



Local Infrastructure Hub: Grant Implementation, Compliance, and Management

Updated March 2026

How to Use This Presentation

This presentation is designed to help cities move confidently from federal grant award to successful project delivery. It provides practical guidance on navigating award terms, preparing internal teams, managing procurement and financial requirements, meeting federal compliance standards, and strengthening reporting and oversight. You will gain actionable tools to keep infrastructure projects on track, compliant, and positioned for lasting impact.

What You'll Learn

(Click a topic to go to that section)

1. **[You've Won– Now What? Getting Started](#)**: Build practical capacity to translate grant awards into action by leveraging tools for timeline planning, reporting management, funding alignment, and team readiness to support successful project delivery and compliance.
2. **[Enhancing Procurement Practices](#)**: Build a strong procurement foundation by understanding available solicitation tools, what makes an effective solicitation, and how to prepare the market to respond competitively and compliantly.
3. **[Strengthening Financial Management](#)**: Apply strong and compliant financial management practices, including strategies for braiding funding, managing indirect costs and cash flow, and identifying additional funding resources.
4. **[Meeting Federal Infrastructure Compliance Requirements](#)**: Gain clarity on federal infrastructure requirements to reduce risk, maintain compliance, and keep projects on track.
5. **[Enhancing Reporting, Oversight & Communicating Impact](#)**: Strengthen financial and program reporting practices, prepare for audits, define clear success metrics, manage risk, and communicate impact effectively to stakeholders and decision-makers.
6. **[Accessing Tools & Resources](#)**: Access templates, tracking tools, and example materials to support each step of your grant implementation and compliance process.

The Local Infrastructure Hub was a US-focused, nationwide program that helped city leaders connect with resources and expert advice to access and implement federal infrastructure funding from July 2022 to March 2026. This resource was created in March 2026 and is intended to serve as a general guide to federal grant implementation, compliance, and management; always consult your specific grant agreement, and applicable federal guidance for program-specific requirements.

1. You've Won – Now What? Getting Started

A video recording of this section is available [here](#)

Expected Learning Outcomes for This Topic

Upon successful completion of this topic, city teams will be able to:

- ✓ Identify the next steps upon receiving a federal grant award
- ✓ Understand how to set up your award internally and externally
- ✓ Set up reporting systems
- ✓ Set up the project management team



Award Decisions

Funded Application Overview



1

Read the Notice of Award (NOA)/Award Agreement



2

Share the NOA/grant agreement internally



3

Schedule an internal award kick-off meeting

Funded Application

1

Read the Notice of Award (NOA)/Award Agreement

- **Confirm your city's information**
- **Confirm your project information**
 - Title
 - Award amount to your application amount
 - If applicable, the match/cost share type and amount
 - Project and budget periods
- **Capture the Federal Award Identification Number (FAIN)**
- **Capture the payment (drawdown) information**
 - Type
 - Lump sum allocation vs. reimbursement
 - Special financial conditions
 - Match/cost share relationship to payment(s)/drawdown(s)
 - Payment system

Funded Application (cont.)

1

Read the Notice of Award (NOA)/Award Agreement (cont.)

- **Capture the reporting requirements**
 - Type
 - Financial
 - Project/programmatic
 - Ad hoc
 - Other
- **Cycle Dates**
 - Start date
 - Due dates
- **Capture Special Terms and Conditions**
 - These either need to be addressed prior to your first payment/drawdown or during the project
 - This can include maintaining an active [SAM.gov](https://sam.gov) registration or completing and submitting a **National Environmental Policy Act (NEPA) review**

Funded Application (cont.)

2 Share the NOA/grant agreement internally

- **Provide your review analysis to:**
 - Leadership
 - Project/department leads
 - Accounting
 - Procurement
 - Co-applicants

3 Schedule an internal award kick-off meeting

- **Discuss NOA/grant agreement**
 - Any incorrect information?
 - Any funder-based questions?
- **Next steps**
 - Timeline
 - Funder meeting
 - Internal approval(s) & set-ups

Non-Funded Application

1 Review provided funder feedback

2 Start a new draft application

- Incorporate funder feedback

3 Engage funder

- Establish relationship management

4 Review awardees and their projects/applications

- Engage awardees to discuss their projects/applications

5 Schedule follow-up meetings

- Funder
- Internal stakeholders
- External stakeholders





Award Set-Ups

Award Set-Up

Coordination	
Internal	External
<ul style="list-style-type: none">• Departments• Projects	<ul style="list-style-type: none">• Stakeholders<ul style="list-style-type: none">○ Including co-applicants○ Projects

Building off of your award kick-off meeting, establish a recurring project/grant check-in meeting with that same team.

Award Set-Up (cont.)

Grant Requirements	
Funder-Specific Requirements	City-Specific Requirements
<p>Terms and conditions</p> <ul style="list-style-type: none">• Project/programmatic• Financial	<p>Policies and procedures</p> <ul style="list-style-type: none">• Procurement

Capture the reporting requirements.



Reporting Set-Ups

Reporting Set-Up



You have the funder's reporting process, so you need to establish your reporting process:



Timeline



Who is the responsible department/team member for drafting the report?

- Who has the data?



Who will finalize and approve the report?



Who will submit the report?

Reporting Set-Up (cont.)



Reporting considerations:



Calendar every report

- Send multiple invites per each report:
 - 1st day of the month that report is due
 - Mid-month reminder
 - Report due date



Include any relevant documents or links:

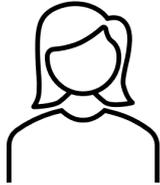
- Template(s)
- Portal link and user guide



Setting Up Your Project Management Team

Who Should Serve on Your Project Team?

Federal infrastructure projects involve various skill sets and forms of expertise. When starting a new enterprise, consider looping in the following:



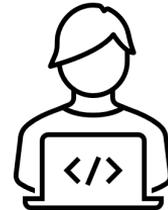
***Program
Manager***



Procurement



Engineering



Public Works



Finance



Sustainability



Legal

Anyone else
you'd include?

A Well-Structured Project Team Makes Decision-Making Clear and Efficient



City example:
Stamford, CT

Federal infrastructure grants
management



- In preparation for incoming federal infrastructure grants, Stamford appointed a project manager (PM) specific to infrastructure.
- The PM then built a team that included representatives from the Mayor's Office, grants, transportation, legal, and sustainability teams.

RESULT: The PM created a centralized source for information around RFP timelines and evaluation across priority federal infrastructure grants. Moreover, with an established PM and project team, it was easier for the city to keep the projects on track and tap into the team's technical expertise as needed.

Make Sure You Get the Procurement Team Involved Early!



Procurement can play a few key roles:

- Run a legally compliant procurement process
- Help you figure out how to use creative procurement methods (problem-based, multi-stage) within your jurisdiction's rules
- Get the timing right – identify when to release the solicitation at the right time for the market
- Conduct market research and support you in reaching new contractors, especially small or local firms

When should I reach out to procurement?

Earlier than you think!
Procurement cycle times can range from three months to a year.

Be clear about **who is responsible for what** within the broader project team.

More About Procurement Information Coming Up in Topic 2!

2. Procurement

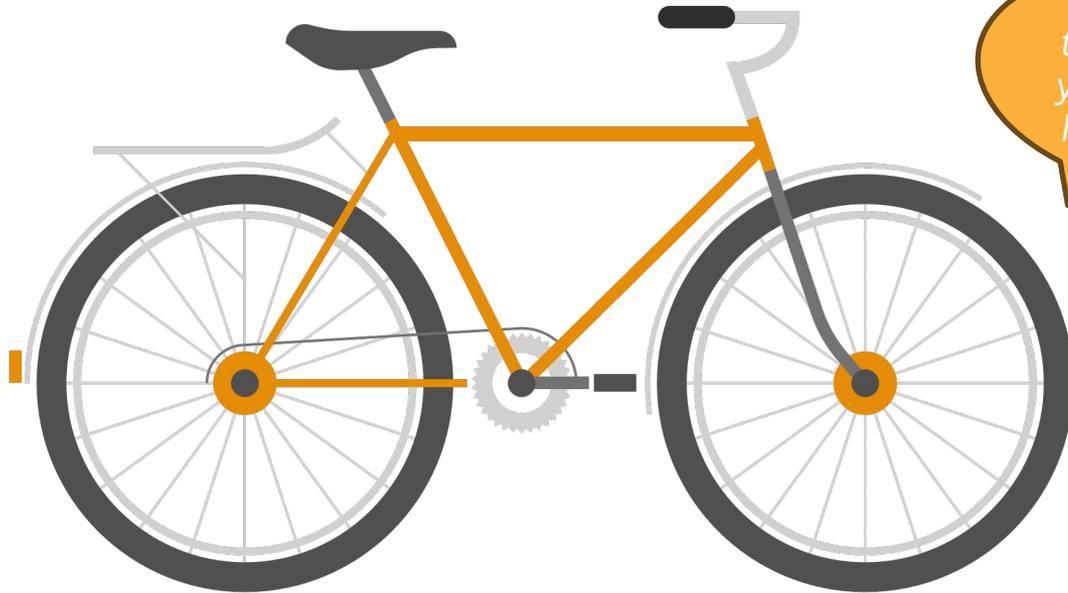
A video recording of this section is available [here](#)

Expected Learning Outcomes for This Topic

Upon successful completion of this topic, city teams will be able to:

- ✓ Understand common **procurement frameworks**
- ✓ Determine appropriate **market research strategies** for infrastructure projects
- ✓ Develop thoughtful **procurement solicitation** drafts
- ✓ Effectively **evaluate contractor bids and proposals**
- ✓ Create **contract performance metrics**

