



# **FY25 Disaster Supplemental Notice of Funding Opportunity**

**Industry Transformation Path:  
*Coalition & Governance***

February 5, 2026

# Objectives & Agenda

## Objectives

- Describe the qualities of a strong coalition.
- Share how to design a strong governance plan for your coalition.
- Detail the differences between commitments and match, and how each supports the strength of the coalition.

## Agenda

1. Context for Today's Webinar
2. What is Governance?
3. Forming Your Coalition
4. Management & Governance Mechanisms
5. Investment & Policy Commitments
  - Including Difference b/w Match & Commitments
6. Formatting Your Commitments
7. Housekeeping

# Context for Today's Webinar



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# EDA's Disaster Funding Objective

The FY 2025 Disaster Supplemental Grant Program is not just about rebuilding—it's about **transforming local economies after a disaster**, with an emphasis on improving communities' economic outcomes and resilience to future disasters.

## **Industry Transformation Path Objective:**

Accelerate the pace and scale of developing **new sectors** or the growth of **existing sectors** through **large-scale, catalytic grants** to support the implementation of **coordinated projects**.

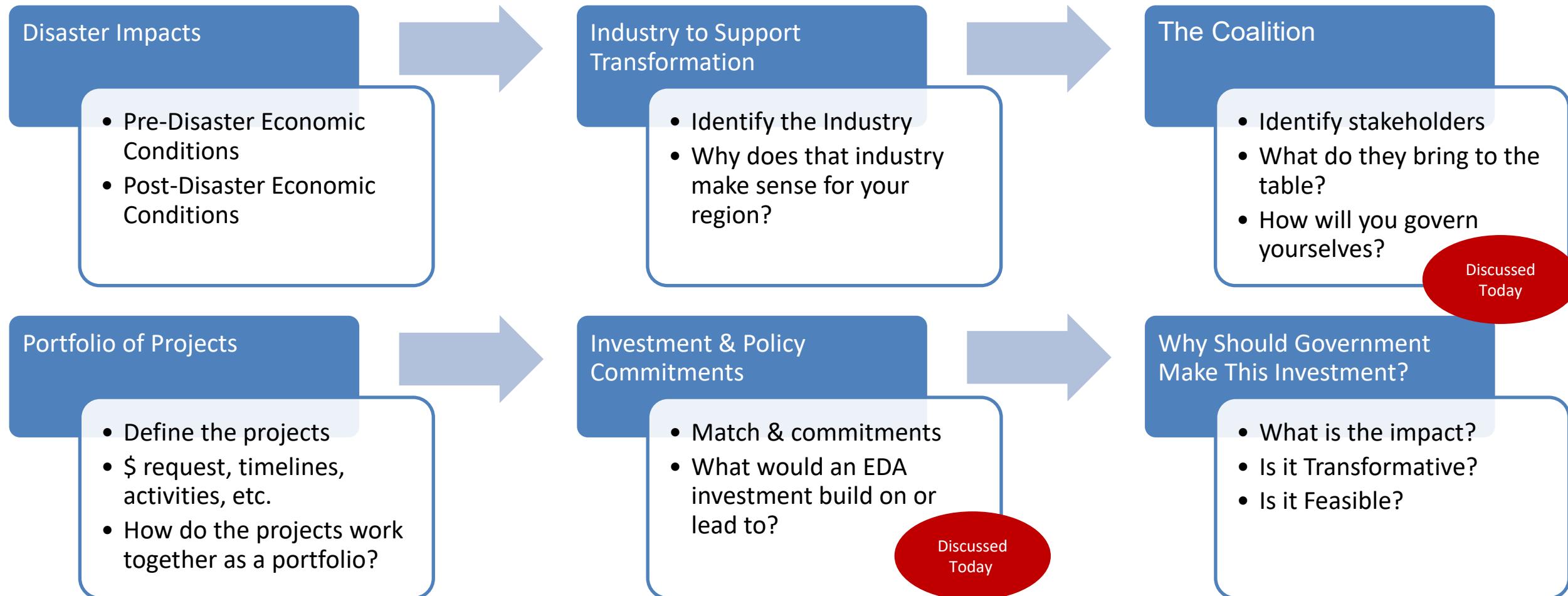
# Three Funding Pathways

Readiness	Implementation	Industry Transformation
<p>Non-construction grants: ~ \$250,000 - \$500,000</p> <p><i>Deadline: Applications accepted on an ongoing (rolling) basis.</i></p>	<p>Non-construction grants: ~\$100,000 - \$5 million</p> <p>Construction grants: ~\$2 million - \$20+ million</p> <p><i>Deadline: Applications accepted on an ongoing (rolling) basis.</i></p>	<p>A <b>portfolio</b> of 3 - 5 construction or non-construction grants: ~\$20 million - \$50 million total</p> <p><i>Deadline: Tuesday, March 3, 2026 at 5 PM Eastern Time</i></p>

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# Disaster Path 3 Story Board



*These considerations are offered to inspire application development. Refer to the NOFO for specific requirements of application.*

# What is Governance?



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# What is Governance?



