

TURNING A HANDOUT INTO A HANDSHAKE

CREATING PARTNERSHIPS
FOR FUNDING SUCCESS



CDRPC SPRING WEBINAR SERIES
APRIL 2023



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LABERGE GROUP

TURNING A HANDOUT INTO A HANDSHAKE



SHARING MUNICIPAL PROJECT FUNDING EXPERTISE

Multi-disciplinary engineering and planning firm.

Specialty in grant writing and development.

Engineers and development team collaborate to design **implementable** projects that not only serve the needs of the community, but also match the priorities of funding entities.

MORE THAN
\$360 MILLION
SECURED SINCE 2000.

TURNING A HANDOUT INTO A HANDSHAKE



HANDOUT PERSPECTIVE



Historically communities have looked to the Federal or State government for a “handout”...

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HANDOUT PERSPECTIVE



**Bipartisan
Infrastructure
Law (BIL)**

**American
Rescue Plan
Act (ARPA)**

WIIA

CDBG

**NYS budget
for water**

**NYS budget
for parks &
recreation**

It's easy to understand that mindset given the level of mortgage foreclosure, unemployment, and budget cuts that are making it seem as though money is falling from the sky.

ALL FUNDING SOURCES ARE OVER-SUBSCRIBED



Bipartisan
Infrastructure
Law (BIL)
Bipartisan
Infrastructure
Law (BIL)

American
Rescue Plan
Act (ARPA)

American
Rescue Plan
Act (ARPA)

WI

WI

WIIA

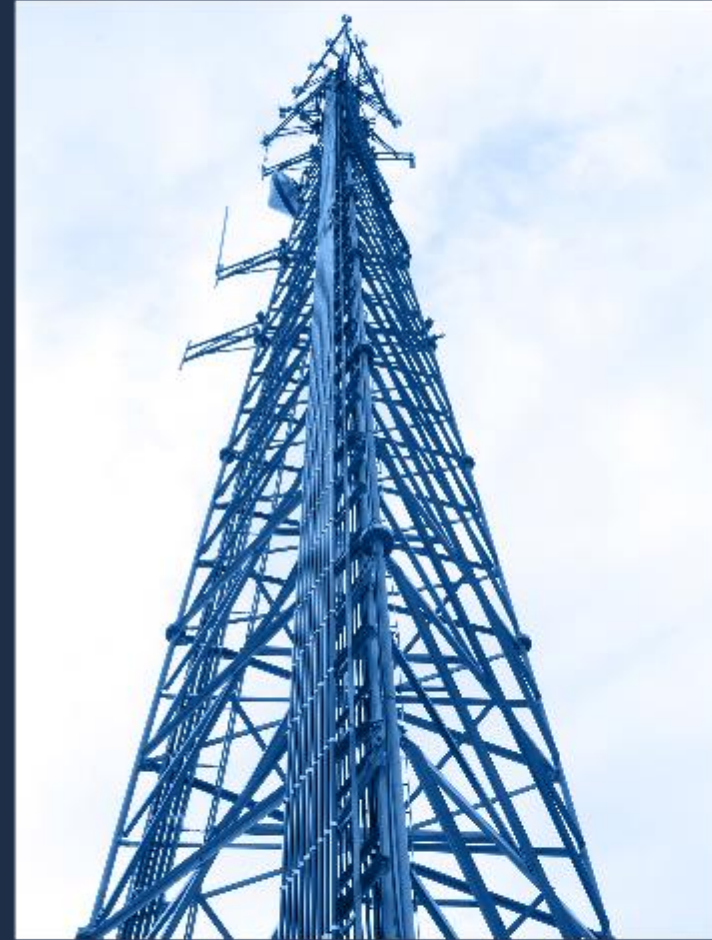
CDE

CDE

CDBG

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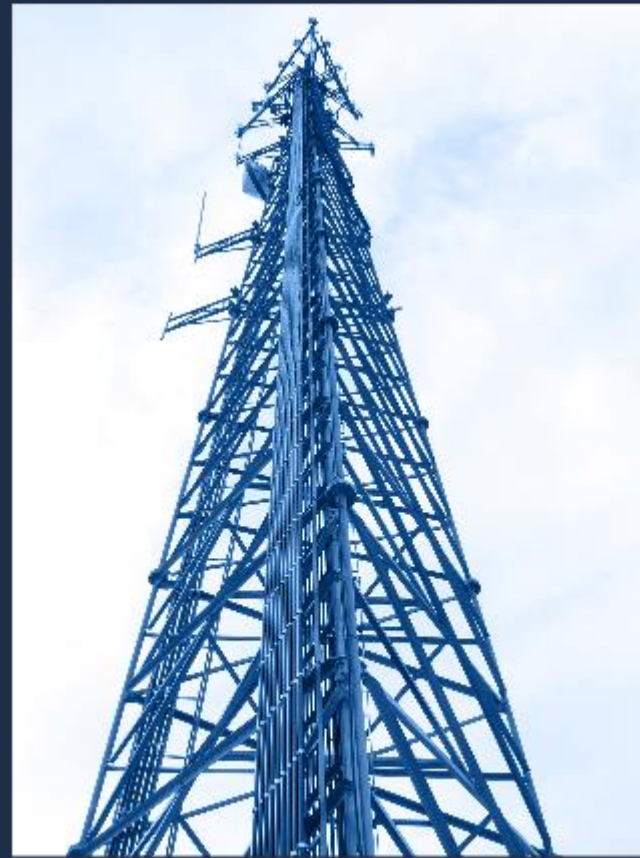
COMMUNITY CHALLENGES ON ALL FRONTS



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COMMUNITY CHALLENGES ON ALL FRONTS

The best way to propel your project forward...



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KEY ELEMENTS OF HOW TO TURN A HANDOUT INTO A HANDSHAKE

GRANT
FUNDING

NEW YORK
COMMUNITIES



Shift perspective.

- Projects attuned to funders' objectives.



Lines of Communication Open.



Meet critical metrics.
(sometimes unwritten and often changing)

- Be ready.
- Prepare documentation.
- Invest in your community.



