

How to Create a Funding Quilt for Infrastructure Projects

STRATEGIES FOR FUNDING SUCCESS



NYCOM Public Works Training School
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AGENDA

- Introductions
- Why are we here?
- Prioritize Needs - Capital Improvement Planning
- Pursue Funding for Priority Projects
 - Design Fundable Projects
 - Strong Supporting Documentation
 - Demonstrate Funding Viability
 - Demonstrate Project Readiness
- Leverage Resources to Create a Funding Quilt for Each Project on Your List
- Funding Quilt in Action



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. Our 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.

We have secured over
\$240 MILLION in funding for clients since 2000.

- Share proven strategies for EXPANDING your community's funding opportunities
- Provide insights gleaned from examples of New York State communities who've received funding
- How to turn a handout into a handshake



WHY ARE WE HERE?



STATEWIDE INFRASTRUCTURE CRISIS

- AGING
- DETERIORATING
- INSUFFICIENT

WHY ARE WE HERE?



STATEWIDE OPPORTUNITIES

- HOUSING
- ECONOMIC DEVELOPMENT
- IMPROVE SERVICE DELIVERY

WHY ARE WE HERE?



FUNDING CHALLENGES

- Stagnant and/or Reduced Revenues
- Increased Costs
- Increased Competition for Grants

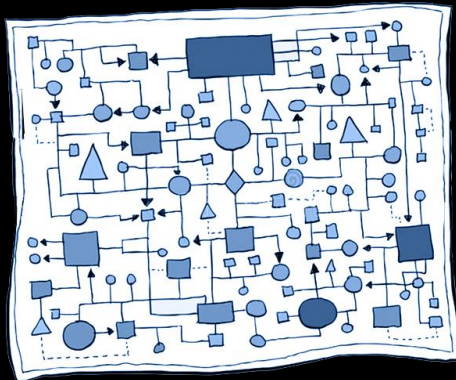
TAX CAP

YOU GET A GRANT, AND YOU GET A GRANT...



WHERE TO START – IT'S ALL IN THE PLANNING

CAPITAL IMPROVEMENT PLAN
ENABLES YOUR COMMUNITY TO PLAN FOR THE FUTURE



WITHOUT AN ESTABLISHED PLAN,
YOU'LL BE PERFORMING TRIAGE –
JUMPING FROM FIRE TO FIRE

PROACTIVE

REACTIVE

CAPITAL IMPROVEMENT PLAN

WHY DO YOU NEED ONE?

ENABLES YOUR COMMUNITY TO PLAN FOR THE FUTURE

- ✓ Comprehensive Funding Plan to Move Forward
- ✓ Assist in Meeting Current and Future Needs of the Community
- ✓ Provide Health and Safety, Sustainability and Economic Development
- ✓ Tax Caps
- ✓ No One Wants to Raise Taxes

CAPITAL IMPROVEMENT PLAN

WHAT DOES IT DO?

- ✓ Identification of Required Capital Expenditures Over Time
- ✓ Can Include Utilities, Buildings, Recreation, etc.
- ✓ Identifies Problems
- ✓ Formulates Path to Move Forward
- ✓ Documents Capital Cost (Engineering Evaluation, Rough Estimates, Guess High)
- ✓ Prioritizes Projects
- ✓ Identifies Outstanding Debt
- ✓ Incorporates Public Input
- ✓ Establishes Funding Strategies
- ✓ Should Include Implementation Plan
- ✓ Living Document

PLANNING WITHOUT CAPITAL PLAN

GRANTS NEEDS ASSESSMENT AND ACTION PLAN

- ✓ Identify Problems
- ✓ Prioritize Projects
- ✓ Formulate Path to Move Forward
(engineering report - potential solutions)
- ✓ Document Capital Cost engineering evaluation, rough estimates)
- ✓ Establish Funding Strategies
 - ✓ Design Fundable Projects
 - ✓ Provide Strong Supporting Documentation
 - ✓ Demonstrate Project Readiness
 - ✓ Create a Funding Quilt

Table 10 Capital Projects Action Matrix

Item	Item	Priority	Priority	Priority
1	ESDC	1	1	1
2	HOME	2	2	2
3	WEP	3	3	3
4	LGE	4	4	4
5	NY WATER	5	5	5
6	CDBG	6	6	6
7	NYMS	7	7	7
8	SRTS	8	8	8
9	ESDC	9	9	9
10	HHS	10	10	10