*Takeaway: Governance is the framework, agreements, and mechanisms you use to organize individual entities and align them towards common goals.*

- Governance is about managing your *overall* coalition, not just individual project administration costs.
- Your governance structure will depend on local conditions and resources, industry maturity, and your member institutions' different strengths.
- Your governance structure should be designed for your region's *broader* disaster recovery and industry transformation goals.
  - Build in flexibility to accommodate other funders—not just EDA—while addressing EDA-specific grant management needs.

# Where Governance shows up in your application?

*Takeaway: Governance activities should be embedded throughout your application.*

- **Budgets**
  - E.g., funds to support stakeholder convenings, performance data collection, web services.
- **Staffing Plans**
  - E.g., staff to manage coalition leadership, administration, data collection.
- **Overarching Narrative**
  - A detailed description that includes specifying the entities in your coalition, how the coalition will be managed and how projects interconnect.



Tip: If awarded, you may use agreements to manage how member entities are required to report, interact with Leads, etc.

# Forming Your Coalition



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# How to think about a Coalition?

*Takeaway: Effective coalitions define clear roles for their members.*



## Example Coalition Structure:



- Offer subject-matter expertise and external perspective, validating strategy and progress as needed.
- Contribute essential resources, capabilities, or commitments that enable success, without day-to-day management responsibility.
- Lead major workstreams and make cross-project decisions. Project Leads hold fiduciary responsibility for grants and closely manage subrecipients and contractors.
- Front door of the coalition. Provides overall leadership, and strategic direction for the consortium, with ultimate accountability for outcomes and performance.



Tip: Quality of membership and structure matters over quantity.

*Offered to inspire application development. Refer to NOFO for specific application requirements.*

# Who to Include in Your Coalition?

*Takeaway: Effective coalitions include the right actors to execute their strategy.*

- **Example:** Applicant A proposes to build a workforce training center.
- **Their coalition might include:**
  - **Implementers:** Training providers, co-funders, workforce board
  - **Dependencies:** Local government, support service organizations
  - **End Users:** Employers, industry organizations, worker representatives, institutions that incorporate the credential into a formal training pathway.



Tip: Non-eligible entities under this NOFO can and should be coalition members – they just can't receive funding.

# Management & Governance Mechanisms



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# Strategic Decision-Making



*Takeaway: Effective coalitions establish clear decision-making, conflict-resolution, and power-sharing structures.*

## Consider your approach to ...

- **Making decisions**, especially when assumptions or prior strategic choices need to change.
- **Identifying and resolving disagreements** across members.
- **Sharing power** between members, including potentially unfunded partners.

# Mutual Accountability



*Takeaway: Effective coalitions use shared performance data to drive accountability, learning, and collective improvement.*

## Consider your approach to ...

- **Collecting data** about the outputs and outcomes of investments to ensure they are successful.
- **Sharing performance data across members** to promote accountability and identify opportunities for mutual support.
- Use performance data to **inform success stories**.

# Business Development and Engagement



*Takeaway: Effective coalitions align coordination, warm handoffs, and external representation to operate as one cohesive ecosystem.*

Consider your approach to ...

- **Representing and promoting itself externally.**
- **Positioning its "front door" and ensure “warm handoffs” to the right individual partners.**
- **Telling the story of itself as one cohesive effort, versus disconnected activities.**

# Leadership and Resiliency



*Takeaway: Effective coalitions identify, empower, and sustain leadership capacity over time.*

Consider your approach to ...

- **Identifying and empowering excellent talent** at all levels.
- **Maintaining leadership resilience** over the period of performance and beyond so that success isn't dependent on any one person or group.

# Investment & Policy Commitments



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# What is a Commitment?

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- **Commitments are not match.**
- Commitments are a relatively new and different way EDA is evaluating applicants.
- **Specific actions taken by stakeholders to meaningfully improve the outcomes of EDA funding.**
- Can come in a **variety of forms**—financial, policy, partnership—but ultimately should fit the region's needs and assets.
- Can come from a **variety of entities**—private, public or non-profit.

