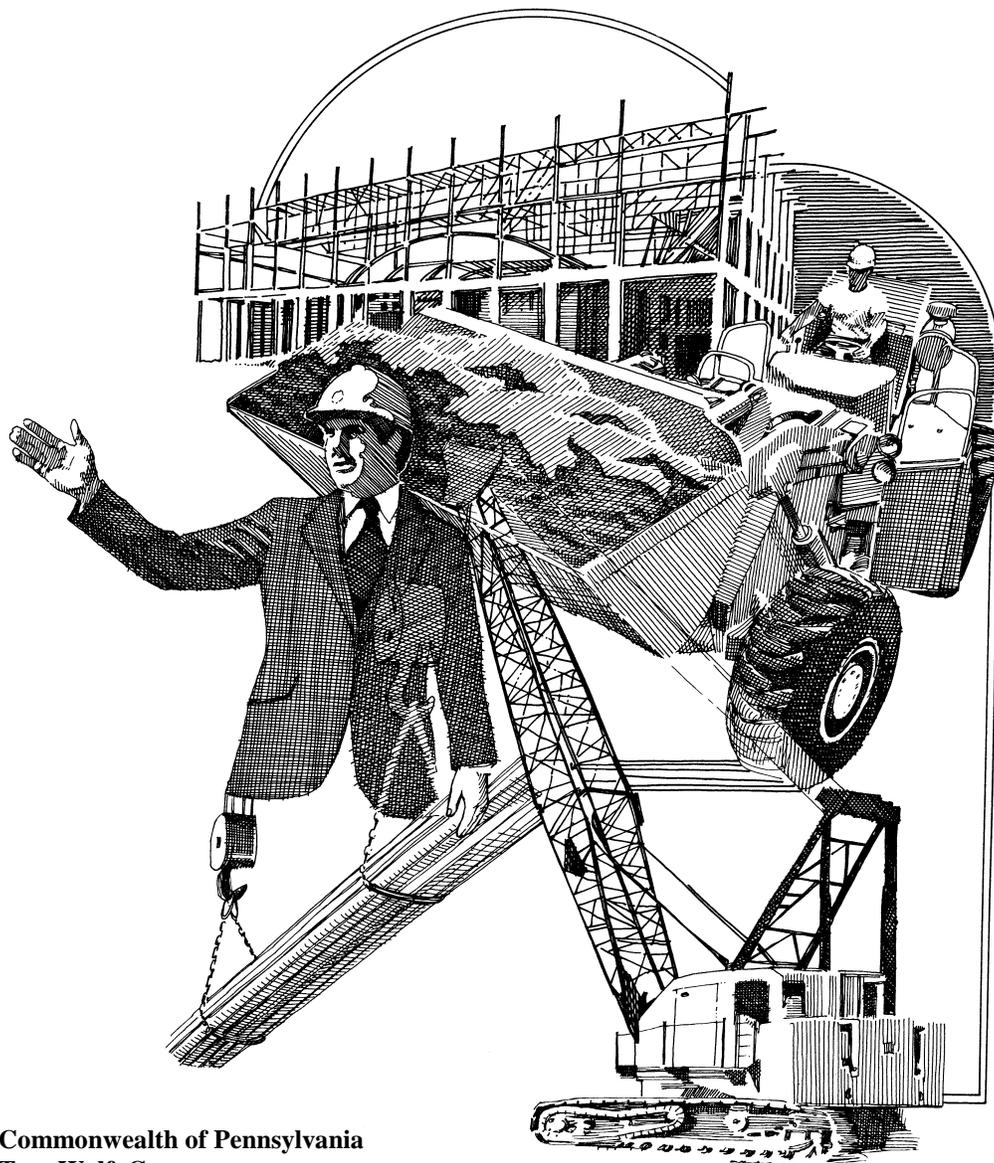


REDEVELOPMENT ASSISTANCE CAPITAL PROGRAM

BUSINESS PLAN HANDBOOK

Instructions for Completion of a Business Plan for
A Redevelopment Assistance Capital Grant



Commonwealth of Pennsylvania
Tom Wolf, Governor

Revision August 2016



BUSINESS PLAN FORMAT & STANDARD BUSINESS PLAN FORMS

INSTRUCTIONS FOR COMPLETION

All tabs of this Business Plan, applicable or not, must be addressed. Any tab that is found to be incomplete or any supporting documentation provided that is found to be outdated may result in a score of zero (0) for that tab. Any tabs that are believed to be not applicable must be justified as such.

Be advised that any information included in the submission of a Business Plan and any attachments to the Business Plan may be subject to the Right-to-Know Law in Pennsylvania.

The Business Plan should be ordered and indexed as shown below. Use standard forms if provided.

Note, a [template for a Business Plan](#) is provided in Word format on the RACP website. Its use is optional.

Tab 1.	Project Eligibility Requirements & Housing Statement
Tab 2.	Project Description
Tab 3.	Economic Impact
Tab 4.	Community Impact
Tab 5.	Strategic Clusters for Development
Tab 6.	Organizational, Management & Strategic Business Plan
Tab 7.	Statement of Compliance
Tab 8.	Project Schedule
Tab 9.	Projected Cash Flow Schedule
Tab 10.	RDA-300 Form (Sources of Funds)
Tab 11.	RDA-301 Form (Uses of Funds), Site Control, & Identification and Qualification of Project Cost Estimator
Tab 12.	Business Plan Scoring Summary
Appendices	Other information submitted by the Candidate can be placed at the end of the Tabs to which they relate, or if no correlation, an appendices section after Tab 12

A BUSINESS PLAN CHECKLIST is made available at the end of this Handbook. It is to be used as a final check to make sure your Business Plan submittal will be complete. This is for the candidate's use only and should not be submitted as part of the Business Plan.

REMINDER: New requirement to provide a statement identifying the preparer of the project's cost estimate

Act 77 of 2013 amended the Capital Facilities Debt Act (Act 1 of 1999) to require that a Business Plan submitter identify who produced the cost estimates for its project. The act further requires that such project cost estimate must be prepared by a qualified professional. You must provide a statement sheet after your RDA-301 Form(s) under this Tab 11 herein identifying who prepared the project's cost estimate, and give their title or professional qualification.

WHAT to submit:

Your Business Plan submission should consist of the following:

- One (1) hardcopy of the entire Business Plan. This must include all items for all Tabs, including a printed version of your completed Tab 12 (Excel file). Hardcopies of any addendums should also be provided. Many candidates prefer to submit their Business Plans in a 3-ring notebook/binder, with physical tabs separating and identifying the various Tabs of the Business Plan. If there is a voluminous addendum, it is permissible to submit the addendum only in electronic form while making reference to the electronic version in your hardcopy.
- Two (2) compact discs or two (2) USB flash drives, each containing:
 - An electronic Adobe PDF version of the entire Business Plan as a single file. Original source documents (for example, Microsoft Word, Excel, and/or Project files) must be converted to Adobe PDF files and made part of a single PDF file (please convert these directly to PDF documents from the software they were produced in, *as opposed to printing them out and then scanning them into PDFs*). This must include all items for all Tabs and any addendums to the Business Plan.
 - Adobe Acrobat Bookmarks (an electronic table of contents) should be utilized in the PDF file of the submitted Business Plan – “Bookmarks” should be used for each Tab of the Business Plan and for any addendums, either after a particular Tab (in this case create a Bookmark subset [nest] to the associated Tab Bookmark), or at the end of the entire Business Plan. Bookmark titles for Tabs should include the word “Tab”, the Tab number, a period, and the title for the tab. For example, *Tab 1. Project Eligibility Requirements*.

Any addendum should also have an appropriate Bookmark title that easily identifies their content.
 - The file name of the PDF version of the Business Plan (BP) should be constructed as follows: “BP - (name of project as stated in Tabs 6 & 12) - (County of project site) - (the funding round submitted for).” An example of the preceding would be:
“BP - Blue Moon Business Park - Allegheny - 2016-1.”
 - If your PDF contains *any* scanned documents, when your PDF file is completed you should then perform a TEXT RECOGNITION (an Adobe Acrobat Tool) *on the entire document*, then resave.