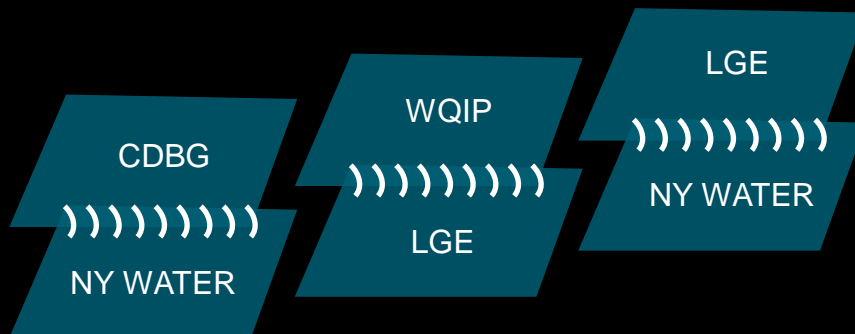
RESOURCES

IDENTIFY FUNDING STREAMS THAT MAY BE AVAILABLE TO ASSIST IN IMPLEMENTING YOUR PROJECTS



CRAFTING A FUNDING QUILT

STITCH TOGETHER APPROPRIATE RESOURCES TO
CREATE A FUNDING QUILT FOR YOUR PROJECTS



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DESIGN FUNDABLE 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



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STRONG SUPPORTING DOCUMENTATION

- 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)



DEMONSTRATE FUNDING VIABILITY

- 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 KEY to project implementation.

DEMONSTRATE PROJECT READINESS

NOW, MORE THAN EVER

- ✓ Engineering Reports
- ✓ Environmental Reviews (SEQR)
- ✓ Financial Plans
- ✓ Bond Resolutions
- ✓ District Formation
- ✓ Comprehensive Plan
- ✓ Demonstrate Administrative Capacity
- ✓ Show Public Participation and Community Interest
 - Local Stakeholders, Community Groups, Citizen Committees
- ✓ Leverage Other Resources
 - Partners: Local, State, Federal, Not For Profit, Volunteer
- ✓ Demonstrate Adequate Funding and Realistic Budget
- ✓ Secure commitment of other funds

2019 UPDATE

Office of Community Renewal (OCR) has changed scoring and ranking criteria. Project readiness is now paramount. Others may follow suit.

CREATING A FUNDING QUILT

CO-FUNDING IS KEY TO PROJECT IMPLEMENTATION



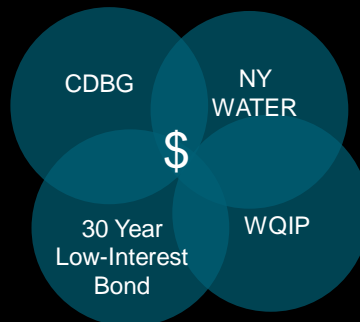
The “Funding Quilt” links the resources that must come together and be interwoven to accomplish an objective.

FUNDING QUILT APPROACH

CO-FUNDING / LINKING FUNDING SOURCES
TO ACCOMPLISH PROJECT IMPLEMENTATION
(TYPICALLY SINGLE PROJECT FOR A SINGLE MUNICIPALITY)

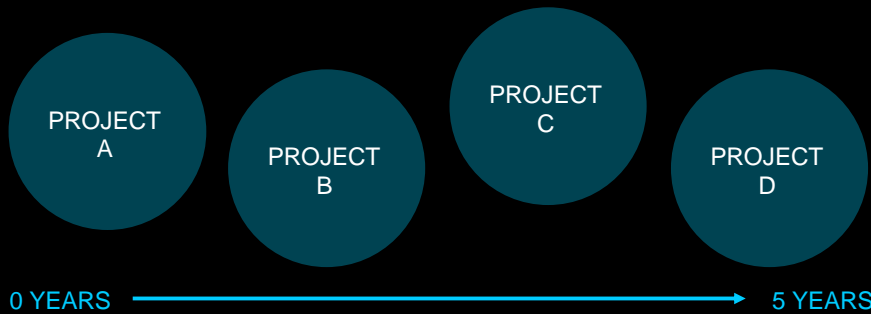
SAMPLE FUNDING QUILT FOR:

- Water Supply
- Water Distribution
- Sewer System
- Sewer Treatment



FUNDING QUILT EXAMPLE

BREAKING DOWN LARGE-SCALE NEEDS
IDENTIFIED IN CAPITAL PLAN INTO
SMALLER COMPONENTS THAT CAN BE
IMPLEMENTED INCRIMENTALLY OVER TIME



FUNDING QUILTS IN ACTION

COMMUNITY EXAMPLES

- ✓ Town A: "Sydenville"
- ✓ Village A / Town B
- ✓ Village of Fultonville
- ✓ Town of Plattsburgh
- ✓ Village of Kiryas Joel
- ✓ Village of Corinth

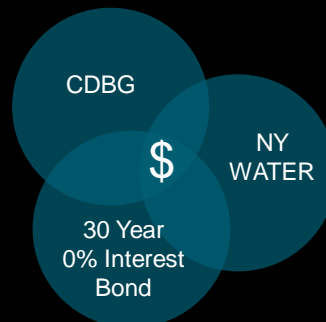
FUNDING QUILT IN ACTION – SYDENVILLE

TOWN "A" "SYDENVILLE"



PRIVATE SUBDIVISION WATER SYSTEM

- Town to take over operation of private water system
- Services 50 homes
- Approx \$1.8 million needed for repairs and improvements



FUNDING QUILT IN ACTION – SYDENVILLE

TOWN “A” – “SYDENVILLE” SUBDIVISION WATER SYSTEM



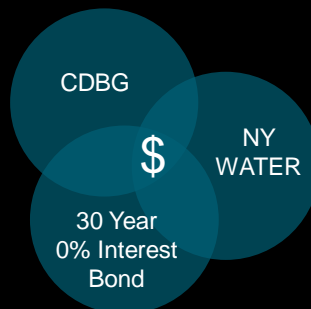
- Total Cost for Repairs and Improvements = \$1,800,000
- CDBG = \$750,000
- NY Water = \$630,000
- Remaining = \$420,000
Bonded 30 Years at 0% Interest

WITH FUNDING QUILT

\$14,000/year = \$280/household + O&M
= approx. \$450/household

WITHOUT FUNDING QUILT

Without funding = \$1,200 per household + O&M
= approx. \$1,400/household



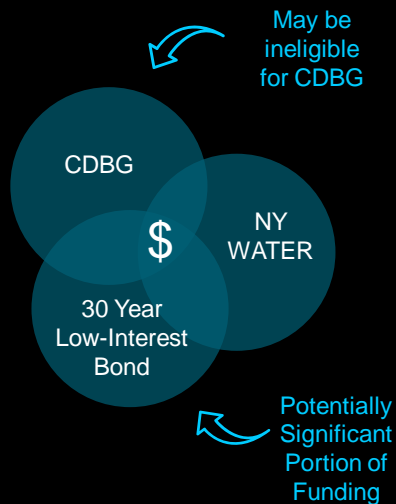
FUNDING QUILT IN ACTION – “VILLAGE A”

VILLAGE “A”



WATER SUPPLY

- 30% capacity available
- Approx \$3 million in needed repairs and distribution improvements



FUNDING QUILT IN ACTION – “VILLAGE A”

LINK SEVERAL PROBLEMS TOGETHER –
BUILD A JOINT FUNDING SOLUTION

- Several Linked Projects
- Multiple Municipal Entities



FUNDING QUILT IN ACTION – “VILLAGE A”

VILLAGE “A”



WATER SUPPLY

- 30% capacity available
- Approx \$3 million in needed repairs and distribution improvements

TOWN “B”



