFI Bond Guarantee Program</u> Through the CDFI Bond Guarantee Program, the Secretary of the Treasury makes debt available to CDFIs from the Federal Financing Bank. The loans provide long-term capital not previously available to CDFIs, and inject new and substantial investment into our nation's most distressed communities.

<u>CDFI Program</u> The CDFI Program uses monetary awards (Financial Assistance and Technical Assistance) and training opportunities to invest in and build the capacity of CDFIs, empowering them to grow, achieve organizational sustainability, and drive community revitalization. The CDFI Program offers both Financial Assistance and Technical Assistance awards to CDFIs. These competitive awards support and enhance the ability of these organizations to meet the needs of the communities they serve.

<u>Native Initiatives</u> Through the use of monetary awards (Financial Assistance and Technical Assistance) and training opportunities, the CDFI Fund's Native Initiatives program creates jobs, builds businesses, and fosters economic self-determination in Native Communities nationwide.

Appendix M: Additional Federal Resource Options

In addition to the suggested Federal-based funding opportunities listed in the toolkit, the following list contains additional options/grants that may help offset general budget costs/items.

Economic Development Administration (EDA):

Most Commonly Utilized Opportunities for Eco Dev via EDA:

Public Works

Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Printable Public Works Program (PDF)

Economic Adjustment

Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.

Printable Economic Adjustment Program (PDF)

Opportunity Zones

Opportunity Zones were created under the <u>2017 Tax Cuts and Jobs Act</u> to stimulate economic development and job creation, by incentivizing long- term investments in low-income neighborhoods.

There are more than <u>8,760 designated Qualified Opportunity Zones</u> (PDF) located in all 50 States, the District of Columbia, and five United States territories. Investors can defer tax on any prior gains invested in a Qualified Opportunity Fund (QOF) until the earlier of the date on which the investment in a QOF is sold or exchanged or until December 31, 2026.

EDA is encouraging economic development partners to think of Opportunity Zone investment as a new arrow in their quiver to not only enhance ROI for business interests, but also to encourage the public/private partnerships needed to drive private investment to distressed areas.

To find out more: Opportunity Zones

Other Opportunities via EDA:

Planning Program Grants

Supports local organizations (<u>Economic Development Districts</u>, Indian Tribes, and other eligible areas) with short and long-term planning efforts. The <u>Comprehensive Economic Development Strategy (CEDS) Content Guidelines</u>, provides suggestions, tools, and resources for developing comprehensive economic development strategies.

Printable Planning Program (PDF)

University Centers

A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.

<u>Printable University Centers Program</u> (PDF)

Report: <u>Making Connections</u>, <u>Evaluation Project to Assess Best Practices in EDA's University Center Program</u> (PDF)

Build to Scale (formerly known as Regional Innovation Strategies)

The Build to Scale (B2S) Program builds regional economies through scalable startups and includes three competitions supporting entrepreneurship, acceleration of company growth and increased access to risk capital across regional economies.

Assistance to Coal Communities 2018 (ACC 2018)

Through ACC 2018, EDA designates a portion of its EAA funding to support communities and regions that have been negatively impacted by changes in the coal economy.

EDA Vista Corps

EDA provides funding and technical assistance to advance prosperity in distressed communities, while CNCS provides human resources in the form of "Volunteers in Service to America" (VISTAs).

From https://www.eda.gov/programs/eda-programs/

U.S. Department of Housing and Urban Development (HUD):

The <u>HOME Investment Partnerships Program</u> (HOME) > provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. It is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

The <u>Housing Opportunities for Persons With AIDS</u> (HOPWA) Program is the only Federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, HUD makes grants to local communities, States, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families.

The <u>Emergency Solutions Grants</u> (ESG) program > program's focus is to help homeless people quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The ESG program provides funding for: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS; as well as administrative activities (up to 7.5% of a recipient's allocation can be used for administrative activities). Eligible recipients generally consist of metropolitan cities, urban counties, territories, and states. **Metropolitan cities, urban counties and territories** may subgrant ESG funds to private nonprofit organizations.

HUD Funding continued:

FY 2020 Fair Housing Initiatives Programs	FY 2020 Lead and Healthy Homes Technical Studies Programs
FY 2020 Cooperative Research in Housing Technologies	FY 2020 Estimating the Prevalence and Probability of Homeless Youth
Fair Housing Initiatives Program - Education and Outreach Initiative (COVID-19)	FY 2020 and FY 2021 Community Compass Technical Assistance and Capacity Building Program
Self-Help Homeownership Opportunity Program (SHOP)	Veterans Housing Rehabilitation and Modification Pilot Program (VHRMP)
FY 2020 Choice Neighborhood and Planning Program	FY 2020 Lead Hazard Reduction Grant Program
FY 2020 Family Self-Sufficiency (FSS)	Healthy Homes Production Grant Program for Tribal Housing Program

USDA Funding:

<u>U.S. Department of Agriculture (USDA):</u> Rural Development Programs & Services – Financial programs for rural areas, listed by category

Programs and Services for Developers

- Mutual Self-Help Housing Technical Assistance Grants
- Multi-Family Housing Loan Guarantees
- Rural Housing Site Loans
- Community Facilities Direct Loan & Grant Program

View All

Programs & Services for Communities & Nonprofits

- Community Facilities Direct Loan & Grant Program
- Rural Business Development Grants
- Community Facilities Guaranteed Loan Program
- Community Facilities Technical Assistance and Training Grant

View All

Programs & Services for Utilities

- Rural Economic Development Loan & Grant Program
- Water & Waste Disposal Loan & Grant Program
- Electric Infrastructure Loan & Loan Guarantee Program
- <u>Telecommunications Infrastructure Loans & Loan Guarantees</u>

View All

U.S. Department of Health & Human Services HHS Funding:

(Department of Health & Human Services > Administration for Children & Families > Office of Community Services)

Community Economic Development $(CED)^2 > provides$ support to employment and commercial development projects designed to provide economic self-sufficiency for individuals with low incomes and their communities.

Eligible Applicants: Private, non-profit organizations that are **Community Development Corporations (CDCs)**, including faith-based organizations, and tribal and Alaskan Native organizations. CDCs must have as their principal purpose planning, developing, or managing low-income housing or community development projects.

Grants are awarded for the following project costs:

- Startup or expansion of businesses, physical, or commercial activities;
- Capital expenditures such as the purchase of equipment or real property;
- Allowable operating expenses; and
- Loans or equity investments.

Examples of projects funded include business incubators, shopping centers, manufacturing businesses, and agriculture initiatives. CDCs build community assets and ensure the profits and subsequent reinvestments

² https://www.acf.hhs.gov/ocs/programs/ced

remain in the local community. Grants are being used by CDCs across the country, in nearly every state and in both urban and rural communities.³

State map of current CED grantees: https://www.acf.hhs.gov/ocs/programs/ced/ced-grantees

US Department of Homeland Security:

FEMA offers grant funds for both pre and post emergency or disaster related projects eligible to state, local, tribal, territorial, certain private non-profits, individuals, and institutions of higher learning.

<u>Assistance to Firefighters Grant (AFG)</u> > provides support to local fire departments and non-affiliated emergency medical services (EMS) organizations by helping with the acquisition of needed equipment, vehicles, and services. This program will assist departments that lack the tools and resources necessary to protect the health and safety of the public and their firefighting personnel with respect to fire and fire-related hazards.

Staffing for Adequate Fire & Emergency Response Grants (SAFER) > provides funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters available in their communities Funding will be available to increase the number of frontline firefighters, rehire laid-off firefighters, retain firefighters facing imminent layoffs, or fill positions vacated by attrition. * Local and statewide organizations that represent the interests of volunteer firefighters are only eligible to apply for recruitment and retention activities. Municipalities and fire districts may apply on behalf of fire departments lacking the legal status to do so.

<u>Hazard Mitigation Grant Program (HMGP)</u> > provides funding in implementing long-term hazard mitigation planning and projects following a Presidential major disaster declaration.

<u>HMGP Post Fire Grant</u> > assistance available to help communities implement hazard mitigation measures after wildfire disasters.