- An electronic Excel version of the Tab 12:
 - The latest Tab 12 Excel version provided by the Office of Budget (as found on their website) must be used. Copied (cut and pasted into another Excel document) or amended versions of this file cannot be used!
 - The file name of the Excel version of Tab 12 should be constructed as follows: “Tab 12 - (name of project as stated in Tab 2) - (County of project site) - (the funding round submitted for).” An example of the preceding would be:
“Tab 12 - Blue Moon Business Park - Allegheny - 2016-1.”

WHEN to submit:

All versions of your Business Plan should be submitted by the close of the Office of Budget’s business day (5:00 PM) on the funding round’s submission deadline date as stated on the RACP website under the “Funding Round Schedules” link. A “postmark” of no later than the submission deadline date will suffice if mailed (or sent via Federal Express, etc.) to the Office of Budget.

WHERE to submit:

All items of your Business Plan should be submitted in a single package to the following address:

C/O Business Plan
Redevelopment Assistance Capital Program
Office of the Budget
333 Market Street, 18th Floor
Harrisburg, PA 17101-2210

TAB 1. PROJECT ELIGIBILITY REQUIREMENTS & HOUSING STATEMENT

Itemization Requirements:

All grants awarded through the Redevelopment Assistance Capital Program (RACP) MUST be for projects included in one (1) or more of the Capital Budget Project Itemization Acts passed by the General Assembly and signed into law by the Governor. Only itemizations/projects from these Acts that have remaining “Project Allocation” amounts and that have not been statutorily “sunset,” as per Act 77 of 2013 are eligible. Potential projects are typically added to Capital Budget Project Itemization Bills by members of the House of Representatives, Senate and Administration.

The Candidate should use the [Project Authorizations section on the RACP Website](#) located at www.racp.pa.gov to 1) identify the appropriate Act(s) for which the project has been itemized and 2) verify that sufficient funding remains from said itemization. Provide the authorization information in the table below.

Item No. from Excel File	County	Municipality	Act No. & Authorization (Effective) Date*	Act Description	Act Amount	Available Amount	Requested Amount
Totals if using multiple itemizations⇒							

*Note: No project expense paid prior to the project’s itemization’s Capital Budget Act’s effective date is usable as a reimbursable and/or match item for the RACP project (excluding land match). Also, only itemizations with remaining, unused approved amounts that are from Capital Budget Acts are available for funding.

Project Cost/Match Requirement:

A RACP project must have a total cost of at least \$1,000,000 of which at least 50% must be match (non-state) participation.

Construction Status:

Business Plans should be submitted for projects that have a construction start date within one (1) year of the business plan date. As there will be semi-annual funding rounds, projects that are set to start beyond that period will be rejected at the first level review. Therefore, it is advised to

wait until the construction start date is closest to or within one (1) year of the next funding round to submit a Business Plan.

Completed projects are not eligible for RACP funding. If your project has been completed and where applicable, an occupancy permit has been issued, the project is NOT eligible to submit a business plan.

Also indicate whether or not a Project Labor Agreement (PLA) will be utilized for the construction related jobs.

Other Ineligible Projects:

Projects that are generally funded through other state programs are not eligible for Redevelopment Assistance Capital Funds. Examples of those funding sources and projects are as follows:

Projects Funded by PENNDOT: Highways, Vehicular Bridges, Tunnels
Projects Funded by PENNVEST: Drinking Water, Wastewater, Storm Water or Waste Disposal Facilities

Exceptions to the above: “Storm water, water or sewer infrastructure, or tunnels, bridges or roads when associated with a project that is part of an economic development project” are allowed. As an example, RACP funding could be utilized to prepare and install water and sewer lines within an industrial/business park development. However, costs associated with repairs or replacement of existing public or private water or sewer systems are not eligible expenditure of RACP funds.

Housing Units that do not support and generate economic activity and are not part of a community revitalization plan (both in accordance with RACP program requirements) are not fundable. Since Act 82 of 2010, a total of \$50 million of special RACP housing allowance has been approved and depleted to date. If housing is involved in the project and the housing units do not support and generate economic activity and are not part of a community revitalization plan, the candidate must determine how to fund housing costs relative to the project prior to completing a Business Plan.

If a Redevelopment Assistance Capital Project does include and require improvements to housing, tunnels, bridges or roads, and/or drinking water/wastewater/storm water systems, these improvements must not be the primary focus of the project.

Projects located in a City Revitalization and Improvement Zone (CRIZ), and eligible for CRIZ benefits are ineligible for RACP funding.

Housing Statement:

If your RACP scope includes housing, you must include a statement sheet in Tab 1 identifying such. At the top of this statement, please identify the project’s name, its county, and the BP Round for which it is being submitted (e.g., BP Round 2015/1). The statement must also indicate whether your project is 1) using available “special housing allocation,” or 2) requesting that your project be eligible due to it (a) supporting and generating of economic activity, (b) being part of a community revitalization plan, and (c) being in accordance with

RACP program requirements. If situation 2) above, please provide detailed information to verify/explain your claims including a copy of the associated community revitalization plan.

If housing funding is requested as in 2) above, please note that the RACP project scope shall include both housing and non-housing RACP eligible components.

If your RACP scope does NOT include a housing component, submit a statement sheet with the wording "This RACP project does not contain a housing component."

TAB 2. PROJECT DESCRIPTION

INSTRUCTIONS FOR COMPLETION

The Candidate should provide, in as much detail as possible, a project description narrative. Please limit the project description to two (2) pages.

Provide the following detailed information *for the project site*:

Project Name (should be a maximum of 50 characters, including spaces; do not use “The” to start the project name, or “Project” to end the project name) (will become the official name of the project if selected for a grant award and OB does not modify):

Address:

Municipality (this is the lowest-level local government entity where the project is physically located):

County:

State Representative

Name

Address

District #

State Senator

Name

Address

District #

Specific Project Description (see example descriptions below):

Format: Supply two (2) separate sections of the project description; the first entitled “Overall,” which will contain the overall project, and the second entitled “Proposed RACP Scope,” which will be limited to the proposed RACP portion of the project. If there are different Overall and Proposed RACP scope project descriptions, start the Proposed RACP Scope section with the wording: “The proposed RACP scope will be limited to the...<<insert appropriate information>>...of the Overall project description. If there is no difference between the Overall and RACP Scope portions, still list both sections, supplying the following wording in the Proposed RACP scope section: “The Proposed RACP Scope is the same as the Overall project description.”

Example 1

The XXX Project is a restructuring of the assembly, fabrication, paint, materials, and facility operations. All operations will be housed in Building X, located in the East Campus of the complex. The Project will address flexibility and productivity improvements in addition to eliminating redundant processes by streamlining the operations. Total construction costs for XXX Project are approximately \$30,021,500.

The major components of the XXX Project include the facility design and building construction of the East Campus. The facility design process includes the following items:

1. *The land development permitting process to ensure all regulatory issues are addressed with the XXX Township and all applicable outside agencies. The civil engineering design process includes the land development process. This process will include permitting, regulatory screenings, field survey and base plan preparation, sketch plan, wetlands delineation, infiltration testing and then the final land development plan. The final land development plan will include a demolition plan, a site layout plan that will include a utility plan, storm water management, environmental impact study, a lighting plan, a Township regulatory review and permitting.*
2. *The design of the three (3) primary additions to Building X- the north, east, and south addition designs. Each addition will include the architectural, mechanical, structural, and electrical design components. The design of the additions is being completed in three phases – phase 1 for the north addition, phase 2 for the east addition, and finally phases 3 for the south addition.*
3. *The construction portion of the work includes multiple items, including but not limited to selective demolition to allow for improvements to the storm water system and internal roadways, renovation of Bldg. X for use as a centralized waste storage area, construction of each phase of the building – north, east, and south; and finally, the completion of all internal roadways, parking lots, and ancillary items to finalize the construction.*

The following milestones outline the planned implementation at XXX:

- *Expansion permitting submitted (Feb 2012)*
- *Building expansion complete (June 2013)*
- *Assembly and Fabrication improvements complete (May 2013)*
- *West campus closed (Oct 2013)*

Example 2

Located adjacent to the Exit X interchange and U.S. Route X in XXX Township is the site of the XXX Business Park, an expansive, 235-acre site, situated proximate to the existing distribution warehouses for both XXX and XXXX. Also adjacent to the project site will be the construction of a new \$95 million intermodal freight facility by XXX. This intermodal facility, situated conterminously on the western edge of the business park, is part of XXX's \$2.5 billion multi-state XXX initiative that will establish a high-speed intermodal freight route between the Gulf of Mexico and northeast ports. This facility will have the capacity to handle more than 85,000 containers and trailers annually, employing hundreds of local workers. The adjacency of the XXX intermodal facility enhances the value and marketability of the XXX Business Park and will serve as a catalyst to its development.