HOUSING

- Affordable housing issue

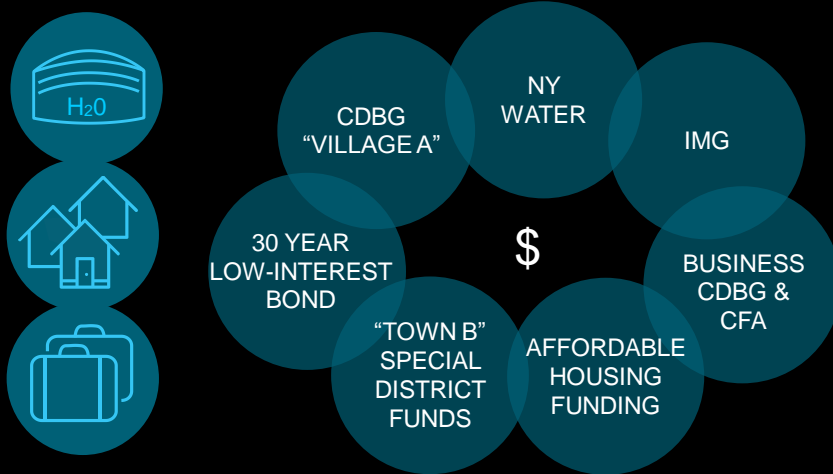


ECONOMIC DEVELOPMENT

- Business interest (potential 100 new jobs)

FUNDING QUILT IN ACTION – “VILLAGE A”

LINKED PROBLEMS – JOINT FUNDING SOLUTION



FUNDING QUILT IN ACTION – VILLAGE OF FULTONVILLE

2013 JOINT SEWER PLANT

CRF-CDBG = \$600,000

2013 FLOOD MITIGATION

CFA/CDBG = \$400,000

2013 SCHOLTE AVENUE, SEWER

FEMA = \$150,000

2014 WASTEWATER TREATMENT PLANT IMPROVEMENTS

CRF-CDBG = \$550,000

2016 WASTEWATER TREATMENT PLANT UPGRADE (clarifier, sanitary sewers)

CFA-CDBG = \$900,000



FUNDING QUILT IN ACTION – TOWN OF PLATTSBURGH

2008 PUMP STATION

DWSRF = \$2,400,000

2009 CUMBERLAND HEAD

USDA = \$5,625,000

2009 FUNCTIONAL CONSOLIDATION OF WATER DISTRICTS

LGE = \$396,000

2009 CUMBERLAND HEAD

USDA LOAN = \$6,875,000

2016 FLOURIDATION

DOH = \$24,140

2017 ECONOMIC DEVELOPMENT

NORTHERN BORDER = \$500,000

2018 WATER DISTRICT

NY WATER = \$3,000,000



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FUNDING QUILT IN ACTION – VILLAGE OF KIRYAS JOEL

2012 WASTEWATER

CFA-CDBG = \$594,000

2014 BACKWASH FILTER

CFA-CDBG = \$600,000

2015 SIDEWALK IMPROVEMENTS

CFA-CDBG = \$400,000

2017 WASTEWATER TREATMENT PLANT

WIIA = \$1,231,200



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FUNDING QUILT IN ACTION – VILLAGE OF CORINTH

- It was estimated that approximately \$24 Million would be required to implement all projects identified in the sewer system report.
- Because the report recommended replacement of sewers in roads where water mains are being installed, Laberge Group identified that over \$1.6 million could be saved on Oak, Ash and W. Mechanic Street alone if sewer replacement were performed during the water main replacement project.

CDBG Grant Totals for all projects = \$3.2 million

DASNY Grants Totals for all projects = \$500,000

NY Water Grant Totals for all projects = \$4 million

Remainder 0% for 30 years



WALNUT, OAK, ASH, RAYMOND & W. MECHANIC

Total Construction Cost = \$8 million

Sewer Costs = \$2.2 million

CDBG Grant = \$600,000

DASNY Grants = \$500,000

NY Water Grants = \$277,500

Remainder 0% for 30 years

- Received \$1.38 million in grants
- Rehabilitating the sewer while the road was dug up for the waterline project saved Village taxpayers almost \$2 million.



PUMP STATION

Construction Cost = \$616,990.75

Engineering Cost = \$46,000.00

CDBG Grant = \$600,000

Remainder 0% for 30 years



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WASTEWATER TREATMENT PLANT

Construction Cost = \$13.5 million

CDBG Grant = \$1,000,000

NY Water Grant = \$3.5 million

Remainder 0% for 30 years



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FORCEMAIN AND TRUNK SEWER

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



HOW DID THESE PROJECTS GET COMPLETED?

Projects priorities and program budgets are tracked closely

VILLAGE OF CORINTH INFRASTRUCTURE PROJECT BUDGET - UPDATED SEPTEMBER 17, 2018										
	PROJECT COST SUMMARY			Project Schedule	FUNDING SOURCES					
	Total Project Cost	Total Drinking Water Cost ¹	Total Storm & Sanitary