<u>Flood Mitigation Assistance (FMA) Program</u> > provides funds for planning and projects to reduce or eliminate risk of flood damage to buildings that are insured annually under the National Flood Insurance Program.

<u>Building Resilient Infrastructure & Communities (BRIC)</u> > provides support for states, local communities, tribes and territories as they undertake hazard mitigation projects, reducing the risks they face from disasters and natural hazards.

<u>Pre-Disaster Mitigation (PDM) Program</u> > provides funds annually for hazard mitigation planning and projects.

U.S. Department of Transportation (USDOT) funding:

<u>BUILD grants</u> > provides a unique opportunity for the DOT to invest in road, rail, transit, and port projects that promise to achieve national objectives.

https://www.acf.hhs.gov/programs/ocs/programs/ced & https://www.acf.hhs.gov/ocs/resource/ced-fact-sheet-1

The eligibility requirements of BUILD allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. BUILD can fund port and freight rail projects that have limited sources of Federal funds. BUILD can provide capital funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, or others in contrast to traditional Federal programs which provide funding to very specific groups of applicants (mostly State DOTs and transit agencies). This flexibility allows BUILD and our traditional partners at the State and local levels to work directly with a host of entities that own, operate, and maintain much of our transportation infrastructure, but otherwise cannot turn to the Federal government for support. ⁴

Appendix N: Oklahoma City, OK contract with The Oklahoma Development Foundation (Begins on Next Page)

Referenced in the "outsourcing" section of the Toolkit, the following contract details the agreement Oklahoma City has outsourcing components of their economic development services to the Greater Oklahoma City Chamber of Commerce.

⁴ https://www.transportation.gov/BUILDgrants/about

PROFESSIONAL SERVICES AGREEMENT WITH THE OKLAHOMA CITY ECONOMIC DEVELOPMENT FOUNDATION FOR COMMUNITY AND ECONOMIC DEVELOPMENT SERVICES FY 2020-2021

This Professional Services Agreement is made and entered into by and between The Oklahoma City Economic Development Trust ("The Trust") and, the Oklahoma City Economic Development Foundation, a private nonprofit corporation ("Foundation"),

WITNESSETH:

WHEREAS, The Trust exists for the purpose of benefiting The City of Oklahoma City ("The City"), a municipal corporation, in carrying out its economic and community development goals and objectives; and

WHEREAS, it is the desire of The City, the Trust, and Foundation to promote, foster, and develop economic growth in Oklahoma City; and

WHEREAS, the Foundation is a nonprofit corporation organized and existing under the laws of the State of Oklahoma, and its stated purpose is to create new jobs and foster economic development in Oklahoma City; and

WHEREAS, the Foundation has demonstrated over the years that is capable of promoting, fostering, and otherwise encouraging economic growth within the community, and, as a result, has retained professional staff with the knowledge and experience in this particular area, and has developed, and continues to develop, research, data, and information which can be used to benefit The City and the Trust in meeting their mutual economic and community development goals and objectives; and

WHEREAS, the Foundation, through the Forward Oklahoma City I, II, III, and IV programs, has funded and is pursuing key community and economic development initiatives that when fully developed will be of benefit to The City and its citizens; and

WHEREAS, The City and Trust desire to utilize the experience and knowledge of Foundation and to engage the Foundation to provide professional program services and to develop certain work products that will benefit The City and the Trust in their ongoing efforts to maximize community and economic development activity within Oklahoma City, which will enhance the social and economic well-being of its citizens; and

WHEREAS, the Foundation has retained a professional staff with experience effective in the delivery of community and economic development services desired by the Trust and The City; and

WHEREAS, for a number of years, The City has contracted with the Foundation to provide community and economic development services to The City through its retained professional staff, and

WHEREAS, in 2009, at the request of The City, and with the approval of the Foundation, the agreement between The City and Foundation for professional community and economic development services was assigned to the Trust for administration and oversight; and

WHEREAS, the Trust having had experience with this Agreement, has determined that continued contracting with the Foundation and renewal of this Agreement to provide community and economic development services will greatly enhance the effectiveness and coordination of those community and economic development programs and services provided by the Trust to The City and will provide the Trust with the professional services necessary to carry out its mission to maximize economic and community development within the City; and

WHEREAS, it is within the legal discretion of the Trustees of the Trust to choose contractors to render professional services to the Trust, and the Trust desires to exercise its legal power to contract and to enter into this Agreement with the Foundation to provide the community and economic development professional services outlined and described in the Agreement for the 2020-2021 Fiscal Year ("FYE 21"); and

WHEREAS, based on the forgoing, the Trust desires to enter into this Agreement with the Foundation to provide professional economic and community development services to the Trust during FYE 21 that will enhance the ability of the Trust to meet its objectives of encouraging, promoting and/or fostering community and economic development through the creation of new jobs, retention and expansion of existing industries, and the promotion of a more diverse retail tax base, which will serve to reduce sales tax leakage in the City; and

WHEREAS, the Foundation desires to provide the Trust with the professional services requested herein and to provide the work products identified within the Agreement, which services and products will promote and foster community and economic development for Oklahoma City.

NOW, THEREFORE, in exchange for the consideration, covenants, agreements, and premises set forth herein, the parties hereto agree as follows:

SECTION 1. <u>DEFINITIONS.</u>

The following words and phrases, when used herein, shall have the meanings indicated:

- A. "Foundation" the Oklahoma City Economic Development Foundation, Inc., a nonprofit corporation which agrees to perform the work required by this Agreement.
- C. "City" The City of Oklahoma City, Oklahoma, a municipal corporation.
- D. "Trust" the Oklahoma City Economic Development Trust, a public trust whose sole beneficiary is The City of Oklahoma City.
- D. "General Manager" the duly appointed General Manager of the Trust or his/her surrogate/designee.
- E. "Council" the Mayor and City Council of the City.
- F. "Goals"- the objectives to be achieved under the Scope of Work.
- G. "Performance Measures" the agreed upon measures by which the Foundation's progress in achieving the Goals can be objectively determined.
- H. "Program Coordinator"— the City staff member designated by the General Manager to coordinate the Trust's administration of this Agreement.
- I. "Report or Reports" the document or documents submitted by the Foundation to the Program Coordinator on a periodic basis (monthly, quarterly, annually—see Section 7 of this Agreement, infra), which shall detail the work performed by the Foundation pursuant to this Agreement during the referenced time period.
- J. "Scope of Work"— the plan of work to be accomplished under this Agreement, which is described in Attachment A and which includes the professional services plan and related performance measures (the "Scope of Work" is attached hereto and incorporated herein by reference).
- Q. "Strategic Investment Program" The City of Oklahoma City's Strategic Investment Program ("SIP") that is funded by certain General Obligation Limited Tax Bond Proceeds and/or investment income that is utilized by The City and the Trust to support the expansion of existing industries or new-to-market companies

- willing to locate with the city limits of Oklahoma City and provide the community with quality jobs.
- R. "Oklahoma City Economic Development Foundation Professional Services Plan and Performance Measures for FYE 21" – is included in this Agreement as part thereof as Attachment A.

SECTION 2. FOUNDATION TO PROVIDE PROFESSIONAL SERVICES.

The Trust engages the Foundation and the Foundation agrees to provide professional services to the Trust that will encourage and promote community and economic development in the City, with such services to include, without limitation, all managerial, administrative, and fiscal services needed to accomplish the Scope of Work. In performance of such services, the Foundation agrees to respond to all reasonable requests for services made by the General Manager, Program Coordinator or the Trust. A detailed listing of services to be performed and performance measures to be employed, is provided as Attachment A, the Professional Services Plan and Performance Measures.

SECTION 3. SCOPE OF WORK.

A. The professional services to be provided by the Foundation in performance of this Agreement shall consist of all professional staff work and other related resources necessary for the accomplishment of the objectives set forth in Section 2 of this Agreement and the Scope of Work, including, without limitation, the Goals and Performance Measures. Such services shall also include the submission of all required Quarterly and Final Reports and any other obligations set forth herein.