SHIFT PERSPECTIVE

SHIFT FROM “ME” TO “WE”

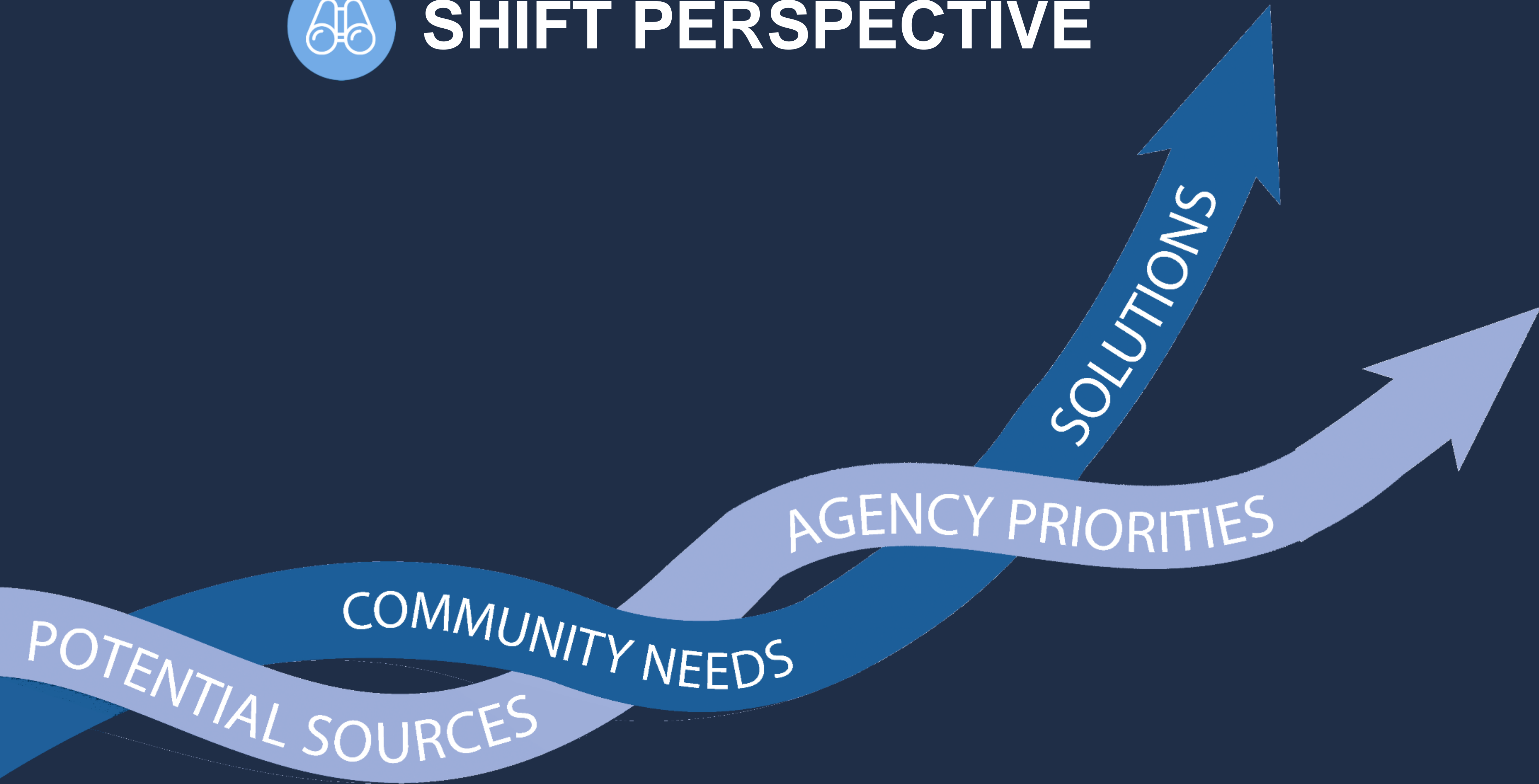
WE

ME

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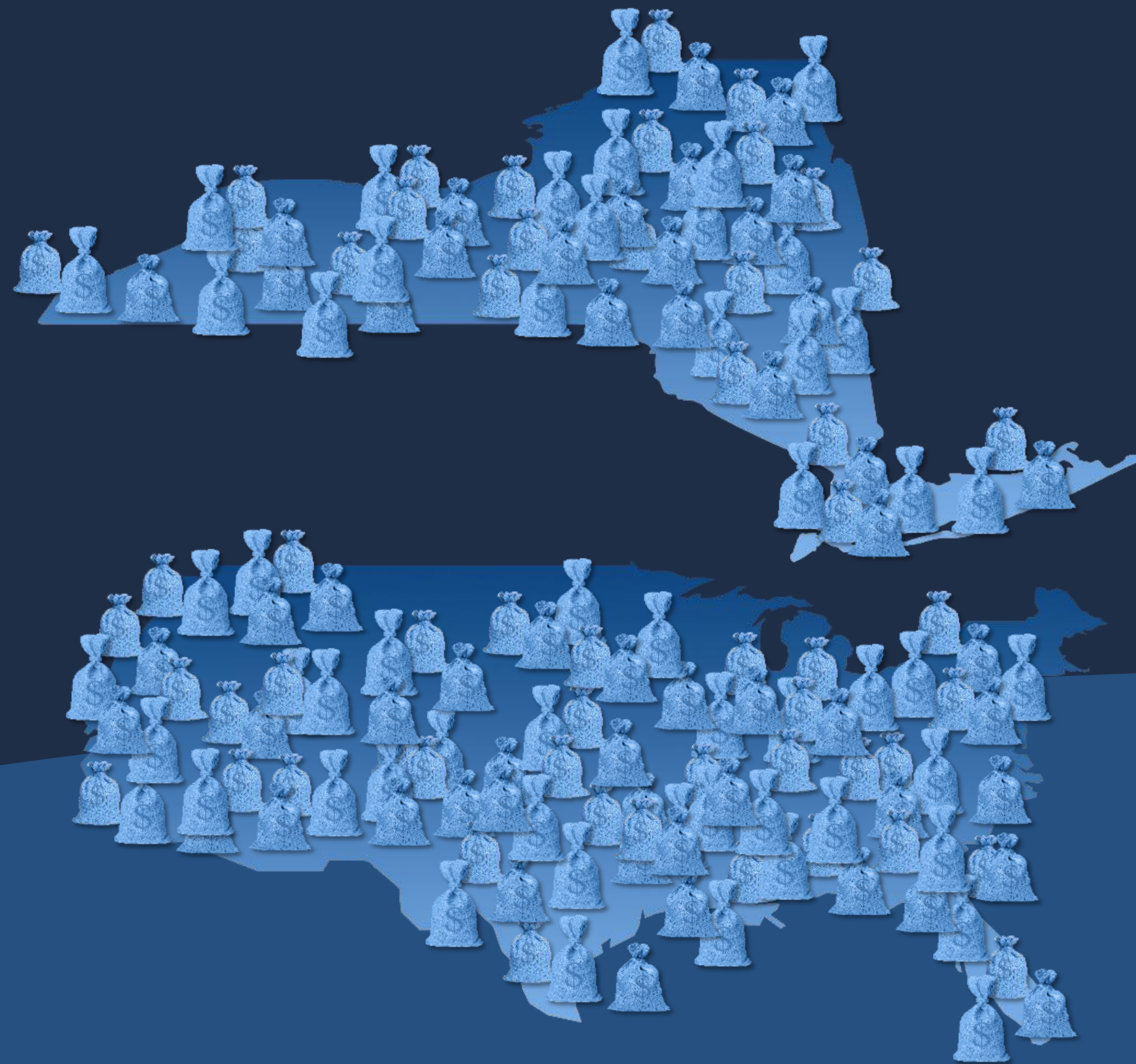
SHIFT PERSPECTIVE