The Procurement Process Bicycle



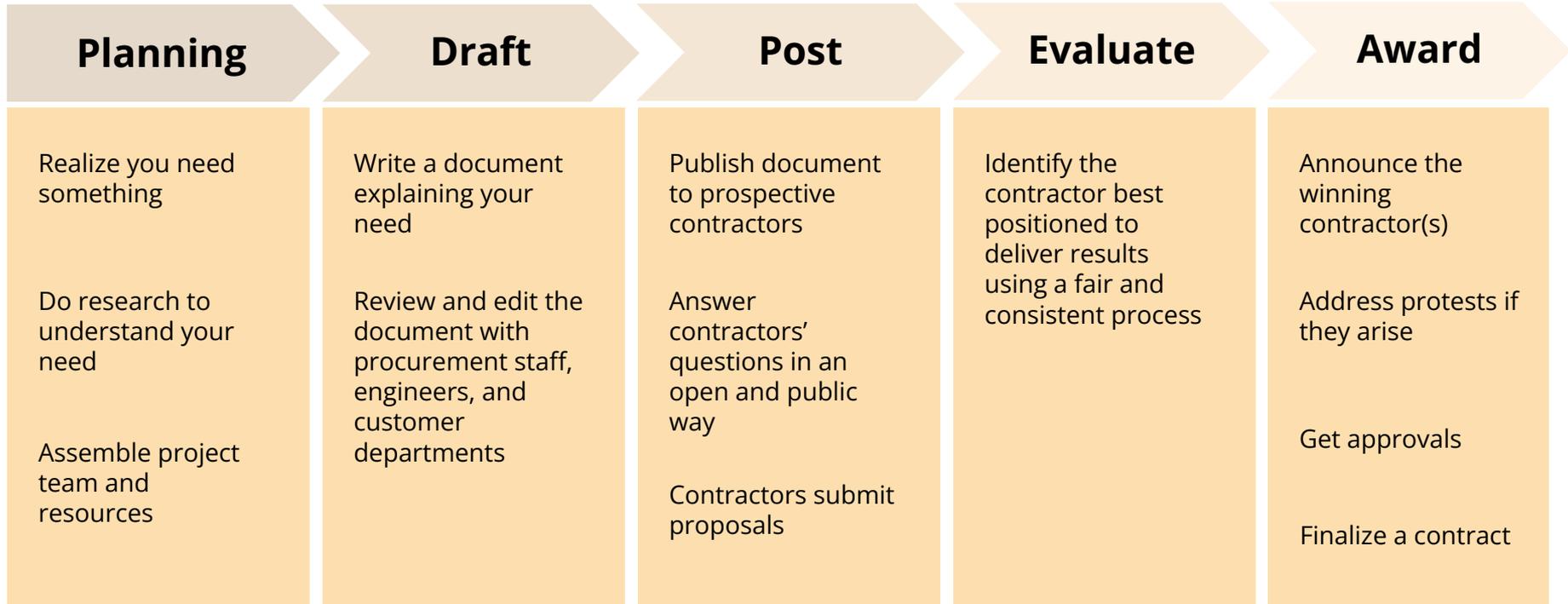
What part of the bicycle do you know the least about?

What part of the bicycle describes your role in the procurement process for your city? What are common misconceptions about your role?



Demystifying the Procurement Process

Common Stages in the Procurement Process



What is the Regulatory Landscape in My City?

In addition to the terms of the federal grant itself, many cities and states have rules and regulations that inform what and how dollars can be spent. The most stringent requirements usually apply.

Key Factors	Strategic Considerations
Purchasing thresholds	At what dollar amount do I have to publish a formal solicitation? The federal threshold for formal purchases/IFBs is \$350k.
Contractor selection	Any local procurement rules or programs that you need to consider?
Sustainability standards	Do certain emissions or spend targets need to be achieved in what and how I procure (LEED)?
Minimum wage requirements	Whose minimum wage is higher – the city or the federal government’s? How do I ensure contractors meet these labor standards?
Funding	Is the project funded directly with a grant, or through tax credits? How soon does the grant need to be spent and on what?

Common Procurement Methods

All the procurement methods listed below are **types of solicitations**.

	ITB or IFB <i>Invitation to/for Bids</i>	RFP <i>Request for Proposals</i>	RFQ <i>Request for Qualifications</i>
The process in a nutshell	<p>IFB describes the specifications required for a given product or service. Whichever vendor both meets the specifications and has the lowest price wins the bid.</p>	<p>RFP outlines the project approach, specifications/requirements, geographic /cultural context, scope of work, and performance metrics.</p> <p>Cost is one of several evaluation criteria, which are defined in RFP.</p>	<p>RFQ is a screening process where contractors present qualifications and relevant experience for specific services. The city chooses a subset of qualified applicants that are invited to respond to future RFP(s).</p>
Common use cases	<ul style="list-style-type: none"> • Standard, “off the shelf” items and services • Products that are NOT sensitive to geographic or cultural context • No negotiation post-award (federal requirement) 	<ul style="list-style-type: none"> • Customized or innovative solutions for placed-based infrastructure challenges 	<ul style="list-style-type: none"> • Highly specialized, complex infrastructure projects that require specific skills/experienced firms • Job order contracting
Infrastructure examples	<ul style="list-style-type: none"> • Asphalt pavement and piping for highway improvements (Huntsville, AL) • Forestry and arboricultural services (Newark, DE) 	<ul style="list-style-type: none"> • A SS4A countywide safety action plan (Chicago Metropolitan Agency for Planning) • EV charging stations (Cleveland, OH) 	<ul style="list-style-type: none"> • ADA-compliant pedestrian ramps (New York City, NY) • On-call engineering services (Phoenix, AZ)

Special Case Procurement Methods

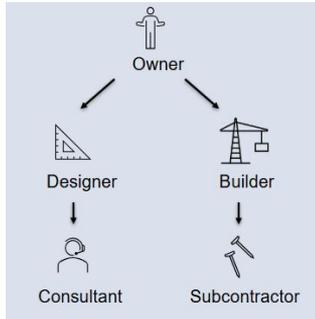
	Cooperative purchase	Sole source	Emergency purchase
The process in a nutshell	When two or more public entities purchase from the same supplier(s) using a single IFB or RFP. By buying in bulk, the participating governments often see lower costs and less administrative burden for a product or service.	When there is only one vendor capable of providing an item or service, a department can present their case to purchasing, and if approved, purchasing can waive the competitive process.	If there is an immediate threat to public health, welfare, or safety, state and local governments can waive the competitive process and buy a good or service directly.
Common use cases	<p>Goods and services that:</p> <ul style="list-style-type: none"> Do not require extensive customization Do not require an in-person evaluation to assess quality Enjoy significant per unit price discounts when purchased in bulk 	<ul style="list-style-type: none"> Past purchases or existing infrastructure require a particular product or service due to product compatibility 	<ul style="list-style-type: none"> Where and when there is immediate potential harm to life or public property
Infrastructure examples	<ul style="list-style-type: none"> Fleet vehicles Standard materials for highway maintenance and repair: asphalt, concrete, loaders 	<ul style="list-style-type: none"> Ongoing support for an existing data system (MUNIS) Specific piping or replacement parts for a water treatment system 	<ul style="list-style-type: none"> Water line break Natural disaster response (wildfire, hurricane)

Project Delivery Methods

Project delivery method defines how a project is planned, designed, procured, contracted, and constructed.

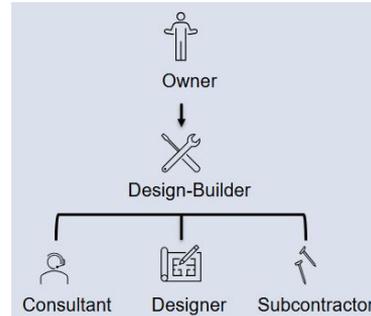
Design-Bid-Build

Project design and construction are done by two separate contractors and bid separately



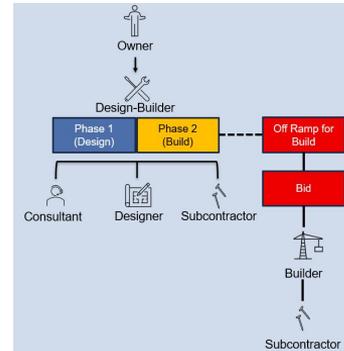
Design-Build

Project design and construction are combined into a single contract with one contractor



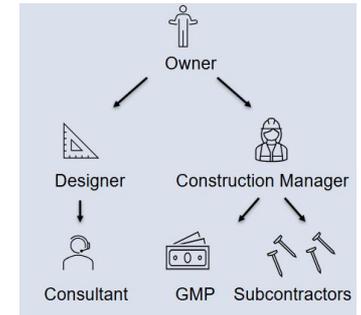
Progressive Design-Build

Design-build approach with "off-ramp" to bid out the construction phase if needed



Construction Manager At Risk

A hired construction manager oversees design-bid-build process and takes on financial "risk"





Conducting Market Research

Why Do We Do Market Research?

- **Learn about solutions and services** that you did not know were available.
- More **accurate sense of pricing** options.
- The better you understand the contractor landscape, the better you can **match your request to the available contractor services.**



That seems like more work – what happens if I don't do market research?

- **You receive few or no quality bids** because you didn't know what organizations were out there.
- **You see higher than expected quotes** because bidders raise prices in response to unclear scopes of work (SOWs).
- Potential contractors see the solicitation as **a matter of compliance, not collaboration.**

Market Research Strategies Range in Intensity

Effort

Technique

Low



High

Internet research to discover what firms exist and what solutions they offer.