B. In performing this Agreement, the Foundation shall provide and be compensated for providing the necessary, qualified and competent personnel predominantly assigned to the accomplishment of the objectives set forth in Section 2 of this Agreement and the Scope of Work, identified in Attachment A. The Foundation shall also provide all professional and related administrative services that are reasonably requested by the General Manager, Program Coordinator or the Trust and that are necessary to promote community and economic development programs including, but not limited to: (a) retention and expansion strategies; (b) industry cluster strategies; (c) entrepreneurial development; (d) business recruitment strategies; (e) public relations and marketing strategies; (f) infrastructure strategies including employment lands; (g) retail development; (h) research and marketing support strategies; (i) SIP services; and

(j) "Other Services" as requested by the General Manager or his designee. The scope of work of any "Other Services" must be submitted to the General Manager in writing for approval prior to the commencement of such services. The General Manager may request a detailed budget for the "Other Services". The General Manager shall approve any "Other Services" requested by his/her designee before such services can be rendered.

SECTION 4. RESPONSIBILITIES OF FOUNDATION.

A. The Foundation shall be accountable to the General Manager, Program Coordinator and the Trust for the provision of all professional staff, offices and other related services or resources needed to accomplish the objectives set forth in Section 2 of this Agreement and the Scope of Work, and for expanding community and economic development in the City.

B. The parties understand that the Foundation is responsible to the General Manager and the Trust for the day-to-day provision of professional services to the Trust; for the accomplishment of the objectives set forth in Section 2 of this Agreement and the Scope of Work; and for reporting on the same by means of the Reports required by Section 7 of this Agreement.

SECTION 5. PAYMENT FOR SERVICES RENDERED;

A. The Trust shall pay the Foundation for services rendered in an amount not to exceed \$900,000 to be paid in four (4) equal (quarterly) installments, for the accomplishment of the professional services objectives set forth in Section 2 of this Agreement and items (a) through (h) in Section 3(B) of this Agreement at the end of each quarter beginning with October 1, 2020. In addition, the Trust shall pay the Foundation approximately \$2,500 for each SIP application (Section 3.B.i.) that has been received, reviewed, and evaluated for the Trust's consideration, provided however, the payment for SIP Services shall be capped at \$25,000 for the 2020-2021 fiscal year. The Foundation shall also provide the Trust "Other Services" (Section 3.B.j.) as requested by the General Manager or his designee in the amount not to exceed \$100,000 during FYE 21. Except as agreed by the General Manager, payment for "Other Services" shall be made upon completion and acceptance of end work product by the General Manager. Under the "Other Services" provision, the General Manager is authorized to approve progressive reimbursement to the Foundation for work product that is provided in stages. However, the balance of any "Other Services" amount may not be carried over from fiscal year to fiscal year or to a subsequent renewal of the Agreement.

B. As required by Section 8 of this Agreement, by the fifteenth business day following the end of a Quarter with the quarter beginning with the month of October 2020, the Foundation shall submit a Quarterly Report to the Program Coordinator, together with an invoice for the quarterly installment due under this Section 6 for services rendered during the prior quarter. The invoice submitted shall meet the requirements for claims by contractors as set forth in the Oklahoma City Municipal Code, 2010, § 2-801. The Program Coordinator shall forthwith review the Quarterly Report and invoice to verify work performed and activities set forth therein meet the requirements of this Agreement. The Program Coordinator may request any additional information needed to fully document the Foundation's work in furtherance of the objectives set forth in Section 2 of this Agreement and the Scope of Work. The Program Coordinator shall complete his or her review within five business days of the submission of the Monthly Report and invoice by the Foundation and, if found to be satisfactory, shall process the invoice for payment, provided, if the Program Coordinator reasonably finds that the Quarterly Report or invoice are not satisfactory, he or she may withhold such notification until any deficiencies in the Monthly Report or invoice have been corrected by the Foundation. Following such notification by the Program Coordinator, the claim shall be processed for payment within ten business days.

C. The Foundation understands and agrees that the payment of funds by the Trust to the Foundation under this Agreement shall be subject to annual appropriation and budgeting by The City of Oklahoma City as required by Oklahoma law, and that any funds to be paid by the Trust to the Foundation for the professional services provided hereunder shall be limited to the amount of funds appropriated within the City's General Fund and transferred to the Trust for use in making payment to the Foundation.

SECTION 6. OKLAHOMA CITY ECONOMIC DEVELOPMENT TRUST.

A. The Trust shall periodically review the progress of the Foundation in accomplishing the objectives set forth in Section 2 of this Agreement and the Scope of Work; receive and review copies of Quarterly Reports and the Final Report; and review any other issues or topics relevant to the accomplishment of the objectives set forth in Section 2 of this Agreement and the Scope of Work that the members of the Trust desire to review or that are referred to them by the Program Coordinator.

SECTION 7. REPORTS.

As a part of the Scope of Work specified in this Agreement and to keep the Trust informed of all progress and accomplishments, the Foundation shall provide the following reports to the Program Coordinator:

- A. Reports to the Trust and City Council: Quarterly Reports shall be submitted to the Program Coordinator no later than the fifteenth day after the last day of each quarter. The reports will provide sufficiently detailed information to document the Foundation's work to accomplish the objectives set forth in Section 2 of this Agreement and the Scope of Work during the preceding quarter. The Quarterly Reports shall contain the following elements:
 - Narrative Overview briefly outlining:
 - a. Major accomplishments
 - b. Performance measures and related explanations as to why the measure was met or not; and
 - c. Major work to be undertaken in the next quarter; and
 - Supporting data in row and column format comprising quarterly job information including newly established company names, job counts, salary information, and capital investment.
 - FYE 21 Scope of Work and Goals, updated to show the quantitative progress toward each stated goal; and
 - Attachments or information needed to fully inform the Trust and City Council concerning the status of each program service being performed or as may otherwise be requested by the Trust or General Manager.
 - Examples of the latest media reports or marketing materials used to promote The
 City of Oklahoma City and the economic development activities undertaken by
 the Trust on behalf of The City, its sole beneficiary.
- B. <u>Fourth Quarter Report</u>: The 4th Quarter Report is due by August 30, 2021, and shall include the following elements:
 - The 4th Quarter Report shall be in writing and include an oral summary on the entire Scope of Work and all work performed under this Agreement, and it shall be presented by the Foundation to the Trust or Program Coordinator by not later than August 30, 2021. The 4th Quarter Report shall: detail the year's accomplishments under each Goal and Performance

Measure; compare actual activities and accomplishments with the stated Goals and Performance Measures; identify and explain any significant variation from the Scope of Work; and outline recommendations, plans, and projections for FY 2021-2022 in the event the Trust has decided to renew this professional services agreement.

- 2. The Trust shall consider the 4th Quarter Report and shall either approve the 4th Quarter Report and the work there under as acceptable and complete or reject the 4th Quarter Report and return it for additional information and/or documentation. In the event the Trust rejects the material presented, the Foundation shall amend, clarify, and/or update the 4th Quarter Report in response to any questions, concerns or deficiencies detailed by the Trust as a condition of acceptance of the Scope of Work as complete. The Trust shall accept the Scope of Work for FYE 21 as complete upon acceptance/approval of the 4th Quarter Report.
- C. <u>Presentations to City Council and Trust</u>: The Foundation will be required to make presentations on a regular basis to the Trust, and upon request by the General Manager. In addition, the Foundation shall make periodic presentations to the City Council as requested by the General Manager.

SECTION 8. NO EXTRA WORK AND AMENDMENTS.

No claims for extra work or services of any kind or character beyond those set forth in this Agreement or beyond the funds available hereunder shall be recognized by or be binding on the Trust unless such work or services are first approved by the Trust. Any amendments to this Agreement to increase payments to the Foundation for services above the amounts specified in this Agreement or to change the Scope of Work specified herein shall also be subject to approval by the Trust. Amendments to this agreement which impact the scope of work must be approved by both parties prior to initiation of such work. See Section 23 regarding amendments to this agreement.