# Difference Between Match & Commitments

	Match	Commitment
<b>Definition</b>	Monetary cost-share for the proposed project scope of work	Actions (monetary or otherwise) taken by stakeholders in the region to meaningfully improve the outcomes of EDA funding
<b>Activities supported</b>	Only eligible activities under this NOFO; tied to the EDA-funded project(s)	Any activities that further the coalition's goals
<b>Who does them?</b>	Any individuals, organizations, or companies, regardless of whether they are eligible (except contractors)	Any individuals, organizations, or companies, regardless of whether they are eligible or included in the budget
<b>Calculation</b>	20% of total project amount	Commitments (excl. match) / EDA funding = Rate of Return No required amount
<b>Number of Letters</b>	As many as needed to reach 20%	No limit, but only top 8, as defined by applicant, get put in the table
<b>Required?</b>	Yes	Yes
<b>Monitored by EDA during grant period?</b>	Yes	No, not directly

# Why Commitments Matter?



*Takeaway: Commitments show that work is credible, helps federal dollars go further, and push institutions to think beyond their own walls.*

- Commitments signal to EDA (and other potential funders) that proposed activities are prudent and smart enough to earn others' time and buy-in.
- Commitments help broaden individual institutions' focuses to regional priorities.
- Lasting change requires more than federal investment; it must be reinforced by policy and programmatic commitments.

# What Makes a Strong Commitment?



*Takeaway: Prioritize commitment quality over commitment quantity.*

## Strong Commitments are:

- **New:** Relates to activities that are new and would not have happened otherwise.
- **Timely:** Has a clear and realistic start date, interim milestones, and end date.
- **Targeted:** Specific and clear, with well-defined inputs and objectives. Details strengthen the credibility of the commitment.
- **Measurable:** Clear output metrics that can be measured with available information. Metrics should be collected early and on a regular basis to signal accountability.
- **Meaningful:** Results in ambitious but achievable outputs that regional stakeholders genuinely believe will improve the coalition's goals.

# Formatting Your Commitments



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# Formatting Your Commitments

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## 1. Table of Top 8 Most Meaningful Commitments:

- **Format:** Table
- **Where to Submit:** Include table within the 10 pp of your Overarching Narrative.
- **Format Guidance in NOFO:** p.49, 51

## 2. Individual Commitment Letters:

- **Format:** Letters *OR* ED-900B form (Does not count towards Overarching Narrative 10pp limit)
- **Where to Submit:** In EDGE folder for Letters of Commitment *OR* in EDGE folder for ED-900B.
- **Format Guidance in NOFO:** p.52 (for Letters) *OR* [Grants.gov](https://www.grants.gov) download (for ED-900B form)

## 3. Rate of Return Calculation:

- **Format:** Sentence(s) with numbers
- **Where to Submit:** Include table within the 10 pp of your Overarching Narrative.
- **Format Guidance in NOFO:** p.50

# Formatting Your Commitments – Summary Table

*Takeaway: The Summary Table is where you make your commitments most salient to reviewers. It warrants careful attention.*

## Table of Top 8 Most Meaningful Commitments

Name of Organization	Source	Type	Value (if applicable)	Associated Component Projects	Implementation	Outputs and Outcomes
[Organization]	[Private Sector]	[Investment (direct)]	\$1,000,000	[Component Project Name]	[Timeline and responsible parties]	[Impact]



Tip: You define what your most meaningful commitments are.

# Formatting Your Commitments – Individual Letters

[Organization Name] is pleased to provide this commitment in support of [clearly state what the commitment is, e.g., cash, investment, in-kind resources, collaboration]. This commitment is valued at [state monetary value, in-kind valuation and calculation, or other measure].

This commitment is meaningful because [explain why the commitment is important, including how it addresses a critical gap, reduces barriers, or helps solve a significant problem] and aligns with [essential objectives of the coalition or proposed activities of a component project(s)].

What distinguishes this commitment is [what is new or innovative about this commitment, highlighting how it drives new or improved outcomes compared to previous efforts or standard practices].

Our implementation plan involves [describe the key steps or phases for implementing this commitment, including timelines, roles, and responsibilities].

As a result, [state the specific outcomes or impact you anticipate achieving]. To measure success, we will [explain how success will be tracked, including specific metrics or indicators that will demonstrate progress and achievement].

We look forward to contributing to the success of [coalition or Project Name] and are committed to ensuring meaningful outcomes from this effort.

Use the template letter in NOFO Appendix II (p.52) or Form ED-900B.

- Meaningful, Targeted
- New
- Timely
- Measurable



Tip: Signatures from the organization's leadership signal that the commitment is an institutional priority and improves commitment credibility.



Tip: Have your committers specify whether their commitment is contingent upon an EDA award or will happen regardless.