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SHIFT PERSPECTIVE

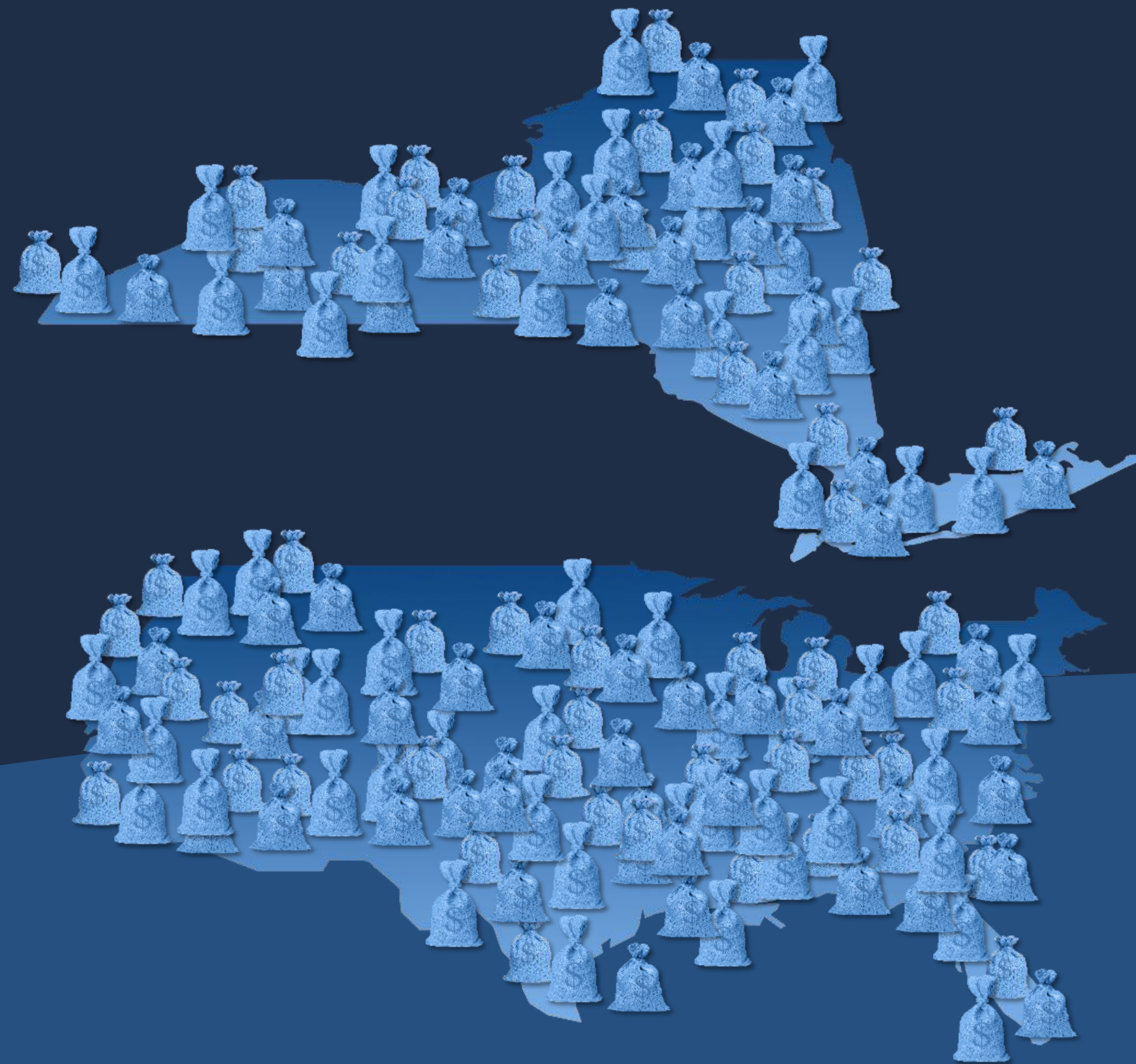


How much funding is actually available when spread across the need / # of likely applicants?

- 933 Towns in New York State.
- 534 Villages in New York State.
- 62 Counties in New York State.
- 56 State, territories, districts, and protectorates in the U.S.



SHIFT PERSPECTIVE



- How important is *your project* to your region and state?
- Is it the #1 project for the region if only 13 projects are being funded across the state?
- Is this the #1 project for the state if the Federal government is only funding 50 projects?



SHIFT PERSPECTIVE

- Beyond Community Needs Assessment.
- Competition may not just be the community next door.
 - May be in the next region for State funding.
 - May be in the next State for Federal funding.
- State of the State – state priorities.
- State of the Union – national priorities.
- Be flexible in understanding and molding projects to work with those priorities.



SHIFT PERSPECTIVE

YOU MUST TURN PERSPECTIVE INTO AN INTROSPECTIVE VIEW

Internal honest
assessment of
top local priority
project, including
the potential
economic impact.

Understanding of
regional and state
goals + potential
investments in other
communities.