Subscription services that publish white papers on IT contractors, market segments, and trends.

Calls with associations or peer governments/agencies that have recently implemented similar products or services for lessons learned and to obtain sample RFPs and contracts.

Expert interviews on a contractual basis either directly or through a service.

Vendor demos, focus groups, surveys or town halls to gather information in a consistent manner or in an open public setting (depending on procurement rules) about products, services, contractors, and trends.

Requests for Information (RFIs) to solicit ideas, solutions, or recommendations from contractors in an organized and consistent way to support the development of an RFP. This may also include release of a draft RFP for comment.

Industry days to seek input concerning current industry practices from prospective contractors.

Concept papers to announce an upcoming project, describe the vision and goals, and provide a high-level plan.

Prototype competitions with contractors where competing teams develop prototypes during early stages of a project. This may be part of the design phase for smaller projects or a qualifying step before or during an RFP process.

What is a Request for Information (RFI)?

A Request for Information (RFI) is a procurement vehicle to collect information about a potential service, program, product, or commodity from various vendors, industry experts, or community stakeholders.

RFIs can help you:

- Gather broader stakeholder **feedback**
- **Clarify** potential scopes of work
- Identify likely **marketplaces**
- Collect information on **emerging and innovative practices**
- **Increase interest** in future procurements

Share in the chat:
Have you ever issued an RFI in advance of a major solicitation? If so, what did you learn?

When Should You Issue an RFI?



You're procuring a **new** product or service



You've gotten lots of **questions or unsolicited requests from vendors**



You're seeking **broader input** from key stakeholders



You're required to conduct an extensive information-gathering phase due to **funding parameters**



You're likely to **rebid** this in a few years



You're curious about **new technology or innovations**

RFIs Can Be Useful for Centralizing Market Research for Multi-Faceted Infrastructure Projects



State example:
Kentucky

Procured good/service: EV charging stations

- The Commonwealth of Kentucky received \$69.5 million in NEVI formula program funding between 2022-2026.
- They used an RFI to request ideas and solutions for developing an implementation strategy for deploying DCFC stations using NEVI formula funding.

TEAM
KENTUCKY

REQUEST FOR INFORMATION

Kentucky Transportation Cabinet
Electric Vehicle Infrastructure
Deployment

RESULT: The RFI responses informed their strategy for planning, deployment, operation, and maintenance of Direct Current Fast Charging (DCFC) Electric Vehicle Supply Equipment (EVSE) in Kentucky. They were then able to adapt the SOWs and specifications according to vendor availability and need.

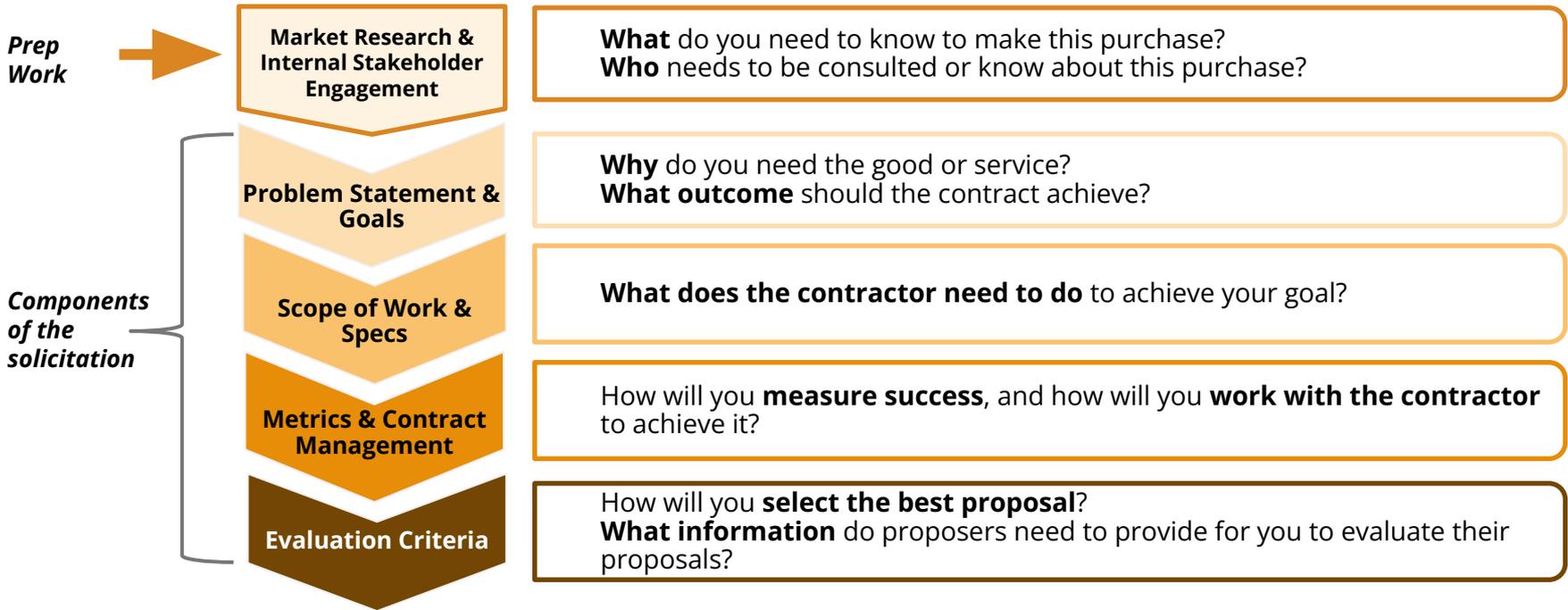
Sources: [Kentucky EV Plan](#) | [Team Kentucky: Request for Information](#)



Developing an Effective Solicitation

What Goes into an Effective RFP or RFQ?

An effective **RFP/RFQ** is oriented toward the organization's strategic priorities and challenge areas, leaves room for contractors to innovate, and creates processes to actively manage the resulting contract with performance data.





Writing Effective Solicitations: Background and Goals

Consider this Background Statement from Cleveland

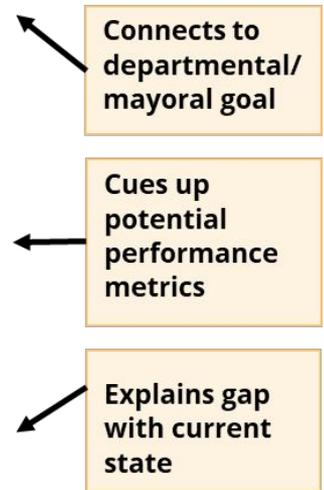


Public Electric Vehicle Charging Stations Services

The City of Cleveland is requesting proposals from for the installation, operation, maintenance, and management of **publicly accessible self-service electric vehicle charging stations** in the public right of way and on City-owned property.

In 2013, the City of Cleveland launched the **Cleveland Climate Action Plan (CAP)**, which established aggressive greenhouse gas emissions goals for the City to combat climate change on the local level. Last updated in 2018, the Cleveland CAP [sets a] 80% greenhouse gas emissions reduction goal by 2050. As of 2018, **on-road transportation contributes 15% of the total greenhouse gas emissions for the City of Cleveland, and emissions from passenger cars and trucks make up about 80% of all on-road emissions.**

In order to **achieve its overarching climate action goals and reduce vehicle emissions, as well as to keep up with a vehicle market that is being electrified**, the City is looking to expand public charging infrastructure.



Qualities of Effective Background Statements



Clearly explain the gap between where you are in the **present** and where you want to be in the **future**



Are **neutral** about possible problem diagnosis or solutions



Focus **only on relevant context**, not standard background information



Address **why** the good or service is critical and what would happen without it



Give respondents a sense of what makes this project **unique** in its needs and challenges, such as time and urgency, requirements, funding etc.



Develop Your Background Statement

The background and context statement should **address the need for the product or service**: Why is it critical to the city? Without this product or service, what happens?

Some examples below:

Service	Context Statement
Broadband Internet	Reliable, affordable and accessible high-speed (broadband) internet connections promote economic opportunities through access to digital employment, health, and educational resources.
Bike Lanes	An uptick in collisions with motor vehicles and a need for more affordable, sustainable transit options has increased demand for clearly marked, protected bike lanes for Citylandia residents to use.
Water Treatment Facility	Citylandia's piping is over 70 years old, and recent reports have found PFAS contaminants in the local water supply. Clean, accessible water is critical for residents' health.

Qualities of Effective Goals



Emphasize **outcomes** rather than inputs, outputs, or processes



Articulate a **vision of success**



Quantify key variables or targets



Are **actionable** and realistic



Considers **equity** and who it impacts



Finding the Right Balance in Goal Statements

1

Have clean bus shelters

Too Broad

Does not address specific issues to be solved, leaves out key information to help providers respond

2

Bus shelters are free of dirt and trash, and are cleaned by chemicals that are safe to breathe and do not harm the environment

Just Right

Invites creative solutions by focusing on ***what*** we want to achieve, rather than ***how*** to achieve it

3

Bus shelters are cleaned on Monday, Wednesday, and Friday with only UL/ECOLOGO certified cleaning products

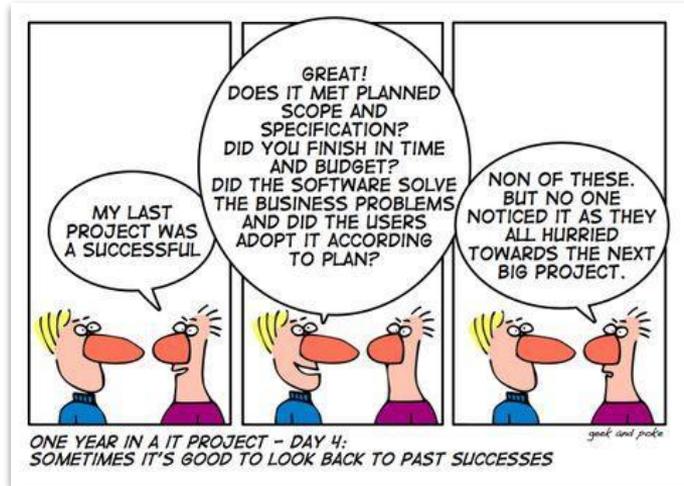
Too Specific

May be overly prescriptive which could limit potential solutions



Writing Effective Solicitations: Scope of Work

What is a Scope of Work (SOW) Anyway?