SECTION 9. DISCLOSURE.

To the extent permitted under Oklahoma law, the Trust shall assist the Foundation in protecting confidential, trade secret and copyrighted documents whether disclosed or not under the terms hereof, by notifying the Foundation of any such request and providing the Foundation the reasonable opportunity to file an appropriate action precluding the release of such documents by the Trust. Provided however, the Foundation shall intervene on its own behalf to establish all grounds for protecting its confidential, trade secret and copyrighted documents at any hearing to determine whether disclosure is required under the laws of Oklahoma.

SECTION 10. FOUNDATION IS INDEPENDENT CONTRACTOR.

The Foundation is acting as an independent contractor of the Trust and the employees, agents and consultants of the Foundation are not employees of the City or the Trust. The Foundation and its employees hereby agree to waive any possible claims to any welfare or retirement benefits or deferred compensation, or any other benefits, available to qualified employees of the City or the Trust.

SECTION 11. BEST EFFORTS.

The Foundation agrees to devote its best efforts and resources to the Trust's and City's interests and to endeavor in every way to successfully promote the City as a first class place to expand or grow a company and to perform all services reasonably requested or required in accordance with this Agreement.

SECTION 12. ASSIGNMENT.

The Foundation agrees not to assign or otherwise transfer this Agreement or the rights, duties, or obligations herein contained without prior written approval of the Trust.

SECTION 13. CERTIFICATE OF NONDISCRIMINATION.

In connection with the performance of work and services under this Agreement, the Foundation has executed a Certificate of Nondiscrimination which is attached hereto and made a part of this Agreement as if set forth in its entirety herein.

SECTION 14. NOTICES.

A. Notices to the Trust shall be in writing personally served, faxed, or sent by certified mail to:

> Craig Freeman, General Manager Oklahoma City Economic Development Trust 200 North Walker, 3rd Floor Oklahoma City, OK 73102,

or to such other official and/or address as the Trust may from time to time specify in writing.

B. Notices to the Foundation shall be in writing, personally served or sent by fax or certified mail to the following addresses:

> Roy H. Williams, President & CEO Oklahoma City Economic Development Foundation 123 Park Avenue Oklahoma City, OK 73102.

or to such other official addresses as the Foundation may from time to time specify in writing.

SECTION 15. PROHIBITION AGAINST CONTINGENT FEES.

The Foundation warrants that Foundation has not employed or retained any company or person, other than a bona fide employee working for the Foundation to solicit or secure this Agreement, and that Foundation has not paid or agreed to pay any person, company, corporation, individual, or firm other than a bona fide employee working for the Foundation any fee, commission, percentage, gift, or any other consideration, contingent upon or resulting from the award or making of this Agreement.

SECTION 16. CANCELLATION.

- A. The Trust may cancel this Agreement, or any portion of this Agreement, with or without cause, upon written notice to the Foundation. If cancellation is for cause, which shall include any impropriety, default, or breach of contract on the part of the Foundation, then the Trust shall provide 10 days written notice of cancellation. If the cancellation is without cause and is for the convenience of the Trust and not for any impropriety, default or breach of contract on the part of the Foundation, then the Trust shall provide 60 days written notice of cancellation. Such notice shall be deemed received by the Foundation when deposited in the United States certified mail, with proper address and sufficient postage thereon.
- B. The Foundation may cancel this Agreement, or any portion of this Agreement, with or without cause, upon written notice to the Trust. If cancellation is for cause, which shall include any impropriety, default, or breach of contract on the part of the Trust, then the Foundation shall provide 10 days written notice of cancellation. If the cancellation is without cause and is for the convenience of the Foundation and not for any impropriety, default or breach of contract on the part of the Trust, then the Foundation shall provide 60 days written notice of cancellation. Such notice shall be deemed received by the Trust when deposited in the United States certified mail, with proper address and sufficient postage thereon.

C. In the event of any cancellation, any work product under development (complete or incomplete) shall be returned to the Trust. In addition, any pro rata amount of funds due to the Foundation shall be paid to the Foundation by the Trust.

SECTION 17. COMPLIANCE WITH ORDINANCES, REGULATIONS, AND STATE LAW.

- A. The Foundation shall comply with all existing codes and ordinances of The City, the laws of the State of Oklahoma, and the laws of the United States of America relating or pertaining in any manner to this Agreement.
- B. The laws of the State of Oklahoma shall govern the validity of this Agreement, its interpretation and performance, and any other claims related to it. The parties agree that any action, at law or in equity, regarding or relating to this Agreement shall be in a court of appropriate jurisdiction in Oklahoma County.

SECTION 18. IMMIGRATION COMPLIANCE

The Foundation agrees to comply with all applicable provisions of the "Oklahoma Taxpayer and Citizen Protection Act of 2007," (Act) codified in part at 25 O.S. §§ 1312 and 1313.

SECTION 19. ACCEPTANCE OF KICKBACKS AND GRATUITIES PROHIBITED.

No officer, employee, contractor, or subcontractor of the Foundation shall accept any gratuity or kickback for the performance of work under this Agreement. The services of any officer, employee, contractor, or subcontractor of the Foundation who is found to have accepted any such gratuity or kickback shall be immediately terminated by the Foundation.

SECTION 20. DEFEND, INDEMNIFY AND SAVE HARMLESS.

To the fullest extent permitted by law, the Foundation agrees to release, defend, indemnify and save harmless the Trust and The City and its officers, agents and employees, from and against any and all loss of or damage to property, injuries to or death of any person or persons and/or all claims, damages, suits, costs, expenses, liability, actions or proceedings of any kind or nature whatsoever, including, without limitation, Worker's Compensation claims of or by anyone whomever, in any way resulting from or arising out of the Foundation's negligent acts, operations, errors and/or omissions under or in connection with this Agreement and the parties for whom either entity is legally responsible. The Foundation shall promptly advise the Trust in writing, of any action, administrative or legal proceeding or investigation as to which this

indemnification may apply, and the Foundation, at its expense, shall assume the defense of the City with counsel satisfactory to the Trust. This section shall survive the expiration of this Agreement. Provided, however, the Foundation need not release, defend, indemnify or save harmless the Trust or its officers, agents and employees, from damages or injuries resulting from the negligence of the Trust, its officers, agents or employees. It is understood that this indemnity and hold harmless provision is not limited by the insurance required under the provisions hereof.

SECTION 21. INSURANCE.

- A. Required insurance shall be carried and maintained throughout the term of this Agreement, and certificates of insurance shall contain a provision by the insurer(s) to the effect that the policy(s) may not be canceled, fail to be renewed, nor the limits decreased by endorsement without thirty (30) days prior written notice to the Trust and any participating public trust.
- B. During the term of this Agreement, the Foundation shall provide, pay for, and maintain with companies satisfactory to the Trust the types of insurance described herein. All insurance shall be from responsible insurance companies eligible to do business in the state of Oklahoma. All liability policies shall provide that the Trust and City are named as additional insured as to the operations of the Foundation under this Agreement and shall also provide the following Severability of Interest Provision:

With respect to claims involving any insured hereunder, except with respect to limits of insurance, each such interest shall be deemed separate from any and all other interest herein, and coverage shall apply as though each such interest was separately insured.

The insurance coverage and limits required under this Agreement must be evidenced by properly executed certificates of insurance on the forms furnished by the Trust. The certificate must be signed by the authorized representative of the insurance company(s) shown in the certificate with proof that he/she is an authorized representative thereof. In addition, certified, true and exact copies of all insurance policies required shall be provided to the Trust on a timely basis if requested by the Trust. The required policies of insurance shall be performable in Oklahoma City, Oklahoma, and shall be construed in accordance with the laws of Oklahoma.