Located between U.S. XX and the XXX railroad, the XXX Business Park will feature approximately 2 million square feet of industrial distribution/warehouse space and up to 300,000 square feet of light industrial, retail, and office space. The construction of an internal roadway system will serve to facilitate smooth ingress to and egress from the Business Park. Easy access to Interstate XX and Route XX will allow for efficient distribution activities for both national and local consumers and end users. The completed site will add to the two existing distribution centers. With a mixture of industrial and commercial facilities, XXX Business Park will offer the capacity for sustainable businesses and future economic growth in XX Township and XX County, building upon and boosting the existing manufacturing and distribution industry already established within the region.

The project scope consists of construction costs of \$12 million for the approximately 2 million square feet of industrial space for warehouse/distribution, and up to 300,000 square feet of light industrial, retail, and office space, including an additional \$1 million construction costs for the internal road system and other infrastructure improvements on the 235 acre industrial site.

TAB 3. ECONOMIC IMPACT

INSTRUCTIONS FOR COMPLETION

The Candidate should use the table provided to illustrate the economic impact of the project described in Tab 2. If the RACP project is set apart from an overall project, the overall project's impact may be used only if Tab 10. RDA 300 and Tab 11. RDA 301 budget numbers are provided for the overall project as well as a separate set of RDAs covering the narrower RACP scope.

It is highly recommended that, in lieu of completing the Tab 3 table in this handbook, the Candidate completes the Tab 3 data section found as the 2nd tab/worksheet in the [Tab 12 Excel file](#). Besides being an electronic version that can be easily completed, it also self-populates the Tab 12 Excel form with the entries that come from the Tab 3 schedule.

For items A through E, provide both a narrative and supporting documentation addressing how estimated jobs and wages are determined. Documentation may include, but not be limited to, industry comparisons, historical trends, business operations, payrolls, etc. If you are using IMPLAN, or similar projection software, the full report and analysis should be included with your submission. A score of zero may result if no narrative or supporting documentation is provided.

For item F, a link to the U.S. Census Bureau is provided. Locate your county's per capita income and input that number.

For item G, provide both a narrative and supporting documentation addressing how estimated tax generation is determined. Documentation may include, but not be limited to, industry comparisons, historical trends, business operations, payrolls, tax records, etc. A score of zero may result if no narrative or supporting documentation is provided.

Candidate must document original tax base before project, if applicable. Types of taxes that incorporate this original base may include, but not be limited to, payroll, business, sales, corporate, use, or utility taxes. Documentation should also support the resulting tax change after the project showing all detailed supporting calculations by tax at the state level.

		Estimated within 1-year after project completion
A.	NEW Jobs:	
1.	NEW permanent direct jobs from positions being created, or vacant ones being filled.	
a.	Full-time jobs	
b.	Part-time jobs - For scoring purposes, 2.5 part-time jobs are considered a Full Time Equivalent (FTE). OB will calculate FTEs.	
2.	NEW permanent direct jobs TRANSFERRED TO PA FROM OUT OF STATE. "NEW" for this entry's purpose <u>only</u> includes existing, filled positions that will be transferred into PA from out of state.	
a.	Full-time jobs	
b.	Part-time jobs - For scoring purposes, 2.5 part-time jobs are considered an FTE. OB will calculate FTEs.	
B.	RETAINED permanent direct (non-construction) jobs. "RETAINED" for this purpose includes existing jobs, currently located elsewhere in PA or existing jobs retained at a current employment site that will be lost without the progression of this project.	
1.	Full-time jobs	
2.	Part-time jobs - For scoring purposes, 2.5 part-time jobs are considered an FTE. OB will calculate FTEs.	
C.	Number of permanent INDIRECT jobs created by support/supplier industries and secondary industries attracted by the project. Must supply multiplier basis used by the project.	
D.	Number of non-permanent direct (CONSTRUCTION) jobs created by the project.	
E.	Median annual wage for NEW permanent direct full-time jobs.	
F.	Provide the per capita income for the project's county per the U. S. Census Bureau at the following link: http://quickfacts.census.gov/qfd/states/42000.html	
G.	Total state tax generation (payroll, sales, corporate, etc.).	Prior to project

I certify that the representations made in the above schedule and corresponding attachments and supplementary information are to the best of my knowledge complete and accurate.

Signature

Title

Date

TAB 4. COMMUNITY IMPACT

INSTRUCTIONS FOR COMPLETION

The Candidate should provide a detailed but brief narrative on the community impact of the project for all applicable areas below and supply both the source of data and any applicable supporting documentation.

- A. The project will involve remediation of a currently designated blighted and/or Brownfield site, and/or reclamation of land. Projects merely situated on *formerly remediated or reclaimed sites* do not qualify for this sub-category. Provide copy of designation certificate from an applicable state or municipal agency, or other additional information and documents, to verify qualification for this sub-category.
- B. The project is increasing the economic health of the county. If any of the following apply, provide narrative and designation certificate from an applicable state agency.

- 1. Does the county have unemployment higher than state average?

As per the current PA Department of Labor & Industry's website page entitled: [Labor Force, Employment and Unemployment for Pennsylvania in \[latest available Month & Year\]](#).

Several data items are available on this web page. The "Labor Force Table" and the "Labor Force Area Distribution Table" are the items you will be using. Make sure these 2 tables are expanded. If they are not, click on the plus sign "+" to the far right of the table's heading (if they're already expanded a minus sign "-" will show immediately to the left of the table's heading).

The "Labor Force Table" shows the most current unemployment rate for the overall state. Click on the "Export" icon/link within this table. A box will open containing options, with one of the options being "PDF."

Click on "PDF," and a PDF document of this table will be produced.

Next you need a document of the "Labor Force Area Distribution Table." This shows the unemployment rates of individual counties in PA. You do not have to have your county showing in this table as the PDF creation shows all PA counties. Click on the "Export" icon/link within this table. A box will open containing options, with one of the options being "PDF." Click on "PDF," and a PDF document of this table will be produced. Highlight the county of your project within this PDF file.

If you're claiming your project's county has higher unemployment than the overall state you must include the PDF files you created above in both the electronic and paper versions of this section in your Business Plan. Enter "NOT

APPLICABLE” for this item if it does not apply (i.e., the county DOES NOT have unemployment higher than state average).

2. Does the county have a declining population?

As per the current U. S. Census Bureau web site at:

<http://quickfacts.census.gov/qfd/states/42000.html>.

In the “Enter state, county, city, town, or zip code” box start typing “Pennsylvania.” Once you start typing in the spelling of “Pennsylvania,” a list of matching keystroke items appears in a new box immediately below this section – select “Pennsylvania.” Again in the “Enter state, county, city, town, or zip code” box start typing the county name. Next, click on the pull down icon for the box containing “ALL TOPICS.” Select “Population.” For determining this item we use the “Population, percent change - April 1, 2010 (estimates base) to July 1, 2015, (V2015).” This provides the latest year over the last actual federal census population change (2010). If this item shows a declining population for the county for this period the project qualifies for this section. Either print, print as an Adobe PDF, take a “Print Screen” and/or use the Microsoft “Snipping Tool” to capture an image of this information and submit it with your Business Plan for this section. Enter “NOT APPLICABLE” for this item if it does not apply (i.e., the county DOES NOT have a declining population). Unfortunately, I could not find where this web page enables you to download a PDF of the information; however, if you have Adobe Acrobat you should be able to create a PDF by “printing” the page to an Adobe PDF, or easier yet, if you have an Acrobat conversion icon on your browser, by just clicking on it.