- A well-organized list of activities that need to be accomplished.
- Goal-oriented, not prescriptive.
- Encourages innovation and collaboration.
- Provides sufficient context to the contractor.
- Consider it a job description more than a prescriptive to-do (or to-be) list. Let your goal be your guide!

Bids should also be well organized, offer clear timelines, and invite collaboration!

Cloud Town Road Maintenance RFP: Revised Scope of Work



- Released a new RFP to focus on “**what**” the city is trying to achieve rather than “**how**” a provider achieves it
- Encouraged the provider performance through measurement and payment incentives rather than penalties

Original Scope of Work

The contractor shall maintain 45 lane miles of city roads in Cloud Town using hot-mix asphalt for all pothole repairs and Type C surface treatment for all resurfacing. Patching shall occur within 24 hours of notification. Crack sealing must use rubberized asphalt and be applied in 3/8-inch bands.

Mowing of shoulders shall occur every 14 days from April to September. Snow removal must use calcium chloride de-icer. The contractor shall maintain one full-time crew per 10 lane miles. All work must follow these procedures exactly and be inspected daily by the City Engineer.

Revised Scope of Work

The contractor shall provide roadway maintenance services for approximately 45 lane miles within Cloud Town. Services include pothole repair, resurfacing, crack sealing, drainage maintenance, vegetation control, and snow removal.

The contractor shall propose an annual work plan with performance targets (e.g., repair potholes within 48 hours of report) and list the methods and materials to be used. Methods and materials should meet or exceed state DOT standards and achieve performance outcomes—such as safe drivability, timely response, and durability of repairs. The City will evaluate proposals based on experience, quality assurance, and cost-effectiveness. Regular reporting and performance metrics will guide oversight and payment.

Organize Your Scope Clearly to Solicit Strong Responses

By Subject Areas

STATE OF CONNECTICUT STANDARD RFP

■ C. SCOPE OF SERVICE REQUIREMENTS

1. **Organizational Re**
*Entity Type
Location of Offices /*
2. **Service Requir**
*Catchment Areas
Location of Offices /
Hours of Operation
Target Population
Number / Types of
Client Eligibility / E
Client Evaluation /
Treatment Approach
Program Access / R
Capacity / Waitlist /
Culturally Compete
Program Collaborati*
3. **Staffing Requir**
*Staffing Model
Supervision / Mana
Pre-Employment Sc
Training
Credentials / Licen*
4. **Data and Technology Requirements**
*Computer Hardware / Software
E-Mail / Internet Capability
Assessment of Client Satisfaction
Performance Measures / Outcomes
Program Evaluation
Records / Data Collection / Reporting*
5. **Financial Requirements, such as:**
*Financial Control Procedures
Financial Status Reports
Audited Financial Statements*
6. **Budget Requirements, such as:**
*Cost Standards
Program Funding Sources
Total Available Funding
Period of Award
Proration
Third Party Reimbursement
Flat Fees
Fee-For-Service Revenues
Subcontractor Cost Schedules*

By Goal

2.1 OVERVIEW

Whether meant for City Hall, a sidewalk, or a playground, every capital project initiated by the City should be collaborative, on time, on budget, and meet its intended goals. To that end, we seek a project management solution that:

1. Promotes transparency by increasing access to data for an array of users
2. Allows for robust workflow visualization of both off-the-shelf templates and user-configured processes
3. Facilitates collaboration
4. Promotes active management of projects and broader initiatives
5. Has the ability to interface with the City's current systems
6. Provides a secure, dependable experience in the office and in the field



2.5 PROMOTES ACTIVE PROJECT MANAGEMENT

Many existing solutions are overly complex for the City's needs. We are looking for a lightweight solution that will be intuitive for employees with a wide range of technical skills. Rather than serving as a one-way reporting tool to update management, this system should help Project Managers and other staff manage their day-to-day work.

By Workstream

3.1 Partner Relationships

The Contractor shall take steps to manage and sustain relationships with current partners and build relationships with new partners. The Contractor shall:

- a) Convene partners regularly and manage partner relationships with Organization A, Organization B partners, Organization C, and other community partners and donors.
- b) Create opportunities for new partners to participate and for the role of current partners to change as the program matures. Contractor shall recruit and identify new partners and maintain momentum among current partners.
- c) Schedule, plan and lead monthly Organization meetings, in collaboration with the City and other partners.

Writing Effective Specifications

Do's



- Write specifications that align with your project goals
- Ensure information is clear and well-organized
- Allow for flexibility when possible

Don'ts



- Reuse prior contract specifications without considering current project need
- Present buried or hard to understand specifications
- Be overly prescriptive when not necessary; e.g., requiring brand name products when substitutes are sufficient



Writing Effective Solicitations: Performance Metrics

Example of Performance Metrics from Connecticut

Connecticut's Department of Administrative Services released an RFP for Electrical Vehicle Supply Equipment (EVSE) and infrastructure implementation. The RFP included a "Performance Based Contracting" section that featured tentative outcome and output metrics. However, the RFP still allowed the final metrics and reporting to be amenable to final negotiations between the state and the selected contractor(s).

Connectic[★]

*What metrics would help you measure the success of your project?
Write them in the chat!*

Output Metrics

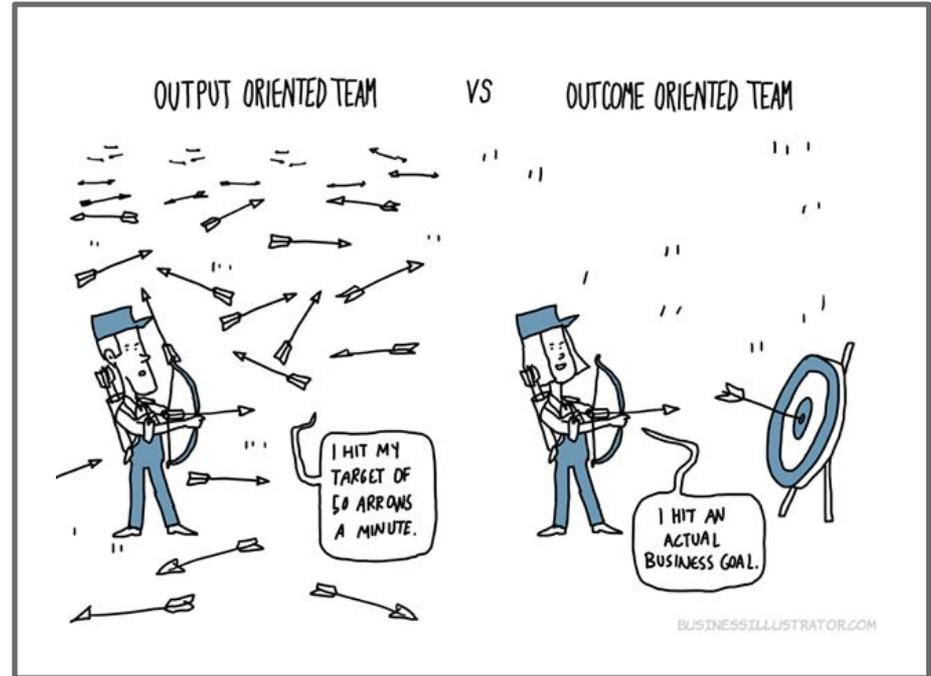
- Number and percentage of state parking spaces that are EV-ready
- Percentage of time that EV infrastructure is operational
- contractor response times for maintenance/service requests
- "Incidents" reported by users where chargers were not usable
- Cost of installations – construct an average cost of equipment vs site work and benchmark
- Revenue
- Site and utility grid impacts

Outcome Metrics

- Number of EVSE chargers on the ground
- Utilization rates for chargers
- Emissions reduction and benefit to the environment
- Growth in usage or demand, or in the number of chargers deployed
- Increased access and mobility– location and utilization of chargers, demographics of users, reduction of first and last-mile transportation gaps

What Are Performance Metrics and Why Do We Need Them?

- **Performance metrics are objectives tied to vendor performance and contract requirements you expect to see met throughout the contract.** They are typically tracked and monitored through data collection.
- By including performance metrics in your RFP or IFB, you offer a plan for tracking and managing vendor performance to achieve your contract goals.



Strong Metrics Balance Outputs & Outcomes



Output



Outcome

Outputs are the activities themselves

- How can we measure **current actions and workflows**?
- It will help you track progress and **diagnose** whether you need to make changes to the program.
- Often available in the **short term**

Examples: pounds of debris removed after storm, # mowing cycles per season, amount of filling material used

Outcomes are the ultimate result

- How can we measure **the goals** we're working towards?
- How can we capture the **WHY** – the reason we're doing this service? Think of **impacts, quality of services**.
- Can be challenging to collect data, as it is available only in the **long term**

Examples: # of hours until clear roads after storm, grass height and condition, % of roads with no cracks

Qualities of Effective Performance Metrics



Keep it (relatively) simple and aim for **3-5 total metrics** as a starting point



Are **meaningful for the program and reportable** based on data that is readily accessible rather than a wish list of ideal metrics to track



Identify **who's responsible** for tracking data – your government, the contractor, or another entity?



