



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**.

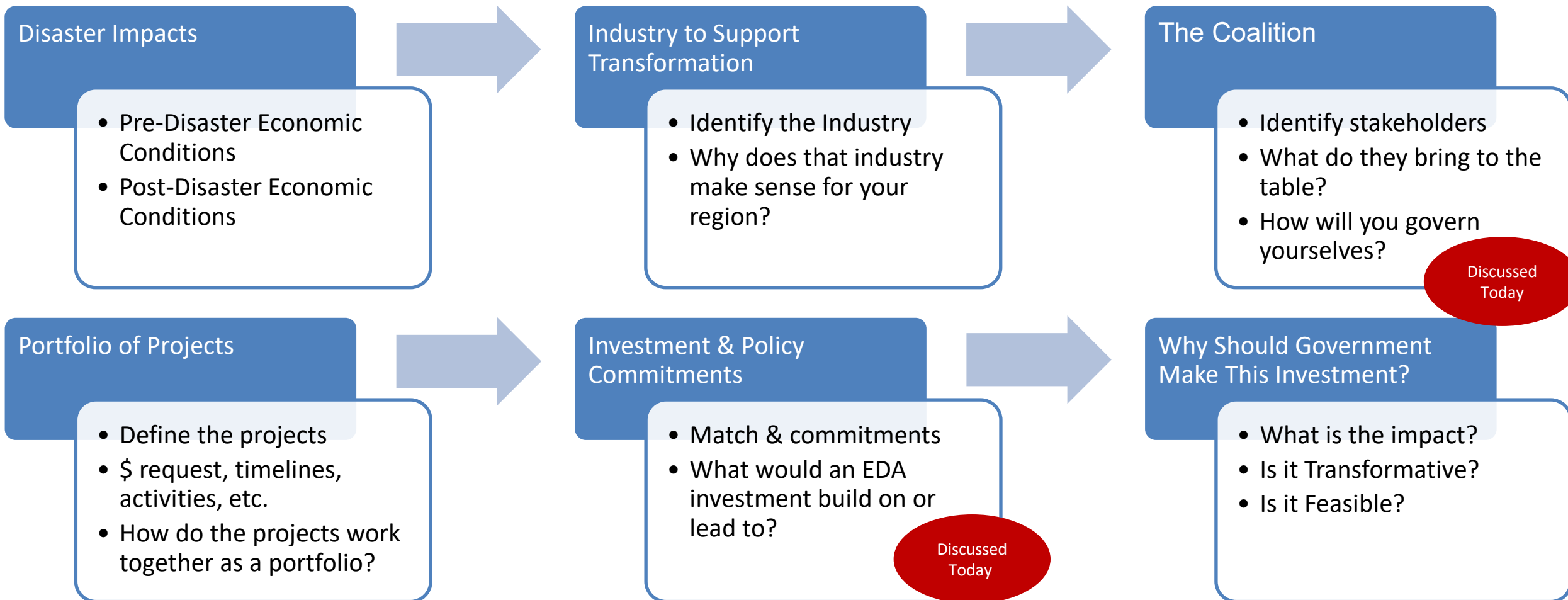
Three Funding Pathways

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 portfolio 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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NOFO Overview	Readiness Path Overview	Implementation Path Overview	Industry Transformation Path Overview	Applying in EDGE
Webinar 6	Webinar 7 (Today)	Webinar 8 (Thurs 2/12 @ 1pm ET)	<p>All webinar recordings and decks are posted on eda.gov/strategic-initiatives/disaster-recovery/supplemental/2025.</p>	
Industry Transformation – The Overarching Narrative	Industry Transformation – Coalition & Governance	Industry Transformation – Applying in EDGE		

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?