3. Is the county below the state per capita income?

This item is also determined from the U.S. Census Bureau web page provided in the item immediately above. If you don’t still have the web page open that you used for item 2. Above, use the instructions for item 2 to navigate to Pennsylvania and your county’s data. Next, click on the pull down icon for the box containing “ALL TOPICS.” Select “Income and Poverty.” The line used for these purposes is entitled, “Per capita income in past 12 months...” If this shows the county’s per capita income is less than the overall state’s, your project qualifies for this sub-section. Either print, print as an Adobe PDF, take a “Print Screen” and/or use the Microsoft “Snipping Tool” to capture an image of this information and submit it with your Business Plan for this section. Enter “NOT APPLICABLE” for this item if it does not apply (i.e., the county DOES NOT have a declining population). Unfortunately, I could not find where this web page enables you to download a PDF of the information; however, if you have Adobe Acrobat you should be able to create a PDF by “printing” the page to an Adobe PDF, or easier yet, if you have an Acrobat conversion icon on your browser, by just clicking on it.

4. Is the project located in a KOZ, KOEZ, KIZ, KSDZ, EZ or KOIZ-designated area?

If yes, provide narrative and include the address of such property and a copy of the appropriate document from the applicable state agency.

- C. The project is increasing the quality of life. If any of the following apply, provide descriptive narrative and address each item individually that applies.
1. It is creating or improving Civic, Cultural or Recreation Facilities?
 2. Is it improving Commercial/Retail/Mixed-use Buildings in a downtown or core area?
 3. Does it address immediate/urgent issues to improve the quality of life?
 4. Does it address issues that could have a negative impact on the quality of life?
- D. The project has a regional impact. If any of the following apply provide narrative along with documentation and records of such.
1. Is it consistent with an existing revitalization plan? To qualify for this sub-section, the candidate must supply a copy of the referenced revitalization plan, highlighting therein where it's consistent with the project. Additionally, the candidate must provide a narrative stating how their project is consistent with the referenced revitalization plan and reference the exact sections of the plan where the candidate believes this is to be the case. If these requirements are not followed, the BP will not qualify for this sub-section.
 2. Is it a joint effort involving multiple municipalities?
 3. Is the public actively involved in the development of the project?
 4. Does it promote tourism?

TAB 5. STRATEGIC CLUSTERS FOR DEVELOPMENT

DISCUSSION AND INSTRUCTIONS FOR COMPLETION

As established in this Business Plan Handbook, given the current economic conditions throughout Pennsylvania, it is the policy of the Administration to focus on those projects which can clearly demonstrate the capacity to generate substantial increases in employment, tax revenues and other measures of economic activity.

The Governor's plan is to pursue a jobs-focused approach that targets key growth sectors.

Strong, competitive industry clusters in Pennsylvania include:

- A. Biotechnology/Pharmaceutical/Life Sciences
- B. High Tech & Advanced Manufacturing and Materials
- C. Energy Extraction & Mining
- D. Business & Financial Services
- E. Healthcare/Medical Research and/or Educational
- F. Agriculture

These targeted industry sectors were selected for the job creation potential and their ability to capitalize on innovation.

These industries have established roots in the commonwealth and are industries which, for relatively modest public investments, promise substantial economic returns.

Candidates should provide a narrative if the project is among any of the strategic clusters listed above. It is imperative that the Candidate's narrative justifying its determination for inclusion be as thorough and complete as possible. The Candidate is permitted to include whatever supporting documentation is necessary to support its justification. The project must be *part of* the strategic cluster itself, not just merely support the cluster.

TAB 6. ORGANIZATIONAL, MANAGEMENT & STRATEGIC PLAN

TABLE OF INVOLVED ORGANIZATIONS/PERSONNEL

Note: Please make sure email addresses are provided & correct as this will be the primary contact method used by the Office of Budget

Task/Position	Organization	Contact Person, Title	Complete Address	Email & Phone
Candidate (normally the beneficiary of the grant)				
Candidate's Board President or Top Executive or Officer (this is to whom RACP decision letter will be directed)				
Candidate's person to contact for project information (if different from above) (enter "Same," if same)				
Grantee (if known):				
Grantee's Chief Elected Official or Officer				
Grantee's Contact Person (if different from above) (enter "Same," if same)				
Consultant aiding with Business Plan preparation				
Architect				
Engineer				
Contractor				
Other				

Include an explanation of the function of key entities and staff as listed above in the following narrative.

NARRATIVE:

Provide a narrative explaining the organizational structure and the plan to execute the project. Include at a minimum the following, in a like format, addressing each item individually

A. PROJECT INFORMATION

1. **Tax Status & Organizational Structure.** Explain the organization, including its tax status and organizational structure. This should include an organizational chart showing the relationship/owners of related organizations involved in the project, for example if one entity will own the land and another entity will hold the construction contracts in their name this relationship/owners should be shown/explained on the organizational chart.
2. **Financial & Operating Status.** Discuss current financial and operating status. Discuss the trend in financial and operating status over the last three years. Explain how the project will affect current operations and finances. Documentation supporting this financial discussion should be provided. This supporting documentation should include, at a minimum, the most current three (3) years audited financial statements of the entity funding/obtaining the funding for the project (i.e., end user). If a new entity was recently formed for this specific project please also provide the preceding supporting financial documentation for the parent company involved, if needed, to supply a minimum of three years worth of financial documentation.
3. **Project Administration.** Explain the administration of the project. Provide information about the Candidate's and the Project Administrator's experience in administering state and federal funds.
4. **RACP Funding Necessity.** Provide a narrative that demonstrates the necessity for the project to receive RACP funding. Please include in the discussions the amount of RACP funding being requested according to the following guiding characterizations:
 - a. Has the Candidate explored alternative funding to the RACP request? If so, please detail any efforts made to secure funding from other sources.
 - b. Are there any unusual project expenses or site impositions (Superfunds, etc.) that necessitate the requested RACP funding?
 - c. What were the factors that the Candidate relied on to arrive at the requested amount?
 - d. What changes would the Candidate make to the project if the requested RACP funding was not received or simply reduced (for instance, would the Candidate reduce its proposed building construction from 100,000 square feet to 75,000 square feet)?
 - e. What, if any, would the financial ramifications be to the Candidate's business-without the RACP funding?

B. STRATEGIC PLAN

1. **Business Strategy/Plan.** Discuss the business strategy/plan:
 - a. The product or service to be provided
 - b. Target market, growth of that market, and the market's need for the product or service
 - c. Any regional and statewide competition

- d. Marketing strategy
 - e. The prospect of industry/business synergy
 - f. The prospect of adding value to other products made/grown in the area, region, or state
 - g. The reasoning for selection of the proposed site
 - h. The project's anticipated amounts and sources of revenue. Explain any assumptions.
2. Financial information. Include the source of funding the candidate anticipates using to pay for the project.
- a. Any internal funding should include, at a minimum, copies of three (3) years worth of audited financial statements.
 - b. All other funding sources should be described including the term of grants/financing and payback measures/conditions.
 - c. State if the grant/financing source(s) are already in place or the date the funding source(s) will be finalized/executed.
 - d. These funding source(s) should agree to your source of funds listed on RDA 300 included in Tab 10.
3. Plan for continuing operation of the project. This plan should include a financial analysis showing the long-term business plan/sustainability of the project. Include any ancillary considerations for project viability such as utility needs, adequate parking, roadways, etc.

TAB 7. STATEMENT OF COMPLIANCE

*****Tab 7 is a critical section of the RACP process – please review it thoroughly*****

INSTRUCTIONS FOR COMPLETION

LIST OF COMPLIANCE REQUIREMENTS - The Candidate should provide a signed list of compliance requirements on letterhead **with a reference to the project name and its county.**

A sample letter/template for a Statement of Compliance Letter is provided on page 15 of the [Business Plan \(BP\) Template](#) on RACP's web site.