No less than thirty days prior written notice by registered or certified mail shall be given to the Trust of any cancellation, intent not to renew, or reduction in the policies' coverage except in the application of the aggregate limits provisions. In the event of a reduction in any aggregate limit, the Foundation shall immediately notify the Trust and shall make reasonable efforts to have the full amount of the limits appearing on the certificate reinstated. If at any time the Trust requests a written statement from the insurance company(s) as to any impairments to the aggregate limit, the Foundation hereby agrees to promptly authorize and have delivered to the Trust such statement. The Foundation authorizes the Trust to confirm all information so furnished as to the Foundation's compliance with its insurance requirements with the Foundation's insurance agents, brokers, surety and insurance carriers. All insurance coverage of the Foundation shall be primary to any insurance or self-insurance program carried by the Trust.

- C. No work shall commence under this Agreement unless and until the required certificates of insurance are provided and in effect.
- D. The insurance coverage and limits required of the Foundation under this Agreement are designed to meet the minimum requirements of the Trust. Such coverage and limits are not designed as a recommended insurance program for the Foundation. The Foundation alone shall be responsible for the sufficiency of its own insurance program. Should the Foundation have any question concerning its exposures to loss under this Agreement or the possible insurance coverage needed therefore, the Foundation should seek professional assistance.
- E. The Foundation shall provide to the Trust the evidence of the following insurance as required herein:
 - Worker's Compensation. The Foundation shall maintain, during the term of this Agreement, worker's compensation insurance as prescribed by the laws of the state of Oklahoma.
 - 2. Commercial general liability insurance. The Foundation shall maintain during the term of this Agreement sufficient commercial general liability Insurance to protect the Foundation and any additional insured(s) from claims for bodily injury, including death, as well as from claims from property damages or loss, which may arise from activities, omissions and operations under this Agreement, whether such activities, omissions and operations be by the Foundation or by any subcontractor or by anyone directly or indirectly employed by or acting on behalf of or to the benefit of them. The amounts of such insurance shall be not less than the Trust's maximum liability under the

Governmental Tort Claims Act, 51 O.S. § 151 et seq., as amended from time to time and currently are:

- a. <u>Property damage liability</u> in an amount not less than Twenty-Five Thousand Dollars (\$25,000.00) per claimant for loss, damage to or destruction of property, including but not limited to consequential damages arising out of a single accident or occurrence.
- b. All other liability in an amount not less than One Hundred Seventy-Five Thousand Dollars (\$175,000.00) per claimant for claims including death, personal injury, and all other claims arising out of a single accident or occurrence.
- c. <u>Single occurrence or accident liability</u> in an amount not less than One Million Dollars (\$1,000,000.00) for any number of claims arising out of a single accident or occurrence.
- 3. <u>Automobile liability insurance</u> shall be maintained by the Foundation as to the ownership, maintenance, and use of all owned, non-owned, leased or hired vehicles, with limits of not less than:

Bodily injury	павшту	\$173,000.00 Limit each person
		\$1,000,000.00 Limit each accident
D . 1	41 4 141.	#25,000,00 T: : 1 :1 :1

Property damage liability \$25,000.00 Limit each accident

Bodily injury and

property damage liability \$1,000,000.00 Combined single limit

each accident

\$175,000,00 T :--: 4 --- 1- ------

Any lapse of insurance coverage is declared a breach of this Agreement. The Trust may, at its option, suspend this Agreement until there is full compliance with this Section 21 or may terminate this Agreement for nonperformance of the insurance requirements set forth in Section 21.

SECTION 22. WHOLE AGREEMENT.

The work and services to be provided by the Foundation are defined solely by this Agreement, and not by any other statements, documents, representations, contracts or agreements that may be associated with this Agreement or the negotiation or procurement hereof.

SECTION 23. AMENDMENT.

This Agreement supersedes all prior contracts and understandings and may only be modified by written amendment executed by the Foundation and the Trust.

SECTION 24. EFFECTIVE DATE, TERM, AND TIME.

- A. This Agreement shall become effective as of July 1, 2020, and shall supersede any prior agreements between the parties. The Foundation shall complete all work and services to be performed hereunder by June 30, 2021, except as otherwise specifically provided.
- B. It is provided that this Agreement may be subsequently renewed annually upon mutual agreement of the parties. The Foundation will submit the FY 2021-2022 Program Proposal, Performance Measures and Budget no later than March 31, 2021. The Foundation will also provide a list of its Board members. An oral presentation of the Program Proposal may be made to the Trust at a date and time established by the General Manager.

SECTION 25. CAPTIONS.

The captions provided herein, above each section, shall not in any way limit, restrict, affect, or define the meaning of the section.

(The remainder of this page intentionally left blank)

[Signature Page for Oklahoma City Economic Development Foundation]

OKLAHOMA CITY ECONOMIC DEVELOPMENT FOUNDATION

President

B , 1

Assistant Secretary

(The remainder of this page intentionally left blank)

Signature Page for Oklahoma City Economic Development Trust & City of Oklahoma City

IN WITNESS Economic Development				by the Oklahoma City , 2020.
				A CITY ECONOMIC ENT TRUST
ATTEST: Mayer Hoserary	Med OMORAL	SEAL OFICIAL SEAL	HAIRMAN	M'atre
CONCURREN	CE by the City Co	ouncil and SIG	NED by the	Mayor of The City of
Oklahoma City this7	th day of	July	, 2020).
		THE C	TY OF OKI	AHOMA CITY
ATTEST:	MANUAL THE	CIPIL.		
anen Kerre	ERK NAME OF THE PARTY OF THE PA	OF VICE	MAYOR	>
REVIEWED for form a	Villiams)	,		

\ci.oke\oke\FI-Admin\Econ Development Trust\Contracts for Services\Chamber\FY21\OKC_Economic Development Foundation Contract FY21 FINAL.doc

OKLAHOMA CITY ECONOMIC DEVELOPMENT TRUST CERTIFICATE OF NONDISCRIMINATION

In connection with the performance under the Contract, the Contractor agrees as follows:

- The Contractor agrees not to discriminate against any employee or applicant for A. employment because of race, creed, sex, sexual orientation, color, national origin, ancestry, age or disability, as defined by the Americans with Disabilities Act of 1990, Sec. 3(2). Contractor shall take affirmative action to ensure that employees are treated without regard to their race, creed, sex, color, national origin, ancestry, age or disability, as defined by the Americans with Disabilities Act of 1990, Sec. 3(2). Such actions shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruiting or recruitment, advertising, layoff or termination, rate of pay or other forms of compensation and selection for training, including apprenticeship. The Contractor and Subcontractors shall agree to post in a conspicuous place, available to employees and applicants for employment, notices to be provided by the City Clerk of The City of Oklahoma City setting forth the provisions of this Section.
- В. In the event of the Contractor's noncompliance with this Nondiscrimination Certificate, the Contract may be canceled, terminated or suspended by the Contracting Public Entity. The Contractor may be declared by the Contracting Public Entity ineligible for further contracts until satisfactory proof of intent to comply shall be made by the Contractor and/or Subcontractors.
- The Contractor agrees to include the requirements of this Nondiscrimination Certificate in C. any subcontracts connected with the performance of this Contract.

I have read the above clause and agree to abide by its requirements.

This form must be fully completed and signed by the Contractor or Contractor's Authorized Agent.

Oklahoma City Economic Development Foundation Name of Individual; Partnership, Limited Liability Company, or Corporation, herein called "Contractor"

Signature of Contractor or Contractor's Authorized Agent

Roy Williams President & CEO
Type or print name and title of person who signed above

This Certificate is required by the Trust in compliance with Oklahoma City Municipal Code, Chapter 25, Article III, Section 25-41.]

ATTACHMENT A

SCOPE OF WORK

BUDGET REQUEST OKLAHOMA CITY ECONOMIC DEVELOPMENT FOUNDATION FY 20/21 ECONOMIC DEVELOPMENT SERVICES AGREEMENT

The Greater Oklahoma City Chamber through the Oklahoma City Economic Development Foundation is pleased to provide the following contract for economic development services supported by the City of Oklahoma City for Fiscal Year 2020/2021.

This year's contract supports several programs of work within the larger Chamber/Foundation economic development framework including efforts to create recruit new primary business investment, supporting existing businesses with expansion and support opportunities, developing additional land inventory and growing the talent base in the region through alignment, recruitment and retention efforts. Other work in this program includes marketing, branding and research initiatives to increase Oklahoma City's profile and ability to respond to specific economic opportunities.