Incorporate the expertise of the **contractor community** and **gain buy-in** with contractors

Metrics in Action: Boulder, CO

The City of Boulder released an RFP to procure a contractor to install 60 miles of fiber optics for the city. It outlined its anticipated performance metrics as an attachment to the RFP documents:

Cost Control and Proactive Communication (Goal 3)					
#	Metric	Definition	Source	Reporting Frequency	Purpose
1	Project spend: actuals vs. forecast	Actuals are defined as the dollar amount that has been expended by the Contractor on materials, equipment, labor and project administration to date. Forecast is defined as the dollar amount the Contractor anticipated spending on the same cost categories by the current date, as detailed in their final project plan and financial forecast.	Contractor	Monthly	Track project expenditures to identify likely areas of cost overages and flag possible increases to the City's financial obligation
2	Completed footage of conduit: actuals vs. forecast	Actuals are defined as the sum of completed conduit, measured in feet, since the award of contract. Completed conduit is defined as conduit that has been installed to the specifications outlined in the "Telecommunications Standards" – Attachment B where full site restoration and cleanup has been completed with relevant documentation and drawings submitted for review. Forecast is defined as the total conduit, measured in feet, the Contractor anticipated completing by the current date, as detailed in their final project plan	Contractor	Weekly	The main indicator of progress in the completion of work

Source: [City of Boulder RFB](#)

Metrics in Action: Boulder, CO

Components of Performance Metrics

Metric Name

Metric Definition

Reporting Responsibility

Reporting Frequency

Purpose of Reporting

RFP Goals aligned with Metric

Why this matters:

By including both “what” and “why” for their metrics, Boulder is connecting its strategy to the success of the RFP – and is setting the expectation for vendors that ongoing evaluation is part of the contract.

Lessons Learned from Boulder

Note that the city **did not finalize** all performance indicators in the RFP!

“The following metrics represent the City’s proposed approach to defining, measuring, and tracking project success...The final set of performance metrics will be negotiated by the successful bidder and the City prior to the finalization of an agreement between parties.”

But by including some example metrics in the RFP, Boulder **framed expectations** around reporting and data tracking.



Typical Construction Performance Measures and KPIs

Type of Metric	Example Performance Measure
Cost and schedule monitoring	Capital project delivery: on-time and within budget
Quality monitoring	Pavement smoothness index of 900 or less
Safety management	Number of worker injuries
Public information management	Percent of customer requests responded to in 24 hours
Environmental stewardship	Soil quality free of contaminants
Traffic reliability during construction	Percent of freeway miles congested in weekday peak periods



Writing Effective Solicitations: Evaluation

Example from Newark Street Outreach & Engagement RFP



City of Newark
Office of the Mayor
Homeless Division

Street Outreach and Engagement
Request for Proposals (RFP)

Scoring Criteria

0 - 20 Points	Target Population and Experience	Demonstrate strong capabilities, experience, expertise, and stability with a proven track record and favorable reputation for planning, developing and implementing the services.
0 - 15 Points	Strategic Alignment	Proposal is aligned with Mayor Baraka's key strategies to reduce the number of people living on the street through new approaches to engagement, better coordination among stakeholders, and alignment on outcomes.
0 - 15 Points	Program Cost	Cost of services are comparable to similarly scored proposals and are clearly outlined with prices, charges, and fees explained.
0 - 15 Points	Behavioral Healthcare Services	Proposal provided assurance that the respondent has the capabilities, experience, and expertise in addressing the Behavioral Healthcare needs of the unsheltered population.
0 - 15 Points	Housing Placement Services	Proposal provided assurance that the respondent has the capabilities, experience, and expertise in providing housing placement and navigation services to unsheltered residents.
		Proposal provided assurance that the respondent has strong relationships and partnerships with community housing and service providers.
		Proposal provided assurance that the respondent has the capabilities, experience, and expertise in collecting and reporting unsheltered homelessness data.
100 Points		

Scoring Basis

Non-responsive	Poor	Satisfactory	Good
Does not meet the criteria	Marginally meets in criteria	Meets most of the criteria	Meets all stated criteria

Qualities of Effective Evaluation Criteria

- Signal what's important to the agency
- Be fair, consistent and not overly restrictive
- Align with proposal questions
- Give the right balance between multiple priorities

A Note on Minimum Qualifications

- “The recipient or subrecipient must award contracts only to **responsible contractors** that possess the ability to perform successfully under the terms and conditions of a proposed contract.” 2 CFR 200.318(h)
- Minimum qualifications set the **baseline** for further evaluation.
- But – do not **unreasonably restrict competition** by placing excessive requirements or requiring unnecessary experience. 2 CFR 200.319(c)

Common Evaluation Criteria

Organization and Staff



- **Evidence of experience** with projects of similar complexity
- Demonstrated relevant **technical or data analysis** expertise
- **Geographic reach** and/or knowledge of priority communities

Proposed Approach



- **Alignment with RFP goals and scope of work**, or likelihood of achieving them
- Realistic **timeline**
- **Equity, Sustainability and Innovation** are centered in program design, execution, and administration

Cost Effectiveness



- **Reasonableness** of cost
- **Allocation of resources** within the proposed budget
- **Ability to supplement** resources with in kind or outside support

Small Fixes Add Up to a Big Impact

Instead of...



Asking for a long narrative response – an essay.

Let's try...

A case study or multiple short answer responses – a questionnaire.



Mixing responses with budget requirements and additional materials.

How about...

Creating three separate submission templates: response sheet, budget template, and checklist for additional materials.



Letting past RFPs determine your attachments.

Or we can consider...

Having your goals, SOW, and specifications determine your attachments.

What else could your city do to make the process simpler?

3. Financial Management

A video recording of this section is available [here](#)

Expected Learning Outcomes for This Topic

Upon successful completion of this topic, city teams will be able to:

- ✓ Explain common grant terminology
- ✓ Identify drawdown requirements
- ✓ Understand the basics of indirect costs and cost share
- ✓ Discern when a grant agreement modification is needed
- ✓ Complete proper time and effort reporting



Grant Award Terms

Standard Federal Terms



Cost principles

- Allowable costs
 - Necessary and reasonable
 - Within the awarded budget
 - Consistent with your policies and procedures (not just federal ones)
 - Treated consistently
 - Solely allocated to this project/program
 - Adequately documented
- Budget adjustments/modifications
- Match/cost-sharing

Standard Federal Terms



Procurement

- [2 CFR 200, Appendix II](#) - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards



Reporting

- Guidelines
- Key dates/timeline(s)
- Supplemental materials



Subrecipients



Intellectual Property/ Data Ownership



Drawdowns

Drawdowns: The Basics



A drawdown is a transfer of grant awarded funds, initiated by the recipient, from the awarding federal agency to pay grant-related expenses.

1. Two types: reimbursement and advance
2. Must limit the time between receiving funds and distributing funds
3. Must be aligned with the approved budget
4. Must be supported with proper documentation
5. Drawdowns are processed through a federal payment system
6. If allowed by the funding agency, frequent and smaller drawdowns are preferable to large, infrequent drawdowns

Drawdown



Payment terms and methods:

- Lump-sum allocation/advance payment; or
- Reimbursement



Periodic drawdowns:

- Terms and conditions dictate the timing of drawdown
 - Associated with financial reporting
- Recipient preference, such as being concurrent with its payroll cycle, if personnel and fringe benefits are budgeted costs



Confirm the system's procedures for drawdown



Access to the Federal agency payment system

Drawdown



Maintaining supporting documentation

- Purchase documentation
 - Goods, services, and/or contractual
 - Procurement process followed
 - Invoice or Contract
 - Personnel and fringe benefits:
 - Certified time and effort report
 - HR/payroll system report
- Receipt documentation
- Payment documentation



Federal agency transfer and deposit of funds



City transfer and payment(s)



Indirect Costs

Indirect Costs

[2 CFR 200.414 Indirect costs](#)

- Shared, internal facing
- Negotiated Indirect Costs Rate Agreement (NICRA) and Federal cognizant agency
- De minimis rate of 15% (for grant programs and awards made after 10/1/24) of the modified total direct costs (MTDC) pursuant to [2 CFR 200.414\(f\)](#)



Modifications/Amendments

Modifications and Amendments

2 CFR 200.308 Revision of budget and program plans

(b) Deviations from approved budget.

- The recipient or subrecipient must report deviations from the approved budget, project or program scope, or objective(s).
- The recipient or subrecipient must request prior approvals from the Federal agency or pass-through entity for budget and program plan revisions in accordance with this section.

Modifications and Amendments

Call your federal grant program officer to discuss the needed change

- Federal grant program officer should provide direction and confirm the process
- Questions to Consider:
 - What you will need to submit?
 - What is approval timeline?

Submit the modification request

Await approval by the Federal agency

Upon approval, confirm the updated award/agreement is correct regarding your change request

- Note the effective date of the change to ensure compliance.





Match/Cost Share

Matching/Cost Share: The Basics

2 CFR 200.306 Cost sharing

1. Reasonable, allowable, and allocable
2. Appropriate and approved sources
3. Tracking processes
4. In-kind: verifiable and assigned value according to organization's policies and/or standard market rates
5. Period of performance
6. Approved activities of the award

Match/Cost Share

Same accounting process as your grant funds.

Maintain your match/cost share documents and records.