The Statement of Compliance Letter should be addressed as follows:

**Mr. Steven Heuer, Director
Bureau of Revenue, Cash Flow & Debt
Office of the Budget
333 Market Street, 18th Floor
Harrisburg, PA 17101-2210**

The list of compliance requirements should include, but not be limited to, the following:

1. *Competitive Bidding Requirements*
2. *Steel Products Procurement Act*
3. *Trade Practices Act*
4. *Public Works Contractors' Bond Law (Performance Bond & Payment Bond)*
5. *Pennsylvania Prevailing Wage Act – See Note*
6. *Americans with Disabilities Act*
7. *Fidelity Bonds*
8. *Insurance:*
 - a. *Worker's Compensation Insurance*
 - b. *Comprehensive General Liability and Property Damage Insurance*
 - c. *Flood Insurance (if applicable)*
9. *Article 8*

Note: Davis-Bacon Federal Wage Act. The Davis-Bacon Wage Act is not required by the Grant Agreement. If the Federal Government does not require the Davis-Bacon for the funds being used in the construction of the project, then the Pennsylvania's Prevailing Wage Act will be required even if Federal Funds are a source.

******GRANT CANDIDATE AND ANY APPLICABLE PROJECT ADMINISTRATOR SHALL SIGN THE AFOREMENTIONED LIST OF COMPLIANCE REQUIREMENTS INDICATING THAT THEY ARE AWARE OF THESE REQUIREMENTS AND WILL ENSURE THAT ALL COMPONENTS OF THE PROJECT WILL BE IN COMPLIANCE. THE SIGNED ACKNOWLEDGEMENT SHALL ALSO INDICATE THAT THE GRANT CANDIDATES UNDERSTANDS THAT FAILURE TO COMPLY WITH NECESSARY REQUIRMENTS MAY AFFECT GRANT REIMBURSEMENTS.**

General

Your Project and/or Construction Manager, and/or Architect should be made fully aware of these RACP requirements. OB recommends including this information in your bid packages, and should be made an addendum to any and all construction contracts, plans and specifications related to the RACP project.

Competitive Bidding Requirements

The solicitation of a minimum of three written bids for all generally contracted construction work is required for all RACP projects. You are not required to receive three bid responses however; you should provide documentation to prove that at least three bids were solicited. The Office of the Budget cannot grant waivers for bidding requirements.

Steel Products Procurement Act

All applicants must comply with the Steel Procurement Act. If a grantee fails to abide by the Pennsylvania Steel Procurement Act, it runs the risk of losing all or part of its grant. The Office of the Budget cannot grant waivers for the Pennsylvania Steel Procurement Act unless the terms of the law change.

Trade Practices Act

In accordance with the Trade Practices Act, the grantee cannot and shall not use or permit to be used in the work any aluminum or steel products made in Argentina, Brazil, South Korea or Spain.

Public Works Contractors' Bond Law

The contractor to whom the contract is to be awarded must furnish a Payment and a Performance bond, each at 100 percent of the contract amount.

Pennsylvania Prevailing Wage Act

The grantee, its sub-grantees, contractors and subcontractors shall comply with the Act by paying the general prevailing minimum wage rates, as determined by the Secretary of Labor and Industry. Such wages shall be paid for each craft or classification of all workmen needed to perform work on the project.

Americans with Disabilities Act

The grantee understands and agrees that no individual with a disability shall, on the basis of the disability, be excluded from participation in the project.

Fidelity Bonds

The grantee shall procure and furnish evidence to OB of fidelity bonds with coverage to be maintained under the administrative title of the position in amounts and for such positions as are reasonably determined by OB.

Insurance

The Grantee and/or Sub-Grantee must list the commonwealth as additionally insured on their general liability and property insurance policy.

Article 8

Article 8 of the RACP Grant Agreement spells out sale price restrictions for a government entity that sells property that was acquired and/or improved with RACP grant funds.

***For additional details on these items, please refer to the [Key Compliance Guidelines](#) section on the RACP website.

TAB 8. PROJECT SCHEDULE

Activity	Date
	(MM/DD/YYYY)
Design Phase Start	_____
Design Phase Complete	_____
Bid Date	_____
Bid Opening	_____
Obtain All Permits	_____
Award Contracts	_____
Start Construction (Each Phase or Component e.g. Remediation, Demo, Sitework, Building Construction)	
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
Complete Construction (Each Phase or Component e.g. Remediation, Demo, Sitework, Building Construction)	
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

If the project has already reached completion and if applicable, an occupancy permit has been issued please refer to Tab 1 for project eligibility.

Attach a detailed project schedule (see example), and if available, a detailed construction schedule.

Activity Name	Orig Dur	Rem Dur	% Compl	Early Start	Early Finish	Total Float	2012												2013		
							Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
General																					
Project Start	0	0	100%	19-Jan-12 A			Start														
Project Finish	0	0	0%		23-Jun-14	0															
Design																					
Kick Off Meeting	0	0	100%	26-Jan-12 A			Kick Off Meeting														
Programming Workshop	0	0	100%	02-Feb-12 A			Programming Workshop														
Develop Program Options	5	3	40%	09-Feb-12 A	23-Feb-12	7	Develop Program Options														
Proforma Review	5	5	0%	24-Feb-12	01-Mar-12	7	Proforma Review														
Finalize Program	5	5	0%	02-Mar-12	08-Mar-12	7	Finalize Program														
DVC Program Sign Off	0	0	0%		08-Mar-12	7	DVC Program Sign Off														
Develop Schematic Site Plan	10	10	0%	09-Mar-12	22-Mar-12	17	Develop Schematic Site Plan														
Develop Floor Plan Options	10	10	0%	09-Mar-12	22-Mar-12	7	Develop Floor Plan Options														
DVC Schematic Plan Sign Off	0	0	0%		22-Mar-12	7	DVC Schematic Plan Sign Off														
Develop Structural Design/Narrative	20	20	0%	23-Mar-12	19-Apr-12	12	Develop Structural Design/Narrative														
Develop MEP Design/Narrative	20	20	0%	23-Mar-12	19-Apr-12	12	Develop MEP Design/Narrative														
Develop Elevations & Sections	25	25	0%	23-Mar-12	26-Apr-12	7	Develop Elevations & Sections														
Bridging Documents Complete	0	0	0%		26-Apr-12	7	Bridging Documents Complete														
Construction Documents																					
Design Development Documents	40	40	0%	06-Jul-12	30-Aug-12	7	Design Development Documents														
Construction Documents	60	60	0%	31-Aug-12	22-Nov-12	7	Construction Documents														
Approvals																					
Preliminary Meeting w/ Township	0	0	100%	21-Feb-12 A			Preliminary Meeting w/ Township														
Develop Sketch Plan	10	10	0%	21-Feb-12	05-Mar-12	14	Develop Sketch Plan														
Sketch Plan Submission	0	0	0%		05-Mar-12	14	Sketch Plan Submission														
PC Meeting - Presentation	0	0	0%	26-Mar-12*		0	PC Meeting - Presentation														
Develop Preliminary Plans	25	25	0%	26-Mar-12	27-Apr-12	16	Develop Preliminary Plans														
Preliminary Plan Submission	0	0	0%	30-Apr-12		16	Preliminary Plan Submission														
1st Review Letter/PC Meeting #2 - PP	0	0	0%	22-May-12*		0	1st Review Letter/PC Meeting #2 - PP														
Revise Prelim Plan	10	10	0%	22-May-12	04-Jun-12	14	Revise Prelim Plan														
Preliminary Plan R1 Submission	0	0	0%	05-Jun-12		14	Preliminary Plan R1 Submission														
2nd Review Letter/PC Meeting #3	0	0	0%	25-Jun-12*		0	2nd Review Letter/PC Meeting #3														
PC Recommends Preliminary Plan Approval	0	0	0%	25-Jun-12		16	PC Recommends Preliminary Plan Approval														
Board of Supervisors Meeting #1 - Preliminary Plan Approval	0	0	0%	17-Jul-12*		0	Board of Supervisors Meeting #1 - Preliminary Plan Approval														
Create Final Plans	20	20	0%	17-Jul-12	13-Aug-12	0	Create Final Plans														
Final Plan Submission	0	0	0%	14-Aug-12		0	Final Plan Submission														
PennDOT Submission	0	0	0%	14-Aug-12		50	PennDOT Submission														
BC Conservation District (BCCD) Submission	0	0	0%	14-Aug-12		0	BC Conservation District (BCCD) Submission														
PennDOT Review Period	20	20	0%	14-Aug-12	10-Sep-12	50	PennDOT Review Period														
BCCD Review Period	30	30	0%	14-Aug-12	24-Sep-12	0	BCCD Review Period														
1st Review Letter/PC Meeting #4 - FP	0	0	0%	27-Aug-12*		0	1st Review Letter/PC Meeting #4 - FP														
Revise Final Plans	10	10	0%	27-Aug-12	07-Sep-12	10	Revise Final Plans														
Final Plan R1 Submission	0	0	0%	10-Sep-12		10	Final Plan R1 Submission														
PennDOT Approval	0	0	0%		10-Sep-12	50	PennDOT Approval														
2nd Review Letter/PC Meeting #5 - FP	0	0	0%	24-Sep-12*		0	2nd Review Letter/PC Meeting #5 - FP														