This year's contract also calls out efforts that focus on innovation and entrepreneurship to strengthen the texture and diversity of our market and creates an opportunity for additional specific initiatives to support businesses through the economic turmoil created by the 2020 COVID-19 pandemic as required. Many of these efforts are undertaken in partnership with the City of Oklahoma City and Alliance for Economic Development of Oklahoma City.

Initiatives in those areas complement a specific program of work to support retail activity in the City of Oklahoma City which not only increases local quality of life but also stabilizes and increases the local sales tax base.

All of the funding for these programs works in tandem with other dollars invested by the Oklahoma City area business community and other public partners to support economic development in the Greater Oklahoma City region. These two funding sources (public and private funding) work together to support broader economic development outcomes described at the end of this document.

Contract funds to support the City of Oklahoma City's portion of these initiatives for Fiscal Year 2020-2021 is capped at \$900,000

The efforts of both programs supported by City of Oklahoma City investment are described in additional detail below:

PROGRAM 1: CREATE ADDITIONAL LOCAL ECONOMIC OUTCOMES

The components of this year's partnership between the Chamber/Foundation and the City of Oklahoma City to increase economic development outcomes is organized with the following goals in mind:

- Increasing Oklahoma City's economic diversity
- Increasing income and wages across economic spectrums
- · Increasing investment in Oklahoma City and the local tax base
- · Increase the Oklahoma City's markets visibility and marketing presence

To accomplish this work, the Chamber/Foundation work is organized and measured in the following ways:

A. Diversify the local economic base

Objectives:

- Recruit new companies that add to the economic fabric and dexterity of the region
- Assist new companies and primary job industries start, grow, scale and remain in Oklahoma City
- Create additional land and building inventory in Oklahoma City that supports new business locations and business scaling
- Support the City of Oklahoma City/Alliance for Economic Development in the review and processing of applications for the Strategic Investment Program.

Specific to this year's contract, the Chamber/Foundation are employing efforts in the following areas:

Aerospace/Transportation Cluster: The Chamber deploys specific efforts to recruit additional assembly/manufacturing, software and research and development opportunities for the aerospace/transportation cluster locally. This strategy further diversifies this growing economic cluster and reinforces past investments made by regional public and private partners.

Class A & B Office Tenants: Identifying a specific niche within Oklahoma City to continue to upscale its positioning with higher-end back-office, shared services and cyber security/software/tech tenants, the Chamber has developed a specific recruitment strategy to attract businesses that would require Class A&B office space to Central Oklahoma from other markets. The Chamber is specifically highlighting industry strengths, currently available labor

and real estate ideal for these sectors as well as highlighting the quality-of-life investments Oklahoma City has made for many years that attracts long-term talent.

Innovation/Entrepreneurship Programming: The Greater Oklahoma City Chamber, along with its partners at the City of Oklahoma City and Alliance for Economic Development continues to seek best-practice providers of innovation and entrepreneurship programming to support the Oklahoma City metro. Specifically, the Chamber has identified core needs within the metro to support broader innovation/entrepreneurship growth to include:

- · Supporting corporate innovation at all levels
- Developing broader research and development capabilities and better working relationships between the Oklahoma City business community and existing research and education partners
- Having a broader and more robust early-state and growth stage company support system in Oklahoma City

To support these priorities, the Chamber will continue to conduct best practice engagements between Oklahoma City and key markets with best-in-class initiatives in the core competencies listed above, bring opportunities to the public sector to support additional growth in these areas and support connectivity and growth between existing innovation/entrepreneurship entities.

Performance Measure-Recruitment	FY 20/21 Target
Engage in efforts to maintain and grow the number of active prospects considering locations or expansions	Average number of recruitment or expansion projects in pipeline each month (goal of 45)
	Number of company prospect visits/virtual tours annually (goal of 15)
	Projects in pipeline that reached a stage of active negotiation (goal of 15 annually)
Conduct outreach to national site consultants and company decision makers	Contact 200 national site consultants and real estate executives annually
	Contact 75 corporations annually
Participate in target industry trade shows and	Participate in 4 target industry shows or

forums to market Oklahoma City (examples include aerospace shows, back-office/shared services, software/cyber/tech, bioscience)	forums annually
Active recruitment of aerospace/transportation and back-office, shared service, and other Class A&B office user projects	Implement specific marketing campaign in the following sectors: Aerospace/transportation industry companies & back-office/shared service center projects
Strategic Investment Program	Assist in the review of applicants to the SIP program and conduct economic modeling to determine incentive offerings

Performance Measure- Innovation/Entrepreneurship	FY 20/21 Target
Actively support Innovation District	Actively assist Innovation District board and staff launch and promote programming in the district
	Provide project management for recruitment/expansion projects that could locate in the Innovation District boundaries
Bioscience Sector	Participate in bioscience sector development efforts including any local participation in OKBio/BIO International
Community best practices	Host engagements/site visits with consultants providing "best-in-class" programming in core innovation competencies
	Conduct best practice outreach to other communities (goal of 2)
Support existing and new programs	Identify/support programming with the following emphasis areas:
	Corporate innovation R&D/business and technology partnerships

Early/growth-stage company growth

Performance Measure-Inventory	FY 20/21 Target
Assist the Alliance for Economic Development and the City of Oklahoma City identify and accelerate development of industrial land sites.	Identify and work on two (2) industrial land sites to engage with owners/representatives in a process of moving them forward for use.
Create meaningful relationships with brokers and developers to assist in the creation and marketing of primary job site locations	Actively market Oklahoma City primary job employment sites to outside developers (goal of 10 including development partners for Innovation District area as appropriate)
	Host at least one formal annual local broker engagement event
Assist Will Rogers Airport actively market Lariat Landing property for new investment	Actively partner with airport to market site to brokers, developers and tenants throughout year.

B. Increase income and wages across economic spectrums

Objectives:

 Create a framework for the identification of skills development in the local workforce to meet the current and future needs of in-demand occupations.

To accomplish this objective the Chamber/Foundation are leveraging City investment in the following ways:

Digital Talent: Forming an industry-owned talent consortium around the development of digital skills required for the 21st Century economy. This work includes the development of better methods to source, train, hire and retain this key skill-set for the Oklahoma City metro region. Digital skills include but are not limited to information technology, cyber security, software and automation.

Aerospace Talent: An additional key talent sector with specific labor demands in the Oklahoma City market is aerospace skillsets. Included in the aerospace talent demand profile are touch

labor, engineering talent, propulsion technology and technology skills including those digital skills described above. The Greater Oklahoma City Chamber has formed a specific, industry owned, consortium that works to source, recruit and retain this key talent for current and future Oklahoma City aerospace employers. This effort is part of a larger Chamber strategy to align, recruit and retain key talent in the Oklahoma City market on a macro-level scale.

Performance Measure	FY 20/21 Target	
Actively meet with existing Oklahoma City companies regarding current and future talent needs	Formal one-on-one surveys of 50 companies regarding talent development needs	
Talent consortium	Continue talent consortium work in the following areas:	
	Digital skills including IT/cyber/software and automation Aerospace sector skills	

C. Increase Local Investment in Oklahoma City and Increase the Tax Base

Objectives:

- Develop relationships with existing businesses to support their long-term growth
- Assist existing businesses with specific expansion opportunities
- Communicate the needs and challenges of existing businesses to the public sector

Performance Measure-Local Companies	FY 20/21 Target
Existing company engagement	Have one-on-one contact with 250 primary businesses in Oklahoma City supporting opportunities for growth, expansion and service provision (provide assist to 125-150 of these companies) Actively maintain at least 5 expansion projects as part of project pipeline
	Conduct, publish and report an annual existing business survey

D. Improve Oklahoma City's Reputation (Marketing and Research Support)

Objectives:

- Improve perceptions of Oklahoma City as a location for business investment
- Improve perceptions of individuals considering employment in Oklahoma City
- Generate leads from companies considering new locations
- Ensure that data and research capabilities are in place to support overall economic development programming and business growth.