Some examples of match/cost share:

- **Unrecovered indirect costs**
 - The difference between the indirect cost amount charged to the Federal award and the amount which could have been charged.
- **Volunteer(s)**
 - [Value of Volunteer Time Report | Independent Sector Resources](#)
- **Donated property**
 - Fair market value



Time & Effort

Time and Effort: The Basics

1. All personnel paid using the federal funds
2. Actual work performed
3. Verification and certification
4. Align with payroll records
5. Follow [2 CFR 200.430 Compensation - personal services](#) for documentation
6. Track 100% of time for all personnel, regardless of actual time on grant activities
7. Acceptable documentation method, such as a personnel activity report (PAR)
8. Allocate: grants, allowable vs non-allowable activities, direct vs indirect activities, etc.
9. Timely submission and reporting

Time and Effort

[2 CFR 200.430 Compensation - personnel services.](#)

(g) Standards for Documentation of Personnel Expenses.

- (1) Charges to Federal awards for salaries and wages must be based on records that accurately reflect the work performed.

4. Compliance for Federal Infrastructure

A video recording of this section is available [here](#)

Expected Learning Outcomes for This Topic

Upon successful completion of this topic, city teams will be able to:

- ✓ Define key compliance terminology used in federal infrastructure projects
- ✓ Determine a contractor versus a subrecipient
- ✓ Understand basic bidding and procurement requirements
- ✓ Identify general National Environmental Policy Act (NEPA), Build America, Buy America Act (BABAA), and Davis-Bacon and Related Acts (DBRA) compliance requirements



Compliance for Federal Infrastructure Grants

Key Terms

What is Infrastructure?

Infrastructure

- Structures, facilities, and equipment for roads, highways, and bridges; public transportation; dams, ports, harbors and other maritime facilities; intercity passenger and freight railroads; freight and intermodal facilities; airports; water systems, including drinking water and wastewater systems; electrical transmission facilities and systems; utilities; broadband infrastructure; and buildings and real property; and structures, facilities, and equipment that generate, transport, and distribute energy including electric vehicle (EV) charging.
- See [BABAA 70912\(5\)](#) and [M-24-02](#) for more information

What is Construction?

Construction

Related to your funding source, your project, your needs – definition may vary and based on your work!

- Examples can include: Streetscape improvement, highway construction, home repair, etc.
- Refer to your funding's applicable regulations and relevant program guidance.

What is Construction?

Construction

Construction work means the **construction, rehabilitation, alteration, conversion, extension, demolition or repair of buildings, highways, or other changes or improvements to real property**, including facilities providing utility services. The term also includes the supervision, inspection, and other onsite functions incidental to the actual construction.



**Compliance for Federal
Infrastructure Grants**
*Contractor Determination
and Requirements*

Contractor Determination

Contractor Determination

- Provides **goods and services** that are within its normal business operations;
- **Provides similar goods and services to many different purchasers;**
- Normally **operates in a competitive environment;**
- Provides **goods and services that are ancillary** to the operation of the federal program;
- Is **not subject to compliance requirements of the federal program** because of the agreement, though similar requirements may apply for other reasons; and
- Are generally procured by the non-federal entity.

Contractor Requirements

Contractor Requirements – General Guidance

- **Be registered** in [SAM.gov](https://sam.gov) and maintain an active **Unique Entity Identifier (UEI)**.
 - Contractors must maintain [SAM.gov](https://sam.gov) registration throughout the period of performance.
- **Must not be debarred, suspended, or otherwise excluded from or ineligible for participation** in Federal assistance programs or activities.
- Contractors who develop draft specifications, requirements, statements of work or invitations for bids/request for proposals, are excluded from competing for procurements.

Contractor Requirements

Contractor Requirements – General Guidance (Continued)

- Must comply with [2 CFR 200.323 Procurement of recovered materials](#), which references compliance with section 6002 of the **Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act**.
- Must comply with [2 CFR 200.326 Bonding requirements](#).
- Per [2 CFR 200.501\(h\) Compliance responsibility for contractors](#), the auditee's compliance responsibility for contractors is only to ensure that the procurement, receipt, and payment for goods and services comply with Federal statutes, regulations, and the terms and conditions of Federal awards. Federal award compliance requirements normally do not pass through to contractors.

Contractor Requirements

Contractor Requirements – General Guidance (Continued)

- Non-federal entities, at a minimum, must adhere to Procurement Standards per [2 CFR 200.318-327 Procurement Standards](#).
- Non-federal entities must also adhere to state and local procurement policies, which may be more stringent than [2 CFR 200.318-327 Procurement Standards](#).
- A recommend best practice is to also follow precedence, provided it complies with the above requirements.



There may be additional requirements based on your funding, project, and city.



Compliance for Federal Infrastructure Grants

Bidding and Contracting

Bidding and Contracting

[2 CFR 200.318 General Procurement Standards](#)

- Non-federal entities shall establish and use documented procurement procedures.
- Non-federal entities must also **adhere to state and local procurement policies, which may be more stringent.**

[2 CFR 200.319 Competition](#)

All procurements for contractors must be done in **full and open competition** consistent with [2 CFR 200.319](#) and [2 CFR 200.320](#).

Bidding and Contracting

2 CFR 200.320 Procurement Methods

- Informal Procurement Methods (for Small Purchases)
 - Micro-purchases
 - Simplified acquisitions
- Formal Procurement Methods
 - Sealed bids
 - Proposals
- Noncompetitive Procurement



Compliance for Federal Infrastructure Grants

*National Environmental Policy Act
(NEPA)*

National Environmental Policy Act (NEPA)

Federal Requirements



- Project may require specific environmental compliance review(s) if not covered by Categorical Exclusion (CE).
- May include consultation under Section 106 of the [National Historic Preservation Act](#) with the State Historic Preservation Officer (SHPO)/Tribal Historic Preservation Officer (THPO) and any other consulting parties.

National Environmental Policy Act (NEPA)

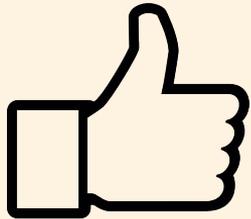
Federal Requirements



- May include a hazardous materials survey, Coastal Zone Consistency Determination, Floodplain Management, Environmental Justice, etc.
- No choice-limiting actions relating to hard costs may be undertaken until environmental review process is completed.
- Agency-specific regulations/guidance.

National Environmental Policy Act (NEPA)

Best Practices



- **Understand the scope of work and timeline associated with your project**
 - This is including boundaries, site conditions, date of planned “shovel in the ground.”
- Work with your Federal, State, and local environmental contacts.
- Reach out to resources within your organization (City, County, etc.) and consultants who have conducted these reviews.
- Understand the requirements of your environmental review determination.



**Compliance for Federal
Infrastructure Grants**
*Davis Bacon and Related Acts
(DBRA)*

Davis Bacon and Related Acts (DRBA)

The Davis Bacon and Related Acts (DRBA) generally apply to:

- Contractors and subcontractors performing on Federal and Federally-assisted contracts.
- Contracts in excess of \$2,000.
- For construction, alteration, or repair (including painting and decorating).

If applicable:

Laborers and mechanics performing on the site of the work of DBRA-covered contracts are entitled to receive prevailing wage rates for such work.

Davis Bacon and Related Acts (DRBA)

Best Practices



- Get off on the right foot – Understand if DBRA is required for your project.
- Be clear that DBRA is a requirement (obtain written acknowledgement).
- Bidding and contract documentation.
- Pull the appropriate wage rate determination – adhere to 90-day rule.
- Review payrolls in a timely manner.

Davis Bacon and Related Acts (DRBA)

Best Practices (Continued)



- Conduct interviews regularly; establish a cadence; prepare photos; and perform an analysis using the payrolls reviewed compared to interviews conducted on-site.
- Work with contractor and their subs to quickly address – missing payrolls, incorrect payments, apprenticeship (if there are violations, contact an attorney).
- Don't forget – The Uniform Guidance requires you to have a system of contract administration.



**Compliance for Federal
Infrastructure Grants**
*Domestic Sourcing &
Build America Buy America Act
(BABAA)*

Domestic Sourcing

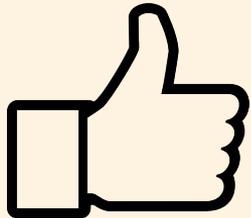
- “Soft preference” – [2 CFR 200.322](#)
- Agency-specific “Buy America” requirements
- Build America, Buy America Act; Infrastructure Investment and Jobs Act, Pub. L. 117-58 (effect May 14, 2022)

Build America, Buy America Act (BABAA)

- Infrastructure Investment and Jobs Act, Pub. L. 117-58 (Nov. 15, 2021)
- Sec. 70914 sets government-wide baseline standard for Fed-funded infrastructure:
 - “Not later than 180 days after the date of enactment of this Act [May 14, 2022], the head of each Federal agency shall ensure that none of the funds made available for a Federal financial assistance program for infrastructure, including each deficient program, may be obligated for a project unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States.

Build America, Buy America Act (BABAA)

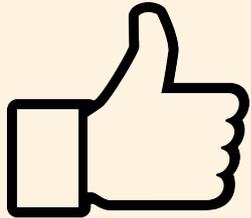
Best Practices



- Establish a process with defined controls to evaluate projects for BABAA applicability, and outline how compliance will be monitored and enforced.
- Undertake a thorough review of agency/entity policy and procedures that may need to be updated.
- Pursue formal, documented training for all staff who will directly or indirectly engage with BABAA and any related legislation.

Build America, Buy America Act (BABAA)

Best Practices (Continued)



- In determining what staff should be included, think through how BABAA implementation will weave through agency/entity departments (including, but not limited to: administration, legal, public works, utilities, procurement, finance, and human resources).
- Assign designated staff to monitor legislation and any potential changes or requirements for compliance, and maintain a central repository where guidance is easily accessible to all staff.
- Keep all leadership and elected officials apprised of important/milestone actions and/or activities.