TAB 9. PROJECTED CASH FLOW SCHEDULE

INSTRUCTIONS FOR COMPLETION

THE CANDIDATE'S PROJECTED CASH FLOW SCHEDULE

1. Projected Cash Flow Schedule. The Candidate should develop a Projected Cash Flow Schedule (Sources & Uses of Funds) for the project. The schedule should show all sources and uses of funds and should be based on the following:
 - a. An estimate of expenditures with respect to time
 - b. An estimate of sources with respect to time
 - c. An estimate of the flow of reimbursements from Redevelopment Assistance
 - d. An estimate of the flow of matching sources of funds

An [Excel template for a Cash Flow Schedule](#) is available for download from the RACP web site at: www.racp.pa.gov. The 1st worksheet of this Excel file is the template for completion. The 2nd worksheet of this Excel file contains an example of a completed Cash Flow Schedule to aid in understanding. This version of a cash flow schedule is not required to be used; it is being made available for the candidate's convenience, at their option.

2. Bridge Financing/Interim Financing. The Candidate may need to obtain bridge/interim financing during the construction of the project. This financing should be sufficient to cover any shortfalls in funding during the execution of the project. The Projected Cash Flow Schedule should reflect the need for any bridge/interim financing. The Candidate should discuss the source and status of proposed bridge financing. Note, RACP is a reimbursement program and obtaining sufficient bridge/interim funding is the responsibility of the project. The receipt of reimbursed funds can be an extremely lengthy process. The Candidate should plan accordingly when securing bridge/interim financing.
3. Secured & Unsecured Funding. The Candidate should show the breakdown of secured and unsecured funding. The Candidate should account for the unsecured funding and determine if bridge/interim financing is needed to cover funds that are being secured over a period of time (such as donations). Note secured funding is preferable and will result in a higher acceptance score. Funding is determined to be secured if the funds are formally committed for use on the project. For example, a bank commitment letter would be deemed as secured funding. Supporting documentation of funding is not required now but will be required to be supplied at application time.
4. Long-term Funding. The Capital Facilities Debt Enabling Act requires that RACP projects be funded from proceeds of Commonwealth of Pennsylvania General Obligation (GO) bonds. GO bonds issued to finance the RACP grant program have a publicized maturity term of 20 years. Consequently, when the RACP grantee uses loans as match funding, they must have a maturity cycle that demonstrates the long-term viability of the project. Past experiences have shown that RACP projects that use loans as match funds are in a better position to withstand economic downturns when those loans are in the form of a long-term financing instrument. Note long-term sources of funding by the project are preferable and will result in a higher acceptance score.
5. Example Cash Flow. An example of a cash flow schedule is included in this packet. Be advised this is only one type of example.

Cash Flow Forecast

Project Name: Generic Business Park
Date of Forecast: 4/12/16

Source of Funds	Revenue			Forecasted Revenue												Cumulated Remaining	Check Should = 0	
	RDA-300 Amounts	Received to Date	Balance	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12			
RACP Grant	1,875,000		1,875,000											52,083	835,035	987,882	0	
CDC Operating Budget	500,000	220,000	280,000			100,000									80,000	100,000	0	
Profit from Land Sales	6,500,000	286,409	6,233,591	89,915		397,335									5,746,341		0	
ARC / USDA	200,000		200,000		200,000												0	
USDA / Rural Development	100,000		100,000					100,000									0	
Infrastructure Development	1,000,000	120,000	880,000	300,000	300,000	280,000											0	
Rail Merger Fund	625,000		625,000						625,000								0	
Undefined Funding Source	200,000		200,000												200,000		0	
Total Source of Funds	11,000,000	606,409	10,393,591	389,915	500,000	777,335	0	0	725,000	0	0	0	0	52,083	6,861,376	1,087,882	0	
Use of Funds	Expenditures			Forecasted Expenditures												Cumulated Remaining	Check Should = 0	
	RDA-301 Amounts	Expended to Date	Balance	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12			
Administrative Costs	373,889	282,017	91,852	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	55,852	0
Legal Fees	373,889	125,000	248,889	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	188,889	0
Finance / Accounting Fees	50,000	20,000	30,000	750	750	750	750	750	750	750	750	750	750	750	750	750	21,000	0
Interest During Construction	321,729	0	321,729	603	346	0	0	378	2,744	1,497	3,889	6,253	9,148	12,058	23,040	261,792	0	
Architectural / Engineer Fee	563,858	200,000	363,858	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	243,858	0	
Permits	100,000	100,000	0														0	
Construction Phase 1	3,510,000		3,510,000	319,091	319,091	319,091	319,091	319,091	319,091	319,091	319,091	319,091	319,091	319,091	319,091	0	0	
Construction Phase 2	1,530,500		1,530,500												1,530,500	0		
Construction Phase 3	840,000		840,000												51,000	789,000	0	
Construction Contingency	1,245,561		1,245,561													1,245,561	0	
Water & Sewer Lines	1,789,429		1,789,429			135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000		309,294	400,135	0	
Water & Sewer Contingency	301,585		301,585									100,000	100,000			101,585	0	
Total Use of Funds	11,000,000	727,017	10,272,983	338,444	338,187	472,841	472,841	473,219	475,585	474,338	476,710	579,094	581,989	349,899	1,932,584	3,307,252	0	
Monthly Cash Flow		-120,608		51,471	161,813	304,494	-472,841	-473,219	249,415	-474,338	-476,710	-579,094	-581,989	-297,816	4,928,792	-2,219,370		
Financing:				Financing Forecast														
				Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Cumulated Remaining		
Cumulative Source of Funds	606,409			996,324	1,496,324	2,273,659	2,273,659	2,273,659	2,998,659	2,998,659	2,998,659	2,998,659	2,998,659	3,050,742	9,912,118	11,000,000		
Cumulative Use of Funds	727,017			1,065,461	1,403,648	1,876,488	2,349,329	2,822,549	3,298,134	3,772,472	4,249,182	4,828,276	5,410,265	5,760,164	7,692,748	11,000,000		
Cumulative Cash Flow	-120,608			-69,137	92,676	397,171	-75,670	-548,890	-299,475	-773,813	-1,250,523	-1,829,617	-2,411,606	-2,709,421	2,219,371	1		
Line of Credit - Outstanding Balance				69,137	0	0	75,670	548,890	299,475	773,813	1,250,523	1,829,617	2,411,606	2,709,421	0	0		
Interest estimated at 8.00%							504	3,659	1,998	5,159	8,337	12,197	16,077	18,063	0	0		
Total		65,993		461	0	0	504	3,659	1,998	5,159	8,337	12,197	16,077	18,063	0	0		

TAB 10. RDA-300 FORM (SOURCES OF FUNDS)

INSTRUCTIONS FOR COMPLETION

An [Excel template for the RDA-300, the RDA-301, and Construction Cost Breakdown Forms](#) is available for download from the RACP website.

The form must be signed by an authorized official from within the Grantee's organization. Please refer to Section D of the document found on the RACP website at www.racp.pa.gov for Grantee eligibility requirements. If the Grantee is unknown at this time, an authorized official from within the Candidate's organization may sign.