- **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
Definition	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
Activities supported	Only eligible activities under this NOFO; tied to the EDA-funded project(s)	Any activities that further the coalition's goals
Who does them?	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
Calculation	20% of total project amount	Commitments (excl. match) / EDA funding = Rate of Return No required amount
Number of Letters	As many as needed to reach 20%	No limit, but only top 8, as defined by applicant, get put in the table
Required?	Yes	Yes
Monitored by EDA during grant period?	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

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
<i>[Organization]</i>	<i>[Private Sector]</i>	<i>[Investment (direct)]</i>	<i>\$1,000,000</i>	<i>[Component Project Name]</i>	<i>[Timeline and responsible parties]</i>	<i>[Impact]</i>



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

- **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)



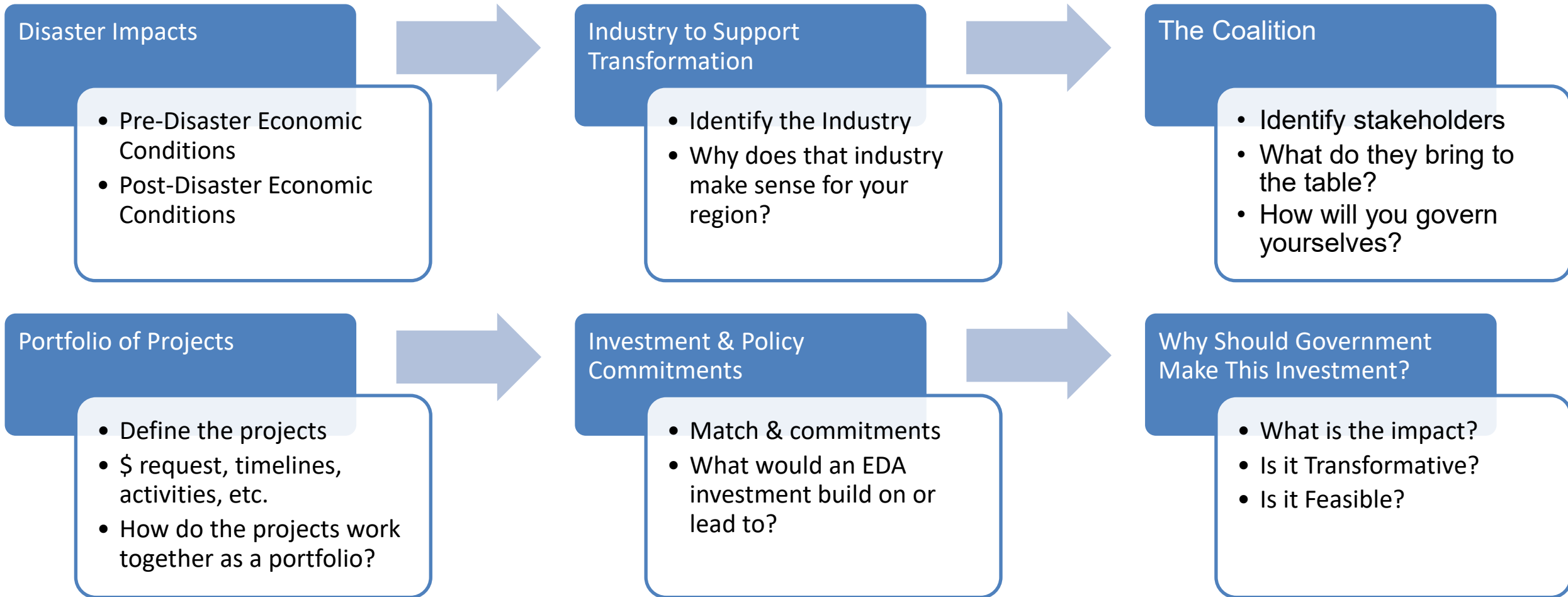
Tip: Be detailed with your math both in commitment letters and in this calculation.

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">1. Disaster Recovery and Community Need - Clearly articulates an understanding of community's disaster recovery needs2. Project Strategy – Project addresses community's disaster needs and the objectives of the Industry Transformation Path3. Feasibility - Is likely to succeed?4. Coalition Strength – How well prepared is the coalition?	2/3 of total score (divided evenly across four criteria)
<ol style="list-style-type: none">5. Performance Goals and Measures of Success – Is impactful in driving economic recovery and helping to move the community toward project readiness?	1/3 of total score

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EDA's Commitment to Assisting Applicants

- [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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