Performance Measure-Marketing	FY 20-21 Target
Marketing: Increased unique visitors to greateroklahomacity.com and abetterlifeokc.com	Five percent gain year over year
Complete high-quality marketing materials	Completion (and use) of materials throughout the year
Media Relations: Number and quality of stories pitched/placed and assisted.	Up to 300 media stories nationally

Performance Measure-Research	FY 20-21 Target
Research tool capacities	Maintain a robust array of research tools capable of analyzing local, regional and national economic trends as well proving local data to support existing and new companies
Economic impact analysis	Maintain specific research tools to help the City and Alliance review and analyze request for Strategic Investment Program funding

PROGRAM 2: RETAIL RECRUITMENT AND DEVELOPMENT

The Greater Oklahoma City Chamber, through the Oklahoma City Economic Development Foundation is pleased to offer its plan for retail recruitment and development services for Fiscal Year 2020/2021. This program of work acts as a complimentary effort for the Chamber/Foundation's other economic development efforts to grow the local economy.

Efforts to increase retail development are organized in the following ways:

- · Improving Oklahoma City's brand recognition with key retailers and developers
- · Recruiting new destination retail within Oklahoma City city limits
- Assisting the City of Oklahoma City predict and increase local sales tax collections
- · Increasing the quality-of-life of local residents and supporting existing retailers

Objectives and associated metrics for this work are described in detail below:

A. Improve Oklahoma City's Brand Recognition with Retailers and Developers

Objectives:

- Improve Oklahoma City's overall brand recognition with and connections to key retailers and developers driving destination retail decisions
- Improve Oklahoma City's visibility through leadership in retail industry conversations

Performance Measure-Brand Recognition	FY 20/21 Target	
Participate in key retail industry shows and forums to highlight Oklahoma City retail offerings	Participate in at least 7 shows and forums annually	
Industry leadership	Maintain an active role in the leadership of ICSC and other industry events	
	Participate in speaking events and best practice forums to highlight Oklahoma City retail successes (goal of 2 annually)	
Maintain on-line and physical material that highlights Oklahoma City's strength and opportunities for new retail development	Maintain and market a retail focused website that highlights Oklahoma City retail strengths and opportunities	
	Support the creation of marketing/sales materials that highlight Oklahoma City's advantages and assets.	

B. Recruit New Destination Retail to Oklahoma City Objectives:

- Recruit new destination retail within the city limits of Oklahoma City
- Develop relationships with local property owners and brokers to facilitate retail development transactions

Performance Measure-Recruit Retail	FY 20/21 Target
Meet with target destination retailers and developers on on-going basis	Goal of 35 annually
Maintain an active pipeline of new destination retail projects	Maintain an average of 20 projects Coordinate and host a minimum of three (3) site visit or virtual site visits from new to market retailers and developers in Oklahoma City.
Lead Oklahoma City's retail recruitment efforts at ICSC ReCon Events	Lead Oklahoma City's effort to coordinate the meetings, logistics and booth responsibilities for ICSC ReCon as appropriate
Continue an active partnership with Oklahoma City, national and local brokers/developers to identify and recruit destination and high quality retail in targeted areas of the city.	Contact and track 100 individual brokers, retailers, or developers

C. Assist the City of Oklahoma City Predict and Increase Sales Tax Collections

Objectives:

- Provide timely and meaningful information to the City and Alliance to assist in the prediction of retail trends that can impact sales tax revenue collections
- Assist the City in reviewing and analyzing specific, qualifying retail projects seeking public incentives

Performance Measure-Brand Recognition	FY 20/21 Target
Provide data and reports to the City regarding retail trends to support public policy	Present an annual retail industry report for the City of Oklahoma City
Assist the City of Oklahoma City and other partners determine the viability and need for retail project incentives	Support retail development incentive discussions as appropriate

D. Increase Oklahoma City Resident's Quality-Of-Life/Support Existing Retailers

Objectives:

- Recruit new quality retail tenants to underserved markets in key geographies throughout Oklahoma City
- To assist Oklahoma City neighborhoods and districts retain and recruit retail and restaurants that add to the fabric and quality-of-life of Oklahoma City residents
- Support existing Oklahoma City retailers by connecting them to resources and relationships that enable their success in the Oklahoma City retail market

Performance Measure- Quality-of-Life	FY 20/21 Target
Recruit destination retailers and developers to economically challenged regions	Actively support retail development in NE OKC, Innovation District and South/Southeast OKC
Support existing retail districts and neighborhoods	Goal of engagement with 5 OKC retail or neighborhood districts annually

Support and assist existing	Assist 36 local retailers.
retailers	

PROGRAM 3 (AS NEEDED): ECONOMIC RECOVERY AND REVITALIZATION:

Knowing Central Oklahoma faces unprecedented economic uncertainty in 2020/2021 created by multiple economic factors, the Greater Oklahoma City Chamber is recognizing these circumstances by creating mechanisms for additional partnerships around the rebuilding/recovery work caused by COVID-19 and other related economic uncertainty. Like other local efforts, the Chamber will work beside the City of Oklahoma City and the Alliance for Economic Development of Oklahoma City to provide leadership not only for programming and investments tied to economic recovery but economic revitalization as needed. Additional discussions regarding expansion of services to support these initiatives are welcome. A potential program of work could include:

A. Support the City of Oklahoma City/Alliance for Economic Development with economic recovery programming related to COVID-19 and other related economic insecurity

Objectives:

- Support the creation of new programming to support business sectors directly impacted by the COVID-19 health pandemic and related economic upheaval
- Support the disbursement of Federal, State and local funds to assist with economic recovery
- Other programming and economic recovery measurements as required

Performance Measure- Economic Recovery	FY 20/21 Target
Assist the City of Oklahoma City with programming to support business sectors impacted by the COVID-19 health crisis and related economic instability	Actively support the creation, formatting and implementation of programming in partnership with the City of OKC and Alliance for Economic Development
Partner with the City, Alliance and other partners with the disbursement of local, State and Federal funds designed to aid	Assist the City/Alliance, others with disbursement funding as appropriate.

economic recovery	
Other efforts as required to aid in economic recovery/revitalization	_

OVERALL OUTCOMES SUMMARY

The combined efforts of the City of Oklahoma City, other public sector investments, and private sector business funding continue to create meaningful economic outputs for the Greater Oklahoma City region. In total, through public and private investment, the Greater Oklahoma City Chamber and its programs deployment over \$3 million in programming and staff time to provide economic development services to the Greater Oklahoma City region.

The following table represents the desirable top-line economic development outcomes being monitored across Chamber programs and includes 2019 actuals as well as tracks the cumulative totals of the current five year program period (includes first four years, 2016, 2017, 2018 and 2019).

Selected Topline Performance Outcomes (one and five year figures) 2016-2020

	Five Year Targets	Five Year Actuals To Date (End of Year 4 of 5 year plan)	Annual Targets	2019 Actuals
New jobs resulting from Chamber assisted projects (Existing Business Support + Recruitment)	20,000	20,048	4,000	4.658
Average salary of new jobs	15% above MSA avg. of \$47,059 (2015)	\$51,153	15% above MSA avg. of \$47,059	\$69,561
Capital investment from projects	\$2 billion	\$1.9 billion	\$400 million	\$963.9 million
Increase in taxes from Chamber-assisted companies and efforts	\$110 million	\$110.2 million	\$22 million	\$31.6 million

NOTE: Targets and Actuals are provided on a calendar year to coincide with Forward Oklahoma City V reporting. For jobs outcome measure, the overall target is an annual average of 4,000. That likely would be split between existing employer growth (est. 2,500) and new employer locations (est. 1,500). Target wages for existing employment growth is 10% above metro average and for new locations it is 15-20% above metro average (overall target wage for new jobs is 15% above average wage).

BACKGROUND ON CHAMBER-CITY PARTNERSHIP

Since 1889, the Greater Oklahoma City Chamber has played a lead role in economic development in the Greater Oklahoma City region. With both public and private sector partnerships that are envied throughout the country, the Chamber's model to both attract and grow significant economic engines, particularly aerospace, biosciences, energy and professional service operations has stood the test of time.