5. Reporting, Oversight and Communicating Impact

A video recording of this section is available [here](#)

Expected Learning Outcomes for This Topic

Upon successful completion of this topic, community teams will be able to:

- ✓ Understand the difference between compliance and reporting.
- ✓ Complete core federal reporting forms.
- ✓ Apply oversight to strengthen accountability.



Reporting and Oversight

Compliance vs. Reporting

- **Compliance requirements** - rules which must be followed
 - Many sources.
 - May change
 - Auditors check
- **Reporting requirements** - information submitted to a funding agency
 - Demonstrates partial compliance
 - Reporting is itself one type of compliance requirement.

Programmatic Reporting

Performance Progress Report (PPR)

- **Qualitative**
 - Narrative update on your grant project/program for a certain period of time.
 - Any issues? Resolutions?
- **Quantitative**
 - Status and measurement of your project/program's stated goals, metrics, deliverables, etc.

Financial and FFATA Reporting

FFR/SF-425

- Use your Notice of Award (NOA) or agreement to gather the needed data elements

Federal Funding Accountability and Transparency Act (FFATA)

- Executive compensation
- Gross revenue from awards
- Subawards
- Timing

Monitoring & Audits

Finding your compliance requirements:

- US Code (USC)
- Code of Federal Regulations (CFR), includes Uniform Guidance (2 CFR 200)
- Grant agreement and “all other applicable laws and policies”
- Agency-specific guidance
- Applicable state and local code and agency guidance
- Notice of Funding Opportunity (NOFO)
- [SAM.gov](#): Assistance Listing Number (search by ALN)
- Compliance Supplement from federal Office of Management and Budget (OMB)
- Find common audit findings with [Oversight.gov](#), Single Audit Clearinghouse, and state audit databases

Monitoring & Audit Basics

- Monitoring Types
 - Programmatic
 - Financial
- Monitoring Methods
 - Desk Review
 - On-Site Visit (scheduled or ad hoc)
- Audits
 - Federal
 - State

Record Retention

- [2 CFR 200.334 Record retention requirements](#): 3+ years
- [2 CFR 200.335 Requests for transfer of records](#): Long-term value
- [2 CFR 200.336 Methods for collection, transmission, and storage information](#).
 - Machine readable format
 - Electronic versus paper versions
- [2 CFR 200.337 Access to records](#): Audits, site visits, official use
- [2 CFR 200.338 Restrictions on public access to records](#).
 - Personally identifiable information (PII)
 - Freedom of Information Act (FOIA)

Record Retention

- Types of records to retain:
 - General ledgers and accounting data.
 - Payroll and time and effort documentation.
 - Procurement and contract records.
 - Programmatic and financial reports (quarterly, annual, etc).
 - Subaward agreements and monitoring documentation.
 - Correspondence with the federal agency.
 - Equipment purchase and disposition records.
 - Audit reports and supporting materials.



Communicating Impact

Measuring

Return on Investment (ROI)	
Financial	<ul style="list-style-type: none">• Cost savings achieved/cost avoidance• Leveraged funding• Revenue generated
Outcomes	Increased or improved capacity or service levels
Community	Economic development

Measuring

Return on Investment (ROI) *(cont.)*

Risk reduction	<ul style="list-style-type: none">• Avoided or reduced an issue<ul style="list-style-type: none">○ Reduced vulnerability/enhanced resilience○ Improved compliance structure
Sustainability	<ul style="list-style-type: none">• Long-term operational efficiencies<ul style="list-style-type: none">○ Lifecycle reductions○ Systematic improvements
Performance	<ul style="list-style-type: none">• Compliance• On time and on budget

Communicate

✓ Establish a single source of truth

- A central, shared grant document repository

✓ Standardize internal communication protocols

- Define who communicates what, to whom, and when
 - Program/project lead sends monthly status updates
 - Finance lead sends expenditure reports

✓ Communicate risks early and often

- Define who identifies risks, strategizes potential solutions, and makes final decisions on solutions (eg: identifying fraud, examining legal remedies, and implementing remedies)

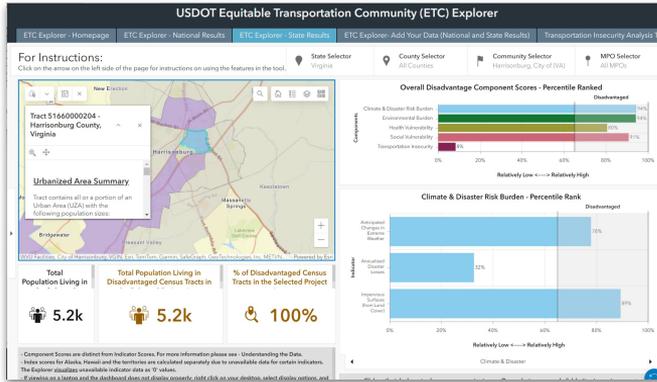
✓ Clarify upstream and downstream communication

- What gets communicated externally? Internally? To whom?
- Who signs off on what? Who sends what?

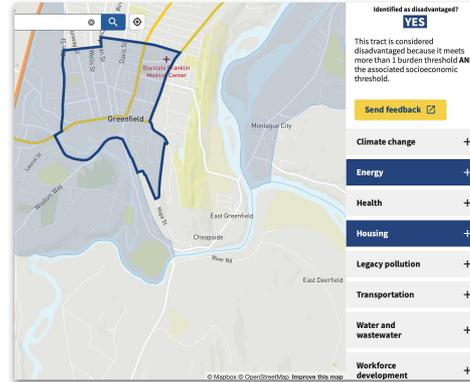


Data

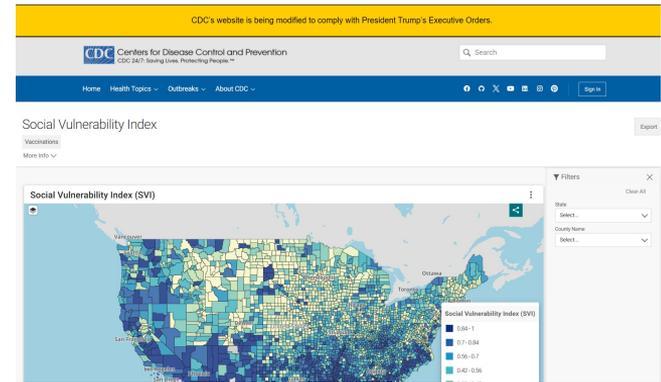
Data Landscape Has Significantly Changed



US DOT Equitable Transportation Explorer Tool* - previously required for multiple DOT grants citing % of population in Transportation Disadvantaged Communities



Climate and Economic Justice Screening Tool - frequently required to determine project location and eligibility in Disadvantaged Communities for several BIL funding opportunities



CDC Social Vulnerability Index - Mandated to be restored to Jan 29, 2025 version, using and citing this mapping tool should be done with careful consideration of language and tone preferred by new administration.

*Tool has been removed from the USDOT website

Navigating Reporting Under Changing Landscape

Despite changes, there is a wealth of data that remains. Steps you can take now to ensure you are collecting meaningful, consistent data relevant to any changed or updated criteria can include:

- Revisit your grant application for project vision, desired outcomes, and metrics that can be sourced elsewhere.
- Prioritize grant application scoring criteria to help identify additional metrics (Safety, jobs created, etc.)
- Catalog sources from secondary, open data sites that align with your project (US Census, State DoT, etc.)
- Identify any primary data you may be able to collect or already are collecting (administrative data, workforce development boards, etc.)

Data Collection – Safe Streets Planning Grant ex.

Data Collection and Analysis

“Crash data will include **roadway fatality and serious injury data** and crashes involving pedestrians and bicyclists from the demonstration area shall be obtained within 30 working days from the grant award. **Before and after photos** will be taken of the area. **Transportation data from the various monitoring equipment** shall be obtained on a quarterly basis and analyzed. There will be community meetings to discuss the demonstration area as well as the pre- and post-installation monitoring results. Pre- and post-installation transportation data collection and analysis.

The City will develop a monitoring and evaluation plan to determine which types of data and associated metrics are relevant for the assessment of its demonstration activity. This will help ensure consistency across pre-/post- data collection and measure the performance and success of improvements.”

Examples include:

- Speed management pilots: vehicle speeds and Stop sign compliance.
- Pedestrian pilots: pedestrian counts/volumes; street space allocations by mode/use; pedestrian crossing distance; driver yielding rates at crosswalks.
- Bicycle pilots: bicyclist counts/volumes; bikeshare trips.
- Public input, community meetings, intercept surveys, key stakeholder interviews, online tools and engagement.

Alternative Sourcing of Data – RAISE (now BUILD) ex.

V. Economic Competitiveness

Expected improvements to the system increase reliability, help revitalize the surrounding area, improve overall well-being. Will comply with labor standards, policies and practices set by federal and state government and our local municipality.