If both of the following conditions apply, two separate RDA 300 forms will need to be submitted, one which provides only the RACP project funding sources and one which provides the overall project funding sources. Appropriately identify each of the RDA 300 forms in the blank line under the "SOURCES OF FUNDS," as either "Overall" or "RACP Portion of Overall."

- There is a differentiation between the RACP project and the overall project as provided in Tab 2. Project Description and
- Job numbers were provided for the overall project scope in Tab 3. Economic Impact.

A RACP project must have matching funds that comply with the following:

- At least 50% of the project cost must be match (non-state) participation.
- At least 50% of the non-state participation must be secured funding at the time of application.
- Sources of matching funds must be documented at the time of application with identifiable and firm commitments from all sources.
- Sources of match funds can be local, private, land or building appraised value, and/or federal funds.
- The only non-cash, non-state match permitted are land or fixed assets, which have a substantial useful life and are directly related to the project.
- Funds from other state sources, including legislative sources, may not be used as match.

For scoring purposes, if funding sources are secured supporting documentation should be provided. Some examples of acceptable supporting documentation would be bank commitment letters, donation pledges, grant award letters etc. In order for Land match to be deemed secured it must be either purchased within one (1) year of the business plan date or a prospective purchase. Supporting documentation for a secured Land match would be a settlement sheet, deed or land purchase agreement.

Additional information:

- If financing/loans are used in match funding they typically must consist of permanent financing (i.e., a minimum term of 20 years). This policy does not apply to bridge or interim financing used in the project.
- Funds (grants and/or loans) from other state sources, including legislative sources, may not be used as match. However, care must be taken not to mistake certain non-state funds as state funds just because they are distributed through a state agency. The disqualifying part is if the source of the funds is from the state. Some non-state (usually federal) funds are passed through a state agency. This pass-through does not make them ineligible to be used as MATCH in a RACP project. For example, Community Development Block Grants (CDBGs) administered by the DCED is a federal source pass-thru so it is acceptable for use in a RACP project.

An exception to the prohibition of other state funds being used as match in a RACP project is certain gambling/casino source funds. As of July 1, 2011, the use of the Gaming Local Share Assessment (LSA) can be used as matching funds for RACP in the following counties:

- | | | |
|-------------|--------------|---------------|
| • Allegheny | • Carbon | • Lackawanna |
| • Wayne | • Monroe | • Northampton |
| • Pike | • Washington | |

TAB 11. RDA-301 FORM (USES OF FUNDS), SITE CONTROL, & IDENTIFICATION AND QUALIFICATION OF PROJECT COST ESTIMATOR

INSTRUCTIONS FOR COMPLETION

An [Excel template for the RDA-300, the RDA-301, and Construction Cost Breakdown Forms](#) is available for download from the RACP website.

The form must be signed by an authorized official from within the Grantee's organization. Please refer to the RACP website at www.racp.pa.gov for Grantee eligibility requirements. If the Grantee is unknown at this time, an authorized official from within the Candidate's organization may sign.

If both of the following conditions apply, two separate RDA 301 forms will need to be submitted, one which provides only the RACP project use of funds and one which provides the overall project use of funds. Appropriately identify each of the RDA 301 forms in the blank line under the "USES OF FUNDS," as either "Overall" or "RACP Portion of Overall."

- There is a differentiation between the RACP project and the overall project as provided in Tab 2. Project Description and
- Job numbers were provided for the overall project scope in Tab 3. Economic Impact.

The following costs are typically eligible for reimbursement and/or can be matching cost for RACP funds.

- Construction - the primary use and intent of RACP funds should be the reimbursement of construction costs.
- Interest during construction - interest costs paid as a result of the use of interim or bridge financing for the project during construction can be reimbursed from RACP funds.
- Permits - costs for acquiring permits needed for construction of the project can be reimbursed from RACP funds.
- Land - if land is purchased for the project, a certified appraisal must be provided. Redevelopment Assistance Capital Program funds may be used to reimburse the costs for the land acquisition. The appraised value may include permanent improvements exclusive of the RACP project. The appraisal should be "as is" value.
- Other - other costs that can be reimbursed with RACP funds can include work related to the abatement of hazardous materials, acquisition costs.

The following costs are eligible match costs only and not allocated for reimbursement with Redevelopment Assistance Capital Program funds.

- Future physical maintenance & operation - a portion of any funds reserved for future physical maintenance and operation of facilities may be included as a part of the 50% match (non-state) participation, provided such funds do not exceed 15% of the total project cost. These reserved funds must have legally binding documentation explaining the intent, design, and operation of the dedicated fund. Salaries cannot be paid from reserve funds.
- Administrative costs - any fees for the administration of the project, whether by the Applicant's staff or by contract.
- Legal fees - any fees for the services of lawyers or solicitors.
- Financing/Accounting costs - any fees for financing and accounting services.
- Architectural/Engineering fees - any fees for application preparation, project administration, or other professional services incurred for the planning, design, and construction of the project.

Distribution of State & Non-State Participation. The Candidate may request that the commonwealth participate in any of the items eligible for state participation. However, depending on the circumstances of the project and its financing, the commonwealth may request that the Candidate adjust the state participation in any of the eligible line items. If adjustments are made, the total amount of the grant would be maintained.

Site Control:

Candidates shall indicate the status of site control for the project. If the project is selected for further consideration, documentation to verify site control will be requested. Such documentation may include a copy of the title or deed or long-term lease. Also, if the Candidate is seeking to receive reimbursement for land acquisition or to utilize land value as matching funds, upon selection of the project a certified as-is appraisal shall be made available.

Identify the Preparer of the Project's Cost Estimate and provide their Qualification:

Act 77 of 2013 amended the Capital Facilities Debt Act (Act 1 of 1999) to require that a Business Plan submitter identify who produced the cost estimates for their project. It further requires that such project cost estimate must be prepared by a qualified professional. You must provide a statement sheet after your RDA-301 Form(s) under this Tab identifying who prepared the project's cost estimate, and give their title or professional qualification. At the top of this statement, please identify the project's name, its county, and the BP Round for which it is being submitted (e.g., BP Round 2015/1).

RDA-301		Commonwealth of Pennsylvania REDEVELOPMENT ASSISTANCE CAPITAL PROJECT USES OF FUNDS			Date Received
The latest status of this project is:		Version: June 2016			ME No.
<input type="checkbox"/> Business Plan <input type="checkbox"/> Application <input type="checkbox"/> Grant Agreement		This RDA filing, as it applies to the project's "status" at left, is a/an:			State Consultant Firm
		<input type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION No. <input type="checkbox"/>	<input type="checkbox"/> AMENDMENT	
PROJECT NAME		PROJECT PHASE		OF	
GRANTEE					
SUB-GRANTEE(S)					
LINE ITEM	BUDGET CATEGORY	RACP REIMBURSEMENT	MATCH ONLY	TOTAL	
1	Operation & Maintenance	Typical Match			
2	Administration	Typical Match			
3	Legal	Typical Match			
4	Financing/Accounting	Typical Match			
5	Interest During Construction				
6	Architectural/Engineering	Typical Match			
	A. Feasibility Study	Typical Match			
	B. Surveys	Typical Match			
	C. Design	Typical Match			
	D. Inspection Services	Typical Match			
	E. Other (Specify)	Typical Match			
7	Permits				
8	Land (if used, entries A., B., or C. below should reflect the [planned] ownership <i>at commencement of the RACP project construction</i>)				
	A. Grantee owned (value)				
	B. Sub-Grantee owned (value)				
	C. 3rd Party owned (value)				
	D. Easement Cost				
	E. Other Land Costs (Specify & itemize below)				
	i.				
	ii.				
	iii.				
9	Construction (Attach construction cost breakdown)				
	A. Contingency (____ % of Construction)	Typical Match			
10	Other (Specify & itemize below)				
	A.				
	B.				
	C.				
	D.				
TOTAL PROJECT COST					
APPLICANT'S AUTHORIZATION			COMMONWEALTH'S APPROVAL		
Approval of the Project Financing Plan is hereby requested.			The Project Financing Plan is hereby granted.		
SEAL	Applicant		Commonwealth of Pennsylvania Office of the Budget		
	Signature of Authorized Official		Signature of Authorized Official		
	Title		Title		
	Typed or Printed Name		Typed or Printed Name		
	Date		Date		

TAB 12. BUSINESS PLAN SCORING SUMMARY

INSTRUCTIONS FOR COMPLETION

Complete the [Excel version of this form](#) located on the RACP website, and then print for use in hard-copy of Business Plan submission. Also convert the Excel version to a PDF for inclusion in the electronic PDF version of your Business Plan. The completed electronic Excel version of this form must also be submitted on the compact discs or flash drives containing other Business Plan electronic documents.