# Formatting Your Commitments – Rate of Return Calculation

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- **Rate of Return = Commitments divided by EDA funding**
- ***Example:***
  - Applying for \$20M from EDA
  - Secured \$40M in investment commitments
  - Rate of Return = 2
  - (i.e.:  $\$40M / \$20M = 2$ )



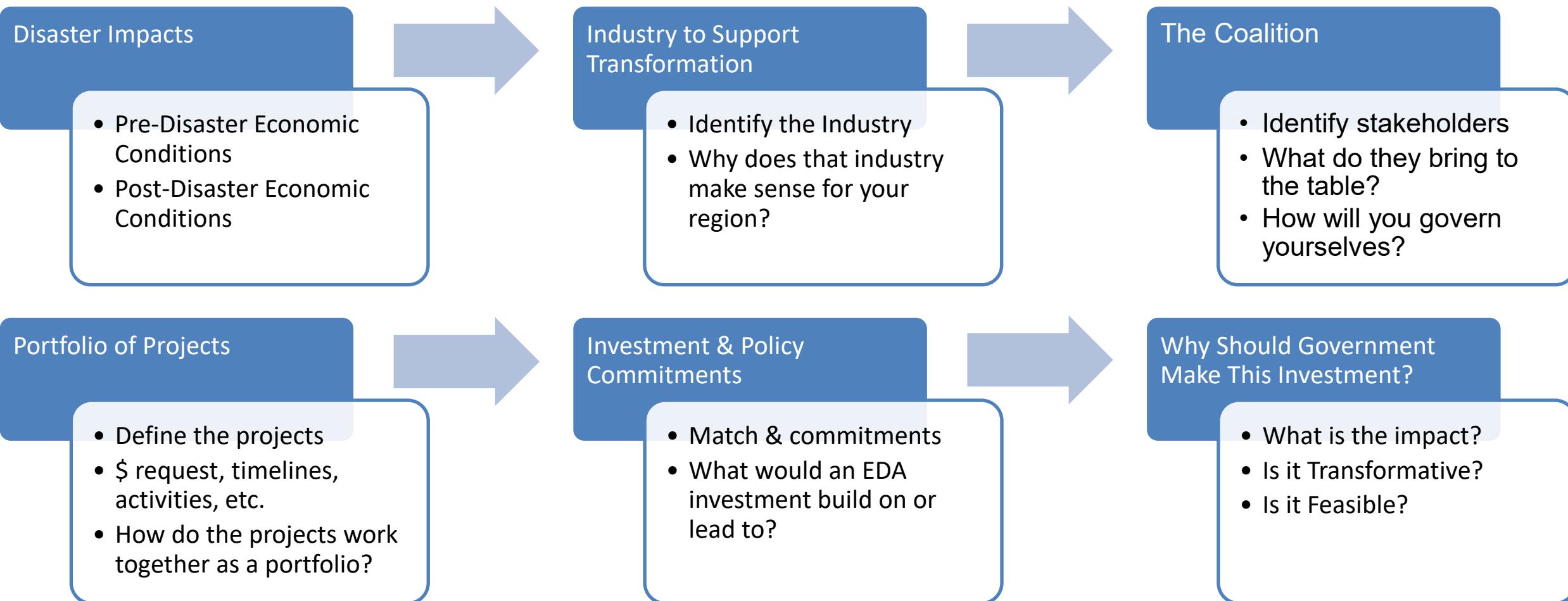
Tip: Be detailed with your math both in commitment letters and in this calculation.

# Competitiveness – Evaluation Criteria

*Takeaway: This is how your application will be reviewed comprehensively.*

Application Evaluation Criteria	Weight of Score
<ol style="list-style-type: none"><li><b>Disaster Recovery and Community Need</b> - Clearly articulates an understanding of community's disaster recovery needs</li><li><b>Project Strategy</b> – Project addresses community's disaster needs and the objectives of the Industry Transformation Path</li><li><b>Feasibility</b> - Is likely to succeed?</li><li><b>Coalition Strength</b> – How well prepared is the coalition?</li></ol>	<b>2/3 of total score</b> (divided evenly across four criteria)
<ol style="list-style-type: none"><li><b>Performance Goals and Measures of Success</b> – Is impactful in driving economic recovery and helping to move the community toward project readiness?</li></ol>	<b>1/3 of total score</b>

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# EDA's Commitment to Assisting Applicants

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- [Read the full NOFO](#)
- [Read the FAQs](#)
  - New questions posted this week. (Search page for “2/3/2026”)
- [Review the FY25 Disaster webinars](#)
- Engage your Economic Development Representative (EDR)
  - To search for your EDR by state, go to "Find Local Contacts":  
<https://www.eda.gov/contact>



# Thank You



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