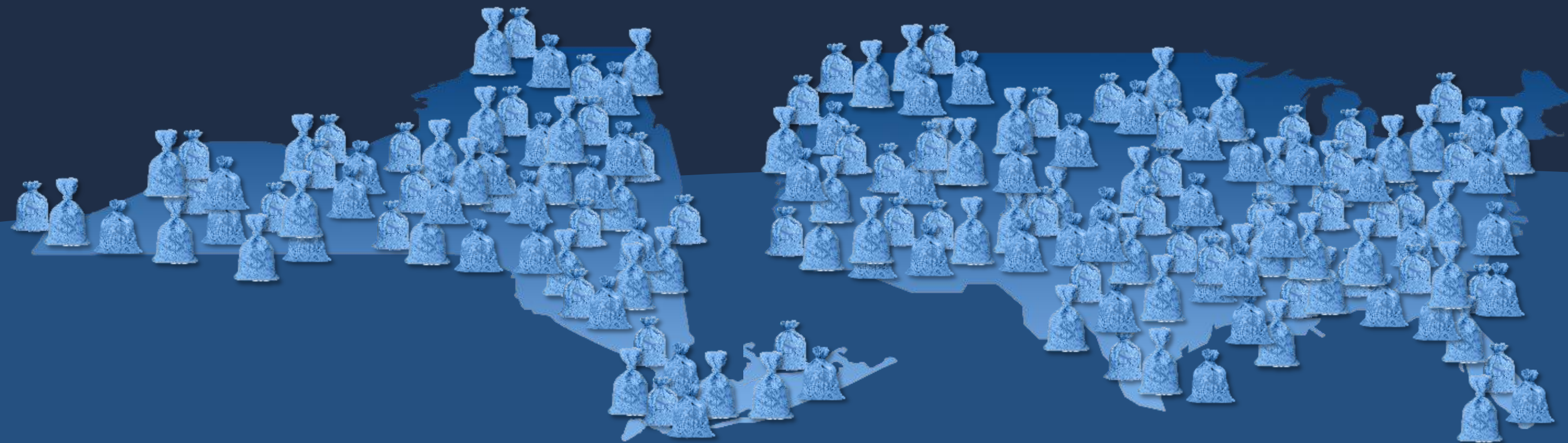
REALISTIC APPROACH

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SHIFT PERSPECTIVE

EXPLAIN TO **OVERSUBSCRIBED FUNDERS** WHY
YOUR PROJECT IS THE MOST IMPORTANT
INVESTEMENT TO ACHIEVE THEIR OBJECTIVES

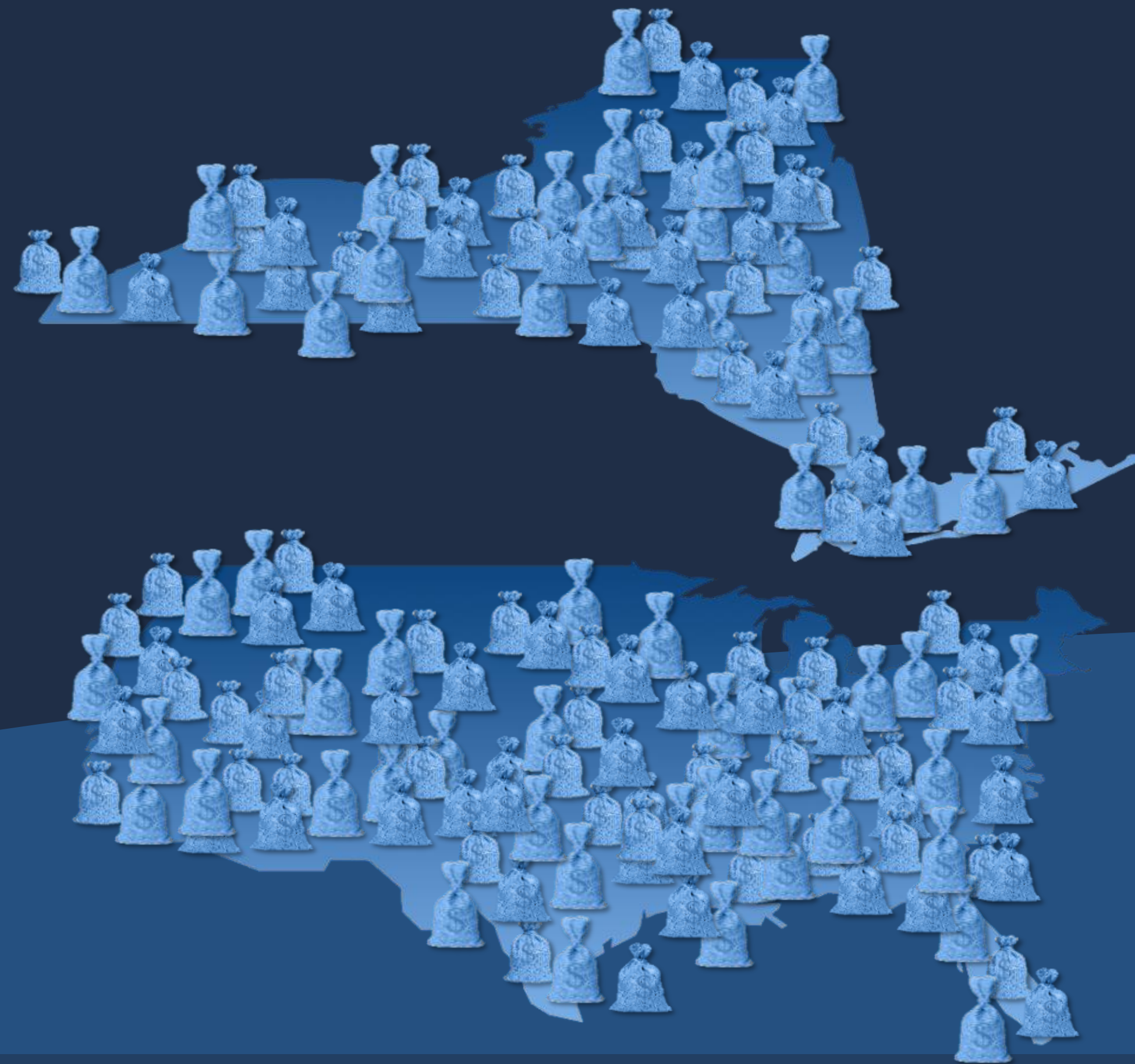


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SHIFT PERSPECTIVE

CONSIDER PRIORITY PROJECTS FROM A
STATE-WIDE OR NATIONAL LEVEL



WASTEWATER

- Is your Wastewater treatment plant functionally obsolete / beyond repair?
- Or is it simply “smelly”?

WATER

- Do residents in your community have on-site septic systems that risk leaching through porous soil to contaminate on-site well water?
- Or are you simply managing high levels of iron manganese or low water pressure?

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SHIFT PERSPECTIVE

MAKING THE CASE – TRIAGE

Life threatening injuries or superficial wound?

- Public health and welfare issue?
- Consent Order issued?
- Violations?
- Broken infrastructure?
- Critical service provision impeded?

TRIAGE



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SHIFT PERSPECTIVE

MAKING THE CASE – COMMUNITY COMMITMENT

- This project is the #1 priority in the community? **Prove it.**
- If you submit an unsuccessful application, propel the project forward **before reapplying** by demonstrating community commitment and making specific progress.



- Community investment.
- SEQR.
- Studies & Reports.



LINES OF COMMUNICATION OPEN

COMMUNICATE EARLY AND OFTEN.

Metrics adjusted based on changes
in federal regulations?

Programmatic changes?

Insights on unwritten metrics?

Federal funding requires more
partnership, not less.