VERY IMPORTANT! Do NOT copy & paste the RACP provided TAB 12 Excel sheet into some new creation of your own. The Tab 12 Excel file as downloaded from the RACP website must be completed, saved, and submitted to OB. Substitutes or modified copies are not acceptable.

Tab #12 should not be considered a substitute for the narrative information found in Tab #s 1-11.

TAB 1 - Project Eligibility Requirements

1. Itemization Requirements:

- a. Did you verify that your project is included as an itemization in one or more of the Capital Budget Project Itemization Acts and that it has not been Sunset according to Act 77 of 2013?
- b. Do(es) such itemization(s) contain sufficient remaining, unused, appropriated funds to cover the full amount of the RACP award you are requesting?

2. Project Cost/Match Requirement:

- a. Did you ensure that your project has a minimum total cost of \$1,000,000?
- b. Did you verify that your project has a minimum of 50% match (non-state) participation?

3. Construction Status:

- a. Did you ensure that your project has a construction start date within one (1) year of the Business Plan date?
- b. Did you verify that your project is not already complete?

4. Other Ineligible Projects:

- a. If your project includes construction and/or development of storm water, water or sewer infrastructure, or tunnels, bridges or roads, did you ensure that it is associated with an economic development project?
- b. If your project includes housing/residential units, did you see the paragraph regarding housing units?
- c. Did you ensure that your project is not located in a City Revitalization and Improvement Zone (CRIZ) and eligible for CRIZ benefits, which would make it ineligible for RACP funding?
- d. If your RACP project includes a housing/residential component, did you provide a Statement as required under Tab 1?

TAB 2 - Project Description

- 1. Did you provide a specific project description that does not exceed two (2) pages?
- 2. Did you distinguish between the overall project and proposed RACP scope?
- 3. Did you include all other requested information?

TAB 3 - Economic Impact

- 1. Did you supply all requested economic data in paper and Excel formats as recommended?
- 2. Did you provide a narrative **and** supporting documentation addressing how your estimated job and wage numbers were determined for items A-E?
- 3. Did you provide the 'multiplier basis' for indirect full-time jobs reported in item C?
- 4. Did you provide a narrative and supporting documentation addressing how estimated tax generation was determined in item G?

TAB 4 - Community Impact

- 1. If this Tab is not applicable, did you provide a statement indicating as such?
- 2. If applicable, did you provide a narrative describing and documentation showing the project's involvement in any redevelopment of blighted, Brownfield and/or reclamation as requested in item A?
- 3. If applicable, did you provide a narrative describing and documentation showing how the project is increasing the economic health of the county as requested in item B?
- 4. If applicable, did you provide a narrative of how the project is increasing the quality of life of area residents as requested in item C?
- 5. If applicable, did you provide a narrative and documentation supporting the project's positive regional impact as requested in item D, including a copy of the revitalization plan referenced in D.1?

TAB 5 - Strategic Clusters for Development

- 1. If this Tab is not applicable, did you provide a statement indicating as such?
- 2. If applicable, did you provide a narrative of the project's involvement in any of the enumerated industry sectors?

TAB 6 - Organizational, Management & Strategic Plan

- 1. Did you provide the information requested in the TABLE OF INVOLVED ORGANIZATIONS / PERSONNEL, including good email addresses?
- 2. Did you explain the organization, including a discussion and organizational chart that shows applicable related organizations, as requested in item A.1?
- 3. Financial & Operating Status:
 - a. Did you provide a discussion of current financial & operating status over three (3) years?
 - b. Did you provide a discussion of the project's effect on current operations and finances?
 - c. Did you provide copies of the most current three (3) years audited financial statements of the entity funding/obtaining the funding for the project?
- 4. Project Administration:
 - a. Did you provide a discussion of the information surrounding the Candidate's and the Project Administrator's experience in administering state and federal funds?
- 5. Financial Necessity:
 - a. Did you provide a statement as to the financial necessity of the grant for the project?
- 6. Business Strategy/Plan:
 - a. Did you provide a narrative of the product or service to be provided?
 - b. Did you provide a narrative of the target market, growth of that market, and the market's need for the product or service?
 - c. Did you provide a narrative of any regional and statewide competition?
 - d. Did you provide a narrative of the marketing strategy for the project?
 - e. Did you provide a narrative of the project's prospect of industry/business synergy?
 - f. Did you provide a narrative of the project's prospect of adding value to other products made/grown in the area, region, or state?
 - g. Did you provide a narrative of the reasoning for selection of the proposed site?
 - h. Did you provide a narrative of the project's anticipated amounts and sources of revenue, with any assumptions explained?
- 7. Financial Information:
 - a. Did you discuss any internal funding?
 - b. Did you discuss all funding sources for the project?
 - c. Did you provide the terms of all grants/loans that will fund the project and did you provide a discussion of the status of all funding sources (i.e., already in place/secured or anticipated date finalized/executed)?
 - d. Did you ensure that these funding sources agree to your Sources of Funds Form RDA-300 included in Tab 10?
- 8. Plan for Continuing Operation of the Project:
 - a. Did you provide a financial analysis showing long-term business plan/sustainability of project?
 - b. Did you discuss ancillary considerations, including, but not limited to: utilities, parking, roadways?

TAB 7 - Statement of Compliance

- 1. Did you review the compliance requirements and did you provide a signed statement listing the stated compliance requirements on letterhead?

TAB 8 - Project Schedule

- 1. Did you provide the requested project schedule information, did you include a detailed project schedule and, if available, did you include a construction schedule?

TAB 9 - Projected Cash Flow Schedule

- 1. Did you thoroughly review the instructions for completion of a projected cash flow schedule?
- 2. Did you provide a fully completed projected cash flow schedule?

TAB 10 - RDA-300 Form (Source of Funds)

- 1. Did you thoroughly review the instructions for completion of the RDA-300 Form?
- 2. Did you provide a fully completed RDA-300 Form that is signed and dated?
- 3. If applicable, did you provide two separate RDA-300 Forms that distinguish between the overall project and the RACP portion of overall?

TAB 11 - RDA-301 Form (Use of Funds) & Site Control

- 1. Did you thoroughly review the instructions for completion of the RDA-301 Form?
- 2. Did you provide a fully completed RDA-301 Form that is signed and dated?
- 3. Did you indicate the status of site control?
- 4. If applicable, did you provide two separate RDA-301 Forms that distinguish between the overall project and the RACP portion of overall?
- 5. Did you provide a Statement sheet after your RDA-301 Form(s) under this Tab identifying who prepared the project's cost estimate, and give their title or professional qualification?

TAB 12 – Business Plan Scoring Summary

- 1. Did you provide Tab 12 in both Excel format (on CD or flash drive) **and** as a hard copy printout?
- 2. Did you make sure to use the Excel file as downloaded, completed and saved from the RACP website and not a different version that had been copied and pasted?

GENERAL

- 1. If your PDF contains any scanned documents, and your PDF file is completed, did you then perform a TEXT RECOGNITION (an Adobe Acrobat Tool) on the entire document, and then resave?
- 2. Did you provide the original (hard copy) and 2 compact disc or flash drive copies of all Business Plan materials?
- 3. Were your Business Plan materials postmarked by the deadline for the current funding round?
- 4. Are you aware that any information included in the submission of a Business Plan and any attachments to the Business Plan may be subject to the Right-to-Know Law in Pennsylvania?