Improvement to the maintenance and parking facility will have a long term impact. It will reduce cost through sustainability measures and increase productivity of staff. It will increase our ability to provide reliable, cost effective service to the community. By collecting solar energy in a power wall, we will cut our own costs and be an example to others in our City:

- We currently are working with local community colleges to run a pilot program for workforce development, not only for transit drivers but mechanics and maintenance staff as well.
- We will increase access to the Opportunity Center which is centered on creating improvements in all areas for our citizens.
- We will follow all labor regulations set by the federal and state government. We will ensure that any outside business and contractors that we engage will also comply with federal and state regulation and follow labor standards.
- We have several relationships within the community to recruit employees that may otherwise not consider a City job. We work with local refugee programs to aide people from different backgrounds that are learning to work within our community.
- We also work with re-entry programs to provide opportunities for employment. We will continue with those connections because we believe this benefits our community by providing continued employment for constituents that have challenges in finding good jobs.
- Our current routes serve all 5 hospitals in town, many of the clinics, all the campuses and universities, concert venues, and government offices. As well as major shopping centers and the downtown historic area of the City.
- The upgrade to our facilities will reduce costs over time. This will allow us to redirect resources back to the community. The ability to provide better, expanded service will benefit the City in untold ways. Accessing areas that

Potential sources to track and manage progress towards stated impacts:

- **Workforce Development Board administrative data**
- **Community college pilot program attendance rates**
- **Identify city employees hired from identified partners (e.g., local refugee programs and re-entry programs as stated in this application)**
- **Published city budgets that demonstrate reductions in costs**

Resources: Census Profiles

per capita income in santa ro... x +

data.census.gov/all?q=per%20capita%20income%20in%20santa%20rosa%20nm

An official website of the United States government [Here's how you know](#) ▾

United States[®]
Census
Bureau

per capita income in santa rosa nm x 📍 🔍 Advanced Search

All Tables Maps Charts Profiles Pages Apps Help FAQ Feedback

Filters

Per Capita Income in Santa Rosa City, New Mexico is **\$24,174** ± \$5,753

2023 American Community Survey 5-Year Estimates [View This Result](#) ▶

386 Tables, 386 Maps, 386 Charts, 2 Profiles

Tables

View: 10 | 25 | 50

American Community Survey
S1902 | Mean Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars)
[View All 14 Products](#)

American Community Survey
B19301 | Per Capita Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars)
[View All 15 Products](#)

American Community Survey
DP03 | Selected Economic Characteristics

Place
Santa Rosa city, New Mexico
Total Population: 2,850
Median Household Income: \$41,995
Bachelor's Degree or Higher: 15.4%
Employment Rate: 42.1%
Total Housing Units: 1,230
Without Health Care Coverage: 5.9%
Total Households: 695
Hispanic or Latino (of any race): 2,275
[View Profile](#) ◻

[Help improve our search](#)

Quickly access summary data:

- Population
- Demographics
- Employment
- Household characteristics
- Education
- more



6. Tools & Resources

Resources to support each step of your grant implementation and compliance process.

Tools & Resources (1/7)

Grant Terminology

- [Uniform Guidance/2 CFR 200 Definitions](#)
Official definitions for key terms used throughout the federal Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.
- [Grants.gov Definitions](#)
Glossary of common federal grant terms and acronyms used in applications and grant management.
- [Uniform Guidance/2 CFR 200](#)
Federal regulation that sets uniform administrative requirements, cost principles, and audit rules for federal grants and agreements.
- [Council on Federal Financial Assistance \(COFFA\)](#)
Centralized guidance and resources on federal financial assistance policies and best practices.

Internal Control

- [Committee on Sponsoring Organizations \(COSO\) Internal Control Framework](#)
Guidance and tools for designing, implementing, and evaluating effective organizational internal controls.
- [US Government Accountability Office \(GAO\) The Green Book](#)
Framework of standards for internal control in federal programs, offering principles and best practices for effective governance and accountability.
- [Government Finance Officers Association \(GFOA\) Internal Control for Grants](#)
Resource on internal control practices specifically for managing and overseeing federal and other grant funds.

Tools & Resources (2/7)

Center for Grant Excellence

- [Building a Positive Relationship with Your Federal Agency.pdf](#)
A guide to roles and communication between federal programs and their points of contact (POCs).
- [Federal Award Relationships and Responsibilities.pdf](#)
A guide explaining how federal awards relate to key stakeholders and decision points in grant processes.
- [Introduction to Uniform Guidance/2 CFR 200.pdf](#)
A guide to the Uniform Guidance (2 CFR §200), explaining core federal grant rules and requirements.
- [The Importance of Internal Controls.pdf](#)
A guide on the importance of internal controls in federal grants and financial management.
- [The Components of Internal Controls.pdf](#)
A reference explaining the key components of internal control systems for effective financial and grant management
- [Establishing and Maintaining Internal Controls.pdf](#)
A guide on how to maintain effective internal controls for federal grants and financial management.

Procurement

- [Market Research: the Key to Your Next RFP's Success](#)
A resource explaining how market research improves the success of public sector RFPs and procurement outcomes.
- [Building Your RFP Assumptions Toolkit](#)
A resource for developing and organizing the key assumptions that inform strong and competitive RFP responses.
- [Crafting a Results-Drive Request for Proposals \(RFP\)](#)
Guidance on designing RFPs that focus on outcomes, performance, and measurable results.

Tools & Resources (3/7)

Procurement

- [Request for Proposals \(RFP\) Template](#)
A downloadable RFP template to help structure and standardize your request for proposals.
- [RFP Response Workbook and Question Bank](#)
A structured workbook template to help teams organize and develop their responses to RFPs.
- [Contract Management Plan Template](#)
A downloadable template to help structure and guide effective contract management.
- [The Procurement Excellence Network](#)
A resource hub offering tools, templates, and guidance to help public sector organizations improve procurement practices and outcomes.
- [Solicitation Getting Started Kit](#)
A high-level guide from the Procurement Excellence Network outlining key steps and foundational concepts for beginning a competitive solicitation process.
- [RFP, ITB, RFQ definitions](#)
A document from NIGP explaining the differences between a Request for Proposals (RFP) and an Invitation for Bids (IFB) in public procurement.

Financial Management

- [The Federal Audit Clearinghouse](#)
The Federal Audit Clearinghouse's website, providing information, resources, and access to federal single audit reporting and compliance data.

Tools & Resources (4/7)

Financial Management

- [State of Arizona Accounting Manual \(SAAM\)](#)
The official accounting policies and procedures manual published by the State of Arizona to guide financial operations and compliance.
- [DOJ Grants Financial Guide 2024 | III. Postaward Requirements | Office of Justice Programs](#)
A section of the Office of Justice Programs financial guide that outlines post-award financial management and compliance requirements for OJP grants.
- [FMCSA Financial Management and Processing Manual for Grant Programs 508CLN.pdf](#)
A Federal Motor Carrier Safety Administration manual outlining financial management, processing, and compliance requirements for FMCSA grant programs.
- [Home | SAM.gov](#)
The official U.S. government portal for entity registration and federal assistance listings, where organizations register to do business with or receive grants and contracts from the federal government.
- [Compliance supplements](#)
The Federal Audit Clearinghouse compliance page, providing access to audit submission and reporting requirements.
- [Yellow Book: Government Auditing Standards | U.S. GAO](#)
The Government Accountability Office's auditing standards for government organizations, programs, activities, and functions.
- [Welcome to Oversight.gov | Oversight.gov](#)
The U.S. government's central portal for oversight and accountability, aggregating reports, investigations, and audit findings from federal watchdog agencies.

Tools & Resources (5/7)

Compliance

- [State of Arizona Accounting Manual \(SAAM\)](#)
US DOJ Checklist to Determine Subrecipient or Contractor Classification.
- [Association of Government Accountants \(AGA\) - Subrecipient vs. Contractor Checklist](#)
Library of articles, guides, and tools for government financial management professionals.
- [US GSA Suspension & Debarment](#)
A page explaining policies and answers to common questions about suspension, debarment, and agency protest procedures in federal acquisition.
- [US EPA National Environmental Policy Act](#)
Hub for information on the National Environmental Policy Act (NEPA), including guidance and resources on environmental reviews and compliance.
- [US DOL Davis-Bacon and Related Acts](#)
A page explaining federal wage and hour requirements that apply to construction performed under government contracts.
- [Made in America](#)
A portal for implementing “Buy American” and “Made in America” preferences, providing requirements, guidance, and resources to support domestic sourcing in federal spending.
- [2 CFR 184 - Buy America Preferences for Infrastructure Projects](#)
Federal regulations on nonprocurement debarment and suspension for grants and agreements.

Tools & Resources (6/7)

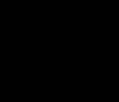
Reporting

- [Post-Award Reporting Forms | Grants.gov](#)
A repository of official post-award reporting forms used for federal grant financial and performance reporting.
- [Instructional Video: Completing the SF425 \(US Department of Interior\)](#)
A video page with results about the SF-425 federal report form.
- [Subaward Reporting \(FFATA\) in SAM | SAM.gov](#)
The section of SAM.gov for searching and accessing federal award data reported in the Federal Funding Accountability and Transparency Act (FFATA) Subaward Reporting System (FSRS).

Tools & Resources (7/7)

Local Infrastructure Hub Workshop Recordings

1. [You've Won- Now What? Getting Started](#): Build practical capacity to translate grant awards into action by leveraging tools for timeline planning, reporting management, funding alignment, and team readiness to support successful project delivery and compliance.
2. [Enhancing Procurement Practices](#): Build a strong procurement foundation by understanding available solicitation tools, what makes an effective solicitation, and how to prepare the market to respond competitively and compliantly.
3. [Strengthening Financial Management](#): Apply strong and compliant financial management practices, including strategies for braiding funding, managing indirect costs and cash flow, and identifying additional funding resources.
4. [Meeting Federal Infrastructure Compliance Requirements](#): Gain clarity on federal infrastructure requirements to reduce risk, maintain compliance, and keep projects on track.
5. [Enhancing Reporting, Oversight & Communicating Impact](#): Strengthen financial and program reporting practices, prepare for audits, define clear success metrics, manage risk, and communicate impact effectively to stakeholders and decision-makers.



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