CPF – investment the time to
develop a partnership with
your congressperson.





MEET CRITICAL (AND UNWRITTEN) METRICS

IN THIS SECTION, WE'RE GOING TO TALK ABOUT:

Putting money to work right away.

Expanding the partnership.

Leveraging funding from multiple sources.

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PUTTING MONEY TO WORK RIGHT AWAY



Shovel ready – documentation of preparedness.

- ✓ Studies, assessments, and reports that demonstrate project need and an implementable path forward.
- ✓ Complete financing plan with all funding committed (except the grant that you are applying for).
- ✓ Site control.
- ✓ Preliminary and final designs.
- ✓ Evidence of fiscal viability (including third-party validated budgets).
- ✓ Environmental studies.
- ✓ SEQRA documentation.
- ✓ Surveys and basemapping.
- ✓ Documentation of community support and key partnerships.

PUTTING MONEY TO WORK RIGHT AWAY



Shovel ready – now more than ever.

- No one is going to tell you that you have to have a project designed.
- Yet, in order to meet project milestones, you may need to have the project designed.
- **WIIA**
 - Engineering report.
 - Bond resolution.
 - SEQR.
 - District formation.
- **CDBG**
 - Contracts within 30 days.
 - Environmental review done in 45 days.
 - First drawdown in 180 days.

LEVERAGING FUNDING FROM MULTIPLE SOURCES

- Think of funding officers as investors looking to stretch funds across more communities.
- Ideally, each dollar they commit leverages other funds already committed.
- Identifying investment opportunities in which theirs is the **“last money in”** helping a project that is already making great strides across the finish line.

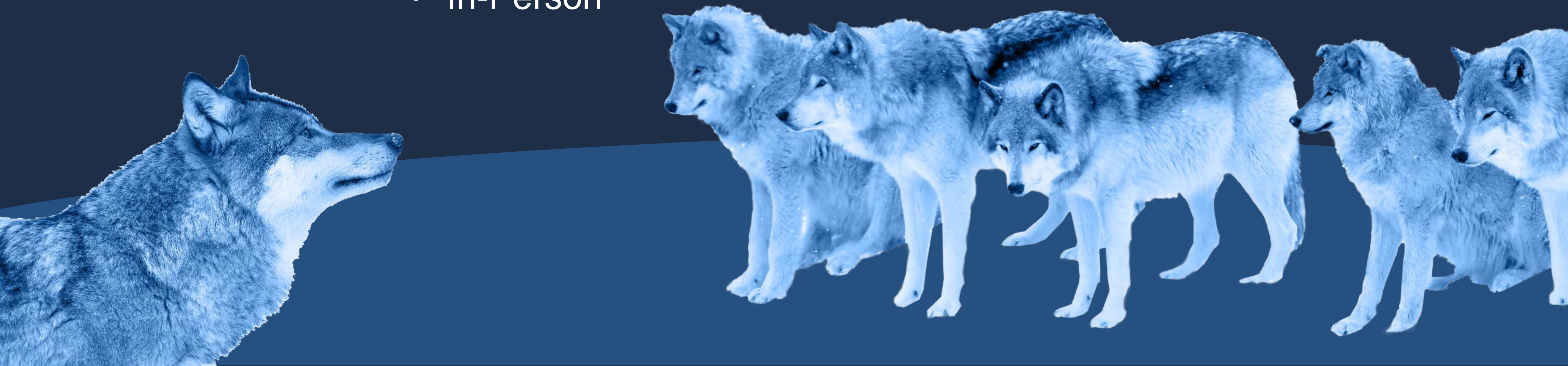
With this in mind, what are the prime opportunities to line up other investments to leverage in helping funding agencies meet this mandate?

LEVERAGING FUNDING FROM MULTIPLE SOURCES

LAY THE GROUNDWORK FOR A “FUNDING QUILT”

If possible, establish interagency workgroups

- Virtual
- In-Person



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PROJECT EXAMPLE

VILLAGE OF CAMBRIDGE, NY

MUNICIPAL WASTEWATER SYSTEM AND TREATMENT

- 2 years of funding development efforts.
- Opportunity for Inter-Agency Workgroup and development of a “Funding Quilt.”
 - USDA
 - CDBG
 - Congressperson and State Assemblyperson
 - Northern Regional Border Commission
 - EDA
 - Lake George Regional Planning Board
 - County Board of Supervisors

Program	Grant	Loan
USDA (used 2.25%@40yrs)	\$2,500,000	\$14,062,500
CDBG	\$1,250,000	
CPF/CDS	\$2,500,000	
NBRC	\$500,000	
EDA	\$1,000,000	
SAM (Assembly/Senate)	\$500,000	
NYWIIA/BIL (no 0%)	\$4,687,500	
Total Grant Request	\$12,937,500	
Total Loan Request		\$14,062,500
Total Project Cost	\$27,000,000	

MHI per Income Study (2021)	\$42,000
LMI Rate	58.28%
2% of MHI	\$840

Based on funding quilt above	
Principal and Interest	\$541
O&M	\$387
Annual Cost per EDU	\$928

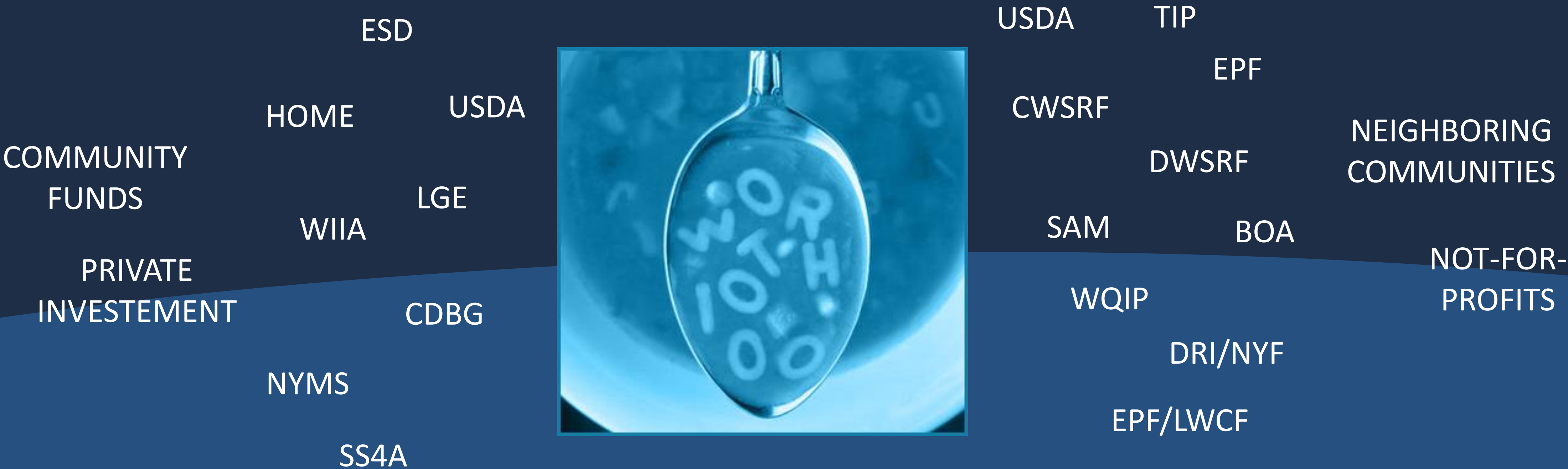
if we get zero percent loan through EFC or BIL)	
Principal and Interest	\$355
O&M	\$387
Annual Cost per EDU	\$742

LEVERAGING FUNDING FROM MULTIPLE SOURCES

- Local community funds.
- Other communities - “shared solution to a joint problem.”
- Public Private Partnerships (PPPs).
- Funding from another agency.
 - State.
 - Federal.
 - Regional Economic Development Council.
- Not-for-profit.

LEVERAGING FUNDING FROM MULTIPLE SOURCES

*The “Funding Quilt”
links the resources that must come together
and be interwoven to accomplish an objective.*



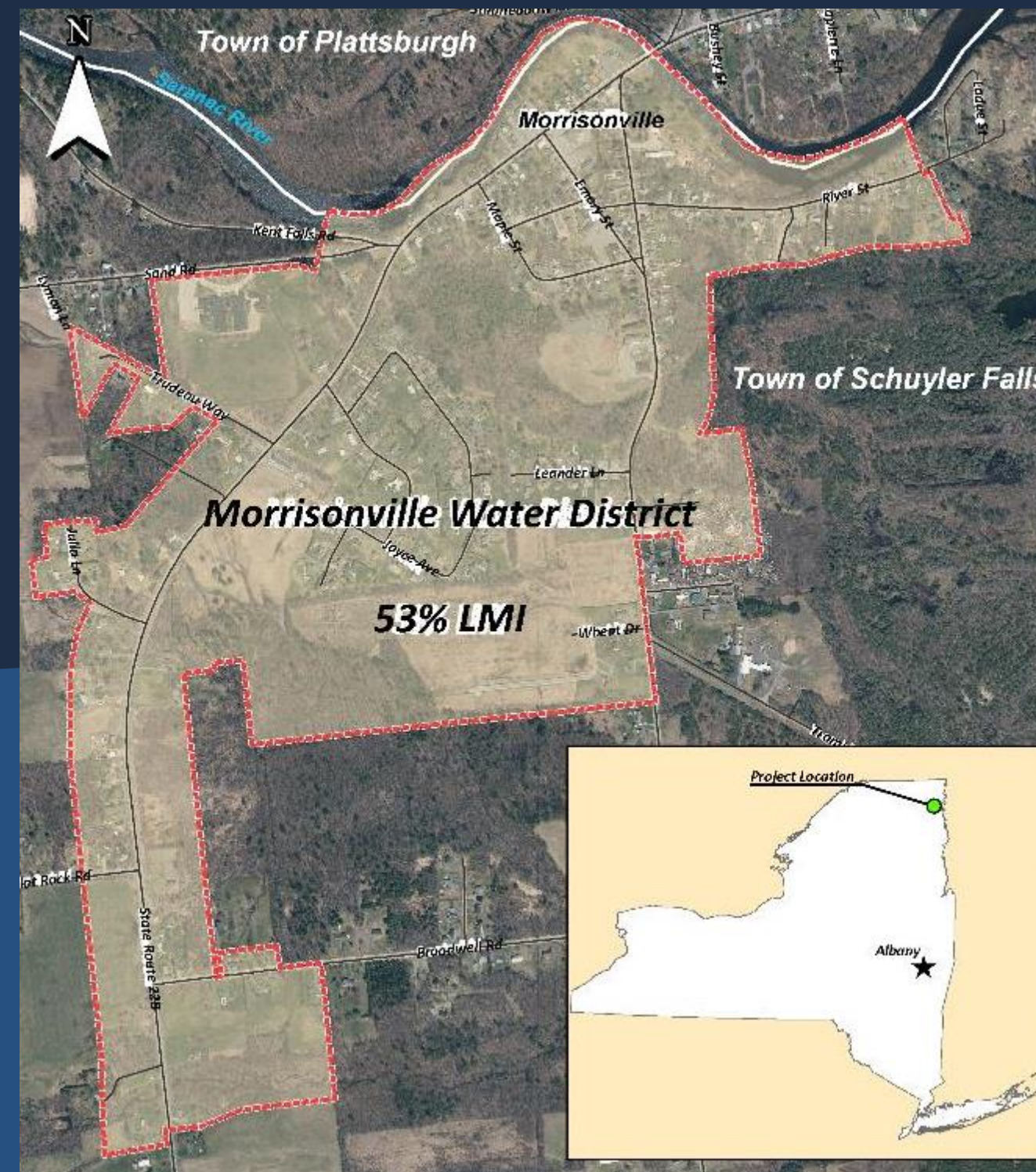
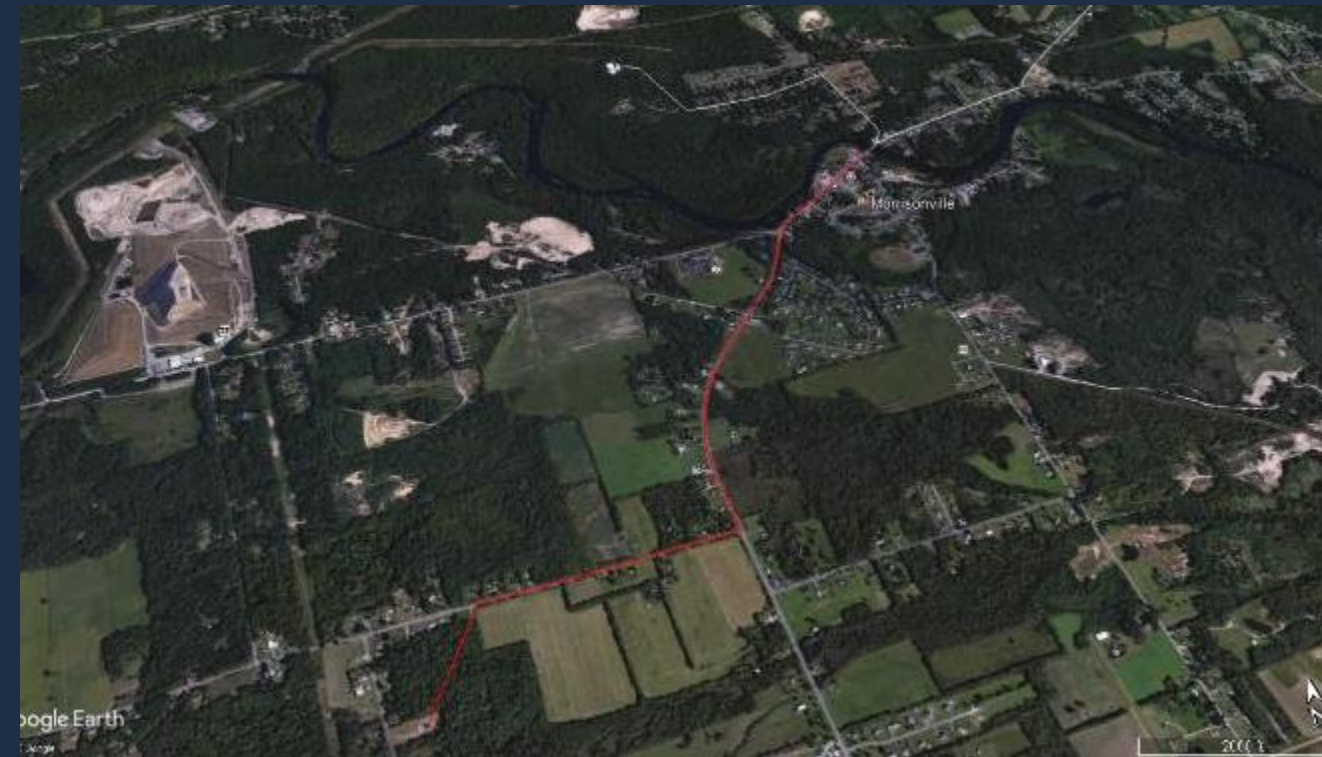
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LEVERAGING FUNDING FROM MULTIPLE SOURCES

Funding sources that specifically promote / reward co-funding and joint applications

- CDBG funding cap for projects with commitments from other sources:
 - For cities, villages, towns, and counties, it jumps from \$1 million to \$1.25 million with demonstrated commitment of funds from EFC, USDA-RD, DOS, or other sources.
- WIIA
 - Higher level of funding available for joint applications through the IMG.

PROJECT EXAMPLES



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PROJECT EXAMPLES

VILLAGE OF CORINTH, NY

WATER & WASTEWATER INFRASTRUCTURE PLAN FUNDING FROM MULTIPLE SOURCES

Walnut, Oak, Ash, & Raymond

- CDBG Grant - \$600,000
- DASNY Grants - \$500,000
- WIIA - \$277,500
- Remainder 0% for 30 years
- Received \$1.38 million in grants

Pump Station

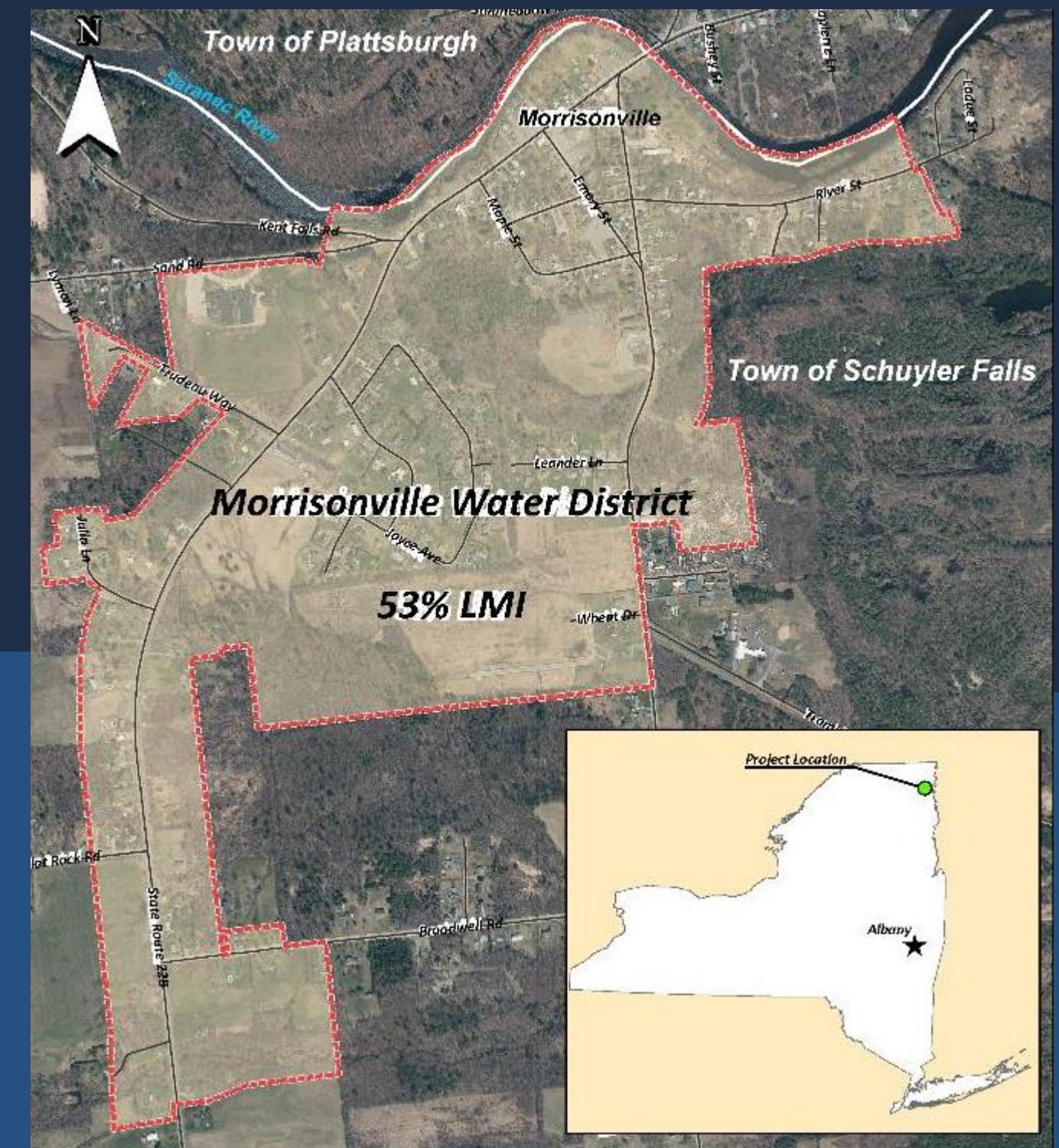
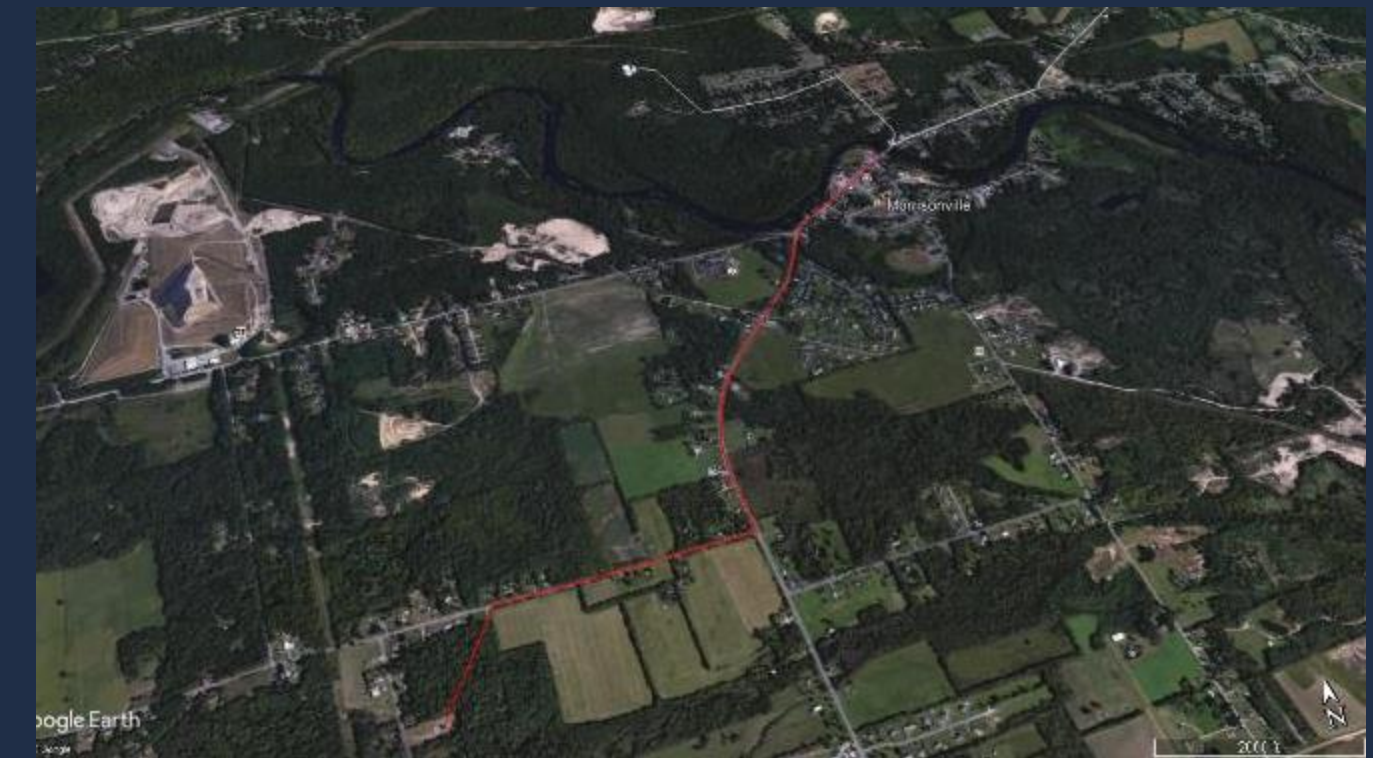
- Construction Cost - \$616,990.75
- Engineering Cost - \$46,000.00
- CDBG Grant - \$600,000
- Remainder 0% for 30 years



PROJECT EXAMPLES

SCHUYLER FALLS, NY MORRISONVILLE WATER DISTRICT

- CDBG - \$1,250,000
- CPF - \$2,562,500
- USDA - \$1,300,000
- Clinton County - \$900,000



POTENTIAL FUNDING STREAM BY TOPIC

- Water / Wastewater
- Parks
- Municipal Facilities
- Other

POTENTIAL FUNDING STREAM BY TOPIC

WATER / WASTEWATER

- Community Development Block Grant (CDBG-PI)
- Water Infrastructure Improvement Act (WIIA)
- United States Department of Agriculture (USDA)
- Congressionally Directed Spending (CDS)
- Community Project Funding (CPF)
- Bipartisan Infrastructure Law (BIL)
- **Water:** Drinking Water State Revolving Fund (DWSRF)
- **Wastewater:** Clean Water State Revolving Fund (CWSRF)
- **Wastewater:** Water Quality Improvement Project (WQIP)
- **Inter-municipal:** All of the above, plus IMG and LGE

POTENTIAL FUNDING STREAM BY TOPIC

PARKS

- American Rescue Plan Act (ARPA)
- Local Waterfront Revitalization Program (LWRP)
- Environmental Protection Fund (EPF)
- Land and Water Conservation Fund
- Congressionally Directed Spending (CDS)
- Community Project Funding (CPF)
- Community Development Block Grant (CDBG)*
- State and Municipal (SAM) Facilities Grant
- Community Resiliency, Economic Sustainability, and Technology (CREST)
- Not-For-Profits
- Smaller specific project grants:
 - Hudson River Valley Greenway Communities Grant

* If you are an entitlement community
or part of a county consortium

POTENTIAL FUNDING STREAM BY TOPIC

MUNICIPAL FACILITIES

- United States Department of Agriculture (USDA)
- Community Development Block Grant (CDBG)
- Water Quality Improvement Project (WQIP) – Salt Sheds
- Climate Smart Communities (CSC) – if in a flood plain
- Justice Court Assistance Program (JCAP)
- SAM/CREST State and Municipal (SAM) Facilities Grant
- New York State Energy Research and Development Authority (NYSERDA)
- Congressionally Directed Spending (CDS)
- Community Project Funding (CPF)

POTENTIAL FUNDING STREAM BY TOPIC

TRANSPORTATION

SIDEWALKS – BRIDGES – CULVERTS

- NY Bridge & Culvert Program
- Transportation Enhancement Program (TEP)
- Safe Streets and Roads for All (SS4A)
- Safe Routes to School (SRTS)
- Building Resilient Infrastructure and Communities (BRIC)
- Community Development Block Grant (CDBG) - sidewalks
- Climate Smart Communities (CSC)
- SAM/CREST State and Municipal (SAM) Facilities Grant
- Congressionally Directed Spending (CDS)
- Community Project Funding (CPF)

THANK YOU



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