For more than 20 years, the City of Oklahoma City has been a vital financial partner in these efforts, taking full advantage of the synergy that exists when the public and private sectors work together for business development. This leverage of our resources, both financial and staff, creates the highest possible value for our citizens and companies.

With the City increasing their investment in economic development in 1993, the private sector followed suit in 1996 with an initiative that is a part of the Oklahoma City Economic Development Foundation and the Greater Oklahoma City Chamber called Forward Oklahoma City. Founded through four campaigns (a \$9.2 million program in 1996; a \$10.2 million program in 2001; a \$15.2 million program in 2006; and a \$16.9 million program in 2011-2015), these efforts have exponentially increased the level and quality of the business development program. The Chamber/Foundation is currently in the fifth iteration of the Forward Oklahoma City program.

Other partnerships that leverage regional resources include contracted services with Oklahoma County to protect and grow Tinker Air Force Base and the Federal Aviation Administration's presence in Oklahoma City. The Chamber also organized and manages a 10 county Greater Oklahoma City Regional Partnership that further leverage assets and regional branding throughout Central Oklahoma.

All of these efforts combined, including the significant investment by the City of Oklahoma City on an ongoing basis, support this coordinated approach to create, retain and grow jobs, investment and industries within the Greater Oklahoma City region.

GREAOKL02C

BDOBBS



CERTIFICATE OF LIABILITY INSURANCE

DATE (MIN/DD/YYYY) 12/9/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT Debbie Johns, CIC, CRM, CISR						
INSURICA - Oklahoma City 5100 N. Classen Blvd, #300	PHONE (A/C, No, Ext): (405) 556-2238	FAX (A/C, No): (405) 5	556-2332				
Oklahoma City, OK 73118	EMARESS: Debbie.Johns@INSURICA.com						
	INSURER(S) AFFORDING COVERAGE	NAIC#					
	INSURER A: Philadelphia Indemnity Insurance	18058					
INSURED	INSURER B: Security National Insurance Cor	19879					
The Oklahoma City Economic Development Foundation, Inc.	INSURER C:						
123 Park Avenue	INSURER D:						
Oklahoma City, OK 73102	INSURER E:						
	INSURER F:						
	BE1881811111						

C	COVERAGE	S			CER	(IFIC	ATE N	JMBE	R:							REVISIO	N NUN	IBER:			
	THIS IS TO	CERTIFY	THAT :	THE F	POLICIE	S OF	INSUR	ANCE	LISTE	BELOV	N HAVE	E BEEN	ISSUED	то тн	E INSUF	RED NAME	D ABOV	/E FOR	THE	POLICY	Y PE
	INDICATED.	NOTWIT	HSTAND	DING	ANY RE	EQUIR	EMENT	. TERI	M OR	CONDITI	ON O	F ANY	CONTRA	CT OR	OTHER	DOCUME	INT WIT	H RES	PECT:	TO WH	HOH

ERIOD CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS,

E)	EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.									
INSR LTR	TYPE OF INSURANCE	ADDL IN8D	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DDYYYYY)	LIMITS			
Α	X COMMERCIAL GENERAL LIABILITY				,		EACH OCCURRENCE \$ 1,000,			
	CLAIMS-MADE X OCCUR	Х		PHPK2043408	9/30/2019	9/30/2020	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,			
							MED EXP (Ally tille person) 3	000		
							PERSONAL & ADV INJURY \$ 1,000,0			
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,			
	X POLICY PRO- JECT LOC						PRODUCTS - COMP/OP AGG \$ 2,000,0	000		
	OTHER:						\$			
Α	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT \$ 1,000,0	000		
	ANY AUTO	Х		PHPK2043408	9/30/2019	9/30/2020	BODILY INJURY (Per person) \$			
	OWNED SCHEDULED AUTOS ONLY						BODILY INJURY (Per accident) \$			
	X HIRES ONLY X NONSOWNER						PROPERTY DAMAGE (Per accident) \$			
							\$			
Α	X UMBRELLA LIAB X OCCUR				9/30/2019	9/30/2020	EACH OCCURRENCE \$ 7,000,0	_		
	EXCESS LIAB CLAIMS-MADE			PHUB695417			AGGREGATE \$ 7,000,0	000		
	DED RETENTION \$						\$			
В	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						X PER OTH- STATUTE ER			
	ANY PROPRIETOR/PARTNER/EXECUTIVE	Y/N SWC1267591	1/1/2020	1/1/2021	E.L. EACH ACCIDENT \$ 500,0	_				
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE \$ 500,0			
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT \$ 500,	000		

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
The City of Oklahoma City and the Oklahoma City Economic Development Trust are listed as Additional Insured with respect to General Liability and Auto Liability if required or agreed to in a written contract subject to all provisions and limitations of the policy.

CERTIFICATE HOLDER	CANCELLATION					
City of Oklahoma City Office of the City Manager 200 N. Walker - 3rd Floor	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.					
Oklahoma City, OK 73102	AUTHORIZED REPRESENTATIVE					
	Boloff					

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD

Appendix O: Other Municipal- Based Potential and Specific Tools

The following tools should be explored for those municipalities who levy these fees and taxes. Although not as commonplace as other municipal funding options, they are noted as to provide additional guidance. In addition to those listed, a 2013 report from the International Economic Development Council (IEDC), EDO's listed a number of other methods by which they receive local funding for economic development. These include local community redevelopment agency funds, car rental taxes, specialty license plates, waste management services, foreign trade zones, video poker revenues, self-generated revenues, such as event sponsorships, membership dues, fees for services, and gambling revenues.

EXAMPLES:

- Utility Fees Municipalities that own or license utilities could explore adding fees and surcharges for economic development purposes. Again, these should be specific in nature.
 One such strategy may be to fund expediting utility infrastructure improvements (beyond those programmed by said utility companies over a period of time). Advancing high-speed connectivity and redundancies within municipalities, especially in underserved or important economic development areas can be very effective.
- o Impact Fees These fees are typically used to "offset" infrastructure costs that usually coincide with economic development efforts. In this context however, reallocating impact fees that focus on strategic economic development corridors could speed the time to market of sites and bring projects to fruition in an expedited fashion. These fees can be scalable for an individual property to large master planned community.
- O Bed / Hotel-Motel Tax Although these taxes are all typically allocated to (and perhaps by statute) municipal or regional convention and visitors bureau efforts, exploring collaborative approaches to widen the marketing reach and prospecting should be explored. Integrating the activities of the CVB and economic development department have yielded success in many municipalities and regions. Some examples include specific business promotion, business events and outreach, as well as special programming. If legislatively permissible financial reallocation should also be evaluated.

Appendix P: Targeted State Funding

Economic development funding at the state level occurs through a mixture of strategies and is unique to each state. The two most popular ways to fund economic development at this level is through taxation and federal grants available to states. Knowing what is available to you, as a municipality, through your state will positively impact your operations. If changes at this level are needed know that dedicating time towards policy changes at the State level is a long-term game.

Some states will offer incentives **directly to businesses** as an attraction or expansion strategy. And while this may not fund your direct operations, it is a tool in your belt.

<u>Example:</u> The Texas Enterprise Fund (TEF) is the largest "deal-closing" fund of its kind in the nation. The fund, supplied by taxpayer money, is a cash grant used as a financial incentive tool for projects that offer significant projected job creation and capital investment where a single Texas site is competing with another viable out-of-state option.

In terms of **municipality funding** states can administer federal grants (like the State CDBG), offer loans, and can set up legislation to allow you to leverage your local tax dollars.

Loans: some municipalities accept loans and issue bonds to leverage revenues from future tax receipts for current projects.

<u>Example:</u> The Texas Leverage Fund (TLF) is a loan program providing financing for qualified projects in Texas municipalities. The program allows communities to leverage future sales tax revenues to support economic development projects that promote business expansion, recruitment, and exporting. The program is geared toward small, rural communities which may be unable to access traditional sources of infrastructure financing like municipal bonds.