

We Lost.....Now What?

HOW TO MAKE MY GRANT FUNDABLE!

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WHY ARE WE HERE?

SHARING GRANTWRITING EXPERIENCE AND EXPERTISE

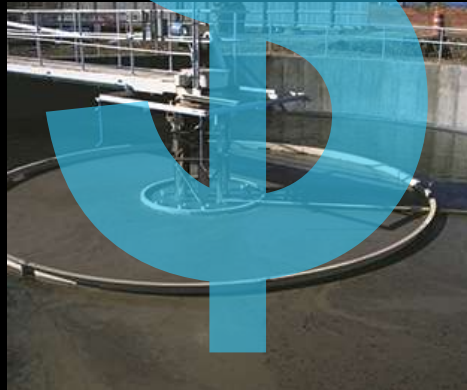
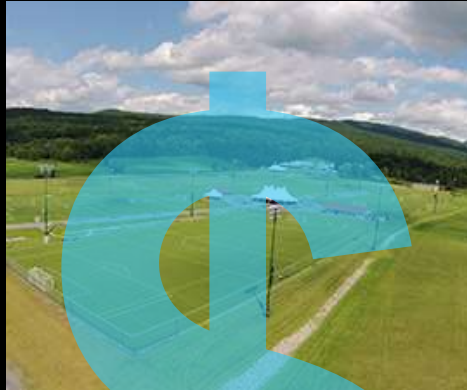
Laberge Group is a multi-disciplinary engineering and planning firm with a specialty in grant writing and development.

We have secured over
\$227 MILLION in funding for clients since 2000.

- Share expert tips on grant writing and project development
- Identify common pitfalls and illustrate how to avoid them
- Provide insights gleaned from examples of New York State communities who've received funding
- Increase your chances of funding success!



SO, YOU LOST THE GRANT...



NOW WHAT?



WHAT NEXT?

**“Our greatest weakness lies in giving up.
The most certain way to succeed is
always to try just one more time.”**

– Thomas Edison

“It ain't over till it's over.”

– Yogi Berra

DON'T ASSUME YOUR PROJECT ISN'T FUNDABLE

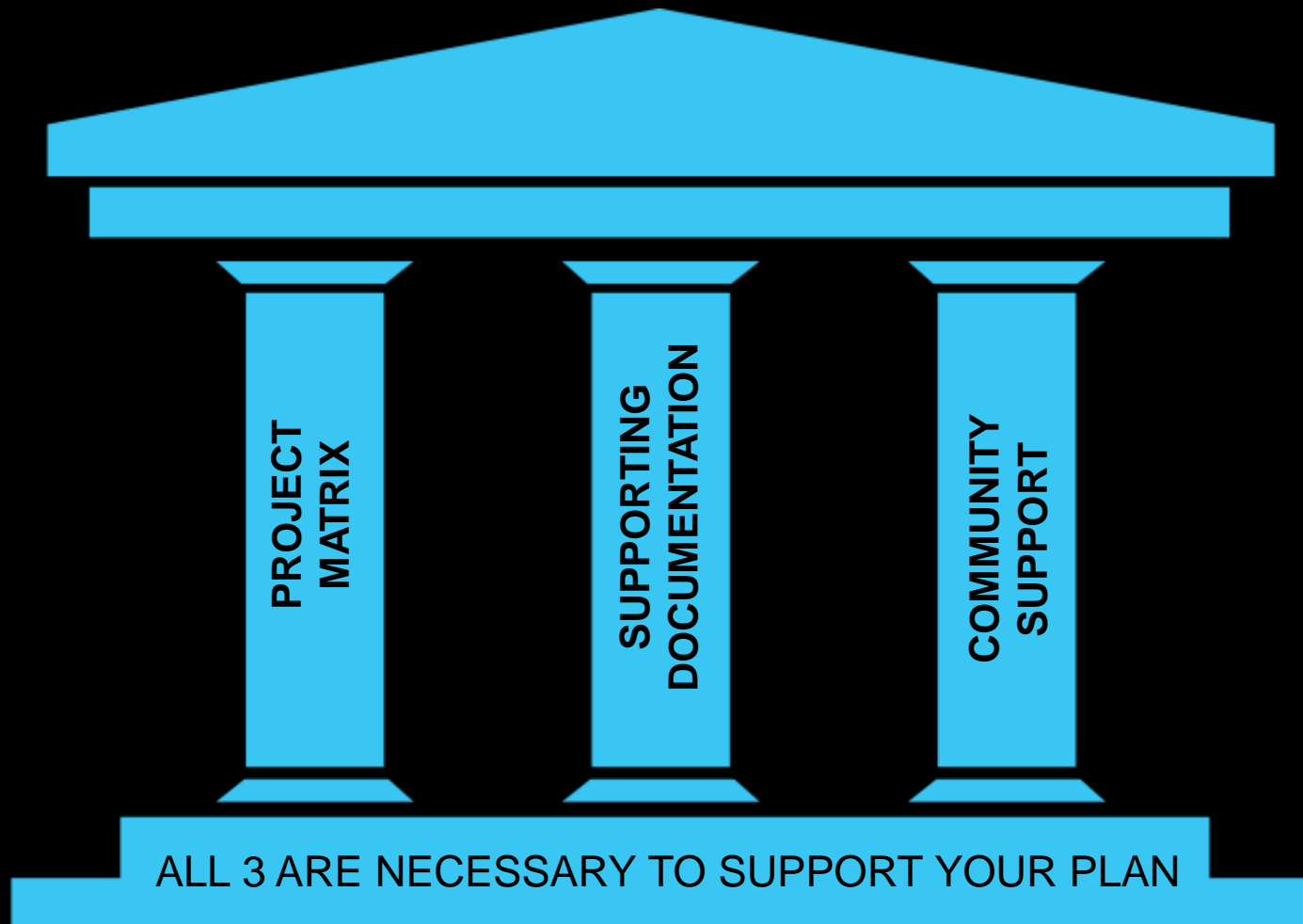


WHAT IS A FUNDING PLAN?

(ALSO KNOWN AS AN IMPLEMENTATION OR ACTION PLAN)

- A Funding Plan is a strategic document that drives the community's direction, priorities, and decision-making process over a set period of time.
- It outlines how you are going to raise money and resources to carry out the objectives of your community or key project priorities.
- It is a practical, working document that can be easily understood by board members, staff, fundraisers, project partners, funders, and constituents.

PILLARS OF A FUNDING PLAN



WHAT IS A PROJECT MATRIX?

- Needs Assessment
- Project Prioritization
- Resources
(available or needed)
 - Staff
 - Time
 - Money/Capital
 - Facilities
 - Programs/Operations
- Practical
- Strategic/Critical Path

Rotterdam Junction BOA Nomination Study
"Canal to Railroad to Bikeway" – Rotterdam Junction's Revitalization Plan



Table 18: Capital Projects Action Matrix

#	Subarea	Action Item	Time Phase	High Priority	Partners	Sources of Funding
1	Entire BOA	Improve visual and physical connectivity between local and regional recreational and cultural resources.	O		NYSOPRHP, NYSDOS, NYS Canal Corp.	Environmental Protection Fund, Canalway Grants Program, LWRP
2	MHBHT	Design and construct a crossing (at grade or underpass) at the railroad tracks to eliminate the interruption along the MHBHT at Scaffold Lane.	S	X	NYS DOT, COTC	POWIA Recreational Trails Program, Transportation Enhancements Program
3	MHBHT	Extend the MHBHT route to Iroquois Street by working with property owners through easements and/or property acquisition.	L		NYSDOS	Environmental Protection Fund, BOA Step 3, Town of Rotterdam (property acquisition not eligible under BOA Step 3)
4	MHBHT	Convert the former Boxed Concrete site into a recreational park for the Town of Rotterdam (Underutilized Site #8).	L	X	NYSEDC	Environmental Protection Fund
5	MHBHT	Create an interpretive overlook at the historic Erie Canal Lock 25 to create additional recreation space, while also protecting and honoring the history of the Erie Canal.	M		NYSOPRHP, NYSDOS, NYS Canal Corp.	Environmental Protection Fund, Canalway Grants Program, LWRP
6	MHBHT	Develop a way-finding strategy for Rotterdam Junction; develop and install a high quality, clear and recognizable system for directional and interpretive information along the Historic Erie Canal and the MHBHT. Place signs throughout the entire Town and Hamlet directing people to Mabee Farm, the Keepers of the Circle and other cultural resources located within the Junction to increase awareness of the assets and help visitors find their way.	M	X	NYSOPRHP	Environmental Protection Fund, Canalway Grants Program, LWRP
7	MHBHT & Upper Rotterdam	Design and install directional, informational, and interpretive signage at key intersections within the subarea to guide pedestrians and bicyclists to the cultural and recreational amenities of Rotterdam Junction.	M		NYSDOT, Rotterdam Highway Dept.	New York Main Street Program
8	Upper Rotterdam	Implement Streetscape Improvements for Route 55/Main Street such as addressing poor sidewalk conditions, consolidating or eliminating curb cuts, calming traffic, encouraging the use of street trees and pedestrian benches, and increasing pedestrian-scale lighting. Consider the placement of "Welcome to Rotterdam Junction" signs along Main Street to create a sense of place.	O		NYSDOT	New York Main Street Program
9	Upper Rotterdam	Implement the recreation improvements detailed in the Rotterdam Junction BOA Land Use Master Plan.	O		NYSOPRHP, NYSDOS	Environmental Protection Fund, Canalway Grants Program, LWRP
10	Upper Rotterdam	Complete sidewalks to eliminate gaps and provide crosswalks for safe, efficient, and effective pedestrian access across Route 55/Main Street.	M		NYSDOT	New York Main Street Program, COTC TIP, COBG Public Infrastructure

Section 5: Implementation Strategy

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“PROCESS”

- Identify projects that support your goals & strategy
- Measurable objectives or benchmarks
- Action steps (implementation tasks)
- Assign responsibility
- Identify funding streams
- Identify project partners
- Identify steps for project readiness (background documentation)

CRAFT STRONGER PROJECTS

- Identification of Priority Projects
- Project Description(s)
- Assessment of Resources
 - Capital, Operational & Programmatic
- Identification of Perspective Projects
- Project Prioritization & Timeline
- Supporting Documentation Checklist
- Assign Responsibility
- Potential Funding Streams

LET'S GET TO WORK!!!



DON'T REPEAT PAST MISTAKES

“The definition of insanity is doing the same thing over and over again and expecting different results.”

— Albert Einstein

REVIEW WHERE YOU WENT WRONG

COMMON MISTAKES...

- I. Shoehorned your project into a grant application
- II. Failed to conduct studies and prepare supporting materials
- III. Didn't dot your I's and cross your T's
- IV. Missed opportunity to work closely with the funding agency
- V. Failed to secure / demonstrate commitment of other funds
- VI. Didn't establish partnerships
- VII. Didn't demonstrate community support

AND HOW TO FIX THEM...

**“If you’re early, you’re on time.
If you’re on time, you’re late.
If you’re late,
don’t bother showing up.”**

– Vince Lombardi

Waiting to prepare for funding *WILL* mean lost opportunities.
To be the most ideal candidate, your community needs
to be prepared well in advance.

I. DEVELOP WINNING PROJECTS

DON'T TRY TO FIT A SQUARE PEG IN A ROUND HOLE

- Target potential funding sources, then review and understand their priorities at the OUTSET of project planning
- Review successful applications for targeted grant to confirm a match
- Craft and mold the project so that it BOTH meets the needs of your community AND is aligned with the goals and vision of the targeted funding agency



I. DEVELOP WINNING PROJECTS, CONT'D

ALIGN WITH THE GOALS AND VISION OF THE FUNDING ENTITY

- **Community Development Block Grant (CDBG)** – successful applications / projects will align with the regional strategic priorities of the respective region and the funds will benefit low- and moderate-income residents.
- **Local Government Efficiency (LGE)** – successful applications will clearly demonstrate *HOW* they will deliver savings and improve efficiency through shared services, cooperative agreements, mergers, consolidations and/or dissolutions – all while maintaining the quality service delivery.
- **RESTORE NY**– successful applications will provide *HARD NUMBERS* to substantiate how the elimination or redevelopment of a project's blighted structures will encourage community development, document a minimum 10% match, demonstrate project viability, and show public support (including attracting commercial development).

I. CRAFT STRONGER PROJECTS, EXAMPLES



**Hamilton County Fuel
Consolidation**

Local Government Efficiency (LGE)

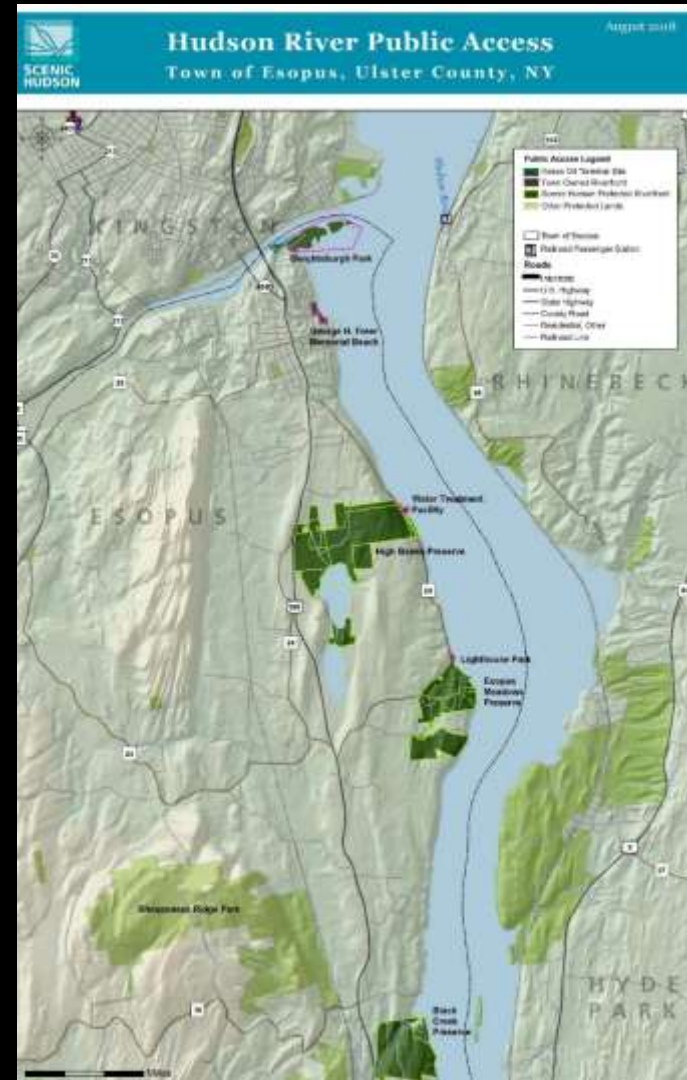
Tobins

*First Prize Center
RESTORE NY*

I. CRAFT STRONGER PROJECTS, EXAMPLES



Town of Esopus
LWRP
and Hudson River Estuary



II. STRONG SUPPORTING DOCUMENTATION

GIVE YOUR APPLICATION THE ADVANTAGE

- Comprehensive plan
- Strategic planning documents
- Feasibility study
- Capital improvement plan
- Defined project budget
- 3rd party cost estimates
- Financing plan
- Operating pro-forma or fiscal outlook
- Mapping
- Inventory of physical and capital assets
- Demonstrated administrative capacity
- Letters of support
- Income survey
- Engineering reports
- Environmental reviews (SEQR)
- Bond resolutions
- Special district formation
- Inter-Municipal Agreements (IMA)



II. STRONG SUPPORTING DOCUMENTATION, EXAMPLE



III. WELL-EXECUTED APPLICATION

DOT YOUR I'S AND CROSS YOUR T'S

- Start well in advance of project deadline to allow time to set the application aside and review it with fresh eyes.
- Have application reviewed by teammate. Are you omitting any information that you assume is common knowledge?
- Review for errors of omission, not just commission. Use the submission checklist to ensure completeness.

III. WELL-EXECUTED APPLICATION

DOT YOUR I'S AND CROSS YOUR T'S

- **Common Deficiencies:** failing to show administrative capacity, adequate funding, or budget inconsistencies; failing to demonstrate project readiness.
- Submit a complete, comprehensive, and error-free application – every time!

IV. WORK WITH FUNDING AGENCIES

SUCCESSFUL APPLICATIONS ARE OFTEN COLLABORATIONS

- Understand the funding agency's priorities and vision
- Review prior winning applications
- Find out what changed from last year
- Meet with the funding agency early in the preparation process
- Meet with them AGAIN during application development
- Start EARLY to leave time for collaboration



IV. WORK WITH FUNDING AGENCIES, CONT'D

EXAMPLE

- Russia / Ohio – Laberge Group worked with OCR to address need for well and septic replacement within the CDBG:
 1. Initially applied for CDBG Grants for Russia and Ohio under “housing rehabilitation” knowing that it was not a good fit
 2. Got rejected (as anticipated)
 3. Worked with OCR to demonstrate that “Providing safe drinking water and wastewater systems to individual property owners falls under the category of housing, as this assistance provides a direct benefit to those receiving funding.”
 4. That was the impetus for establishing a new CDBG category “Private Water / Wastewater System Assistance” which provides funding for drilling private wells and the construction or rehabilitation of septic systems.
 5. Applied for CDBG under that category and received necessary funding.
 6. This CDBG category still exists today.



V. FUNDING VIABILITY

AVOID THE MOST COMMON PITFALLS

- Demonstrate adequate funding and a *realistic and consistent* budget.
- Ensure that budget narratives match budget tables and that the budget presented is feasible.
- Identify each cost, the source of the funds, and the proposed use of funding.
- Ensure that funding amounts proposed are within eligible limits.
- Include program delivery, administration, and other costs.
- Secure commitment of other funds and supply commitment documentation. Co-funding is often KEY to project implementation.

V. FUNDING VIABILITY, CONT'D

DEMONSTRATE COMMITMENT OF FUNDING

- 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 \$750K to \$1 million with demonstrated commitment of funds from EFC, USDA-RD, DOS, or other sources. For joint applicants it goes from up from \$900K to \$1.25 million.
- NY Water
 - Full funding is contingent on a bond resolution or plan of finance for the full amount.

V. FUNDING VIABILITY, CONT'D

THE FUNDING QUILT



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

V. FUNDING VIABILITY – CREATE THE FUNDING QUILT

VILLAGE OF CORINTH, NY WATER & WASTEWATER INFRASTRUCTURE PLAN FUNDING FROM MULTIPLE SOURCES

➤ Walnut, Oak, Ash, Raymond & W. Mechanic

- *CDBG Grant = \$600,000*
- *DASNY Grants = \$500,000*
- *NY Water Grants = \$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*



V. FUNDING VIABILITY – FUNDING QUILT, CONT'D

VILLAGE OF CORINTH, NY, CONT'D

➤ Wastewater Treatment Plant

- Construction Cost = \$13.5 million
- CDBG Grant = \$1,000,000
- NY Water Grant = \$3.5 million
- Remainder 0% for 30 years
- (Bids in, waiting for a final permit)

➤ Forcemain And Trunk Sewer

- Construction Cost = \$2.5 million
- CDBG Grant = \$1,000,000
- NY Water Grant \$266,000
- Remainder 0% for 30 years



VI. ESTABLISH PROJECT PARTNERS

- Local
- State
- Federal
- Regional Economic Development Council
- Not-for-Profit
- Volunteer Organizations



VI. ESTABLISH PROJECT PARTNERS, EXAMPLE

Town of Brookhaven

Municipal Consolidation and Efficiency Competition (MCEC) Prize Winner
\$19.7 grant funding

- The MCEP Project Management Team (PMT) was developed to facilitate collaboration and coordination with local municipal and Special District partners (including fire departments, school districts, libraries, and others).
- The Council of Governments Committee comprised of representatives from each Village and eight Special Districts provides a platform for implementing the individual projects contained within the Plan.
- Each project work plan was crafted with input from, and fully vetted by, Village elected officials, Department Heads, Special District representatives, and subject matter experts to promote immediate implementation. In total, the Town included 60 partners in the MCEP planning process.

VII. DEMONSTRATE COMMUNITY SUPPORT

- Local Stakeholders
- Community Groups
- Citizen Committees
- Partners
 - Local
 - State
 - Federal
 - REDC
 - Not For Profit
 - Volunteer
- Community Education and Outreach
 - Interviews with:
 - Elected Officials
 - Municipal Staff
 - Economic Development Organizations
 - Financial Representatives
 - Legal Representatives
 - Community Survey
 - Community-wide Workshops
 - Public Hearings

VII. DEMONSTRATE COMMUNITY SUPPORT, CONT'D

WITHOUT COMMUNITY SUPPORT THE PROJECT CAN FAIL

- The Town of Caroga had a once in a lifetime opportunity to secure a \$500,000 grant towards park development (change from park acquisition).
- Land was donated to the Town for use as a park.
- The town wanted to use the land value to secure the grant and use the funds to improving the physical infrastructure of the park. The amusement park once acted as an anchor for the Town center which experienced a steep decline when the park closed.
- The town failed to gain full community support and a small group of outspoken residents were able to derail the project by mounting a campaign against the grant project.



REVIEW OF PITFALLS TO AVOID

- I. Shoehorning your project into a grant application
- II. Failing to conduct studies and prepare supporting materials
- III. Falling short on dotting your I's and cross your T's
- IV. Missing an opportunity to work closely with the funding agency
- V. Failing to secure / demonstrate commitment of other funds
- VI. Neglecting to establish partnerships
- VII. Omitting clear demonstration of community support

DON'T FORGET TO...

- Determine What is “Fundable” vs. What is “Eligible”
- Examine types of Projects – Does it Fit?
- Go to Funding Agencies to Review Prior Applications or Discuss your Project
- Demonstrate Project Readiness – Commitment of Other Funds
- Provide Project Documentation – Tie into your Funding Plan
- Establish Public Support – Align with your Comprehensive Plan
- Dot the i's and Cross the t's
- Meet with Agencies, AGAIN
- Ensure Program Eligibility
- Meet Match Requirement
- Provide Realistic Project Timeline – Does it Work
- Properly Execute Engineering reports – Do's & Don'ts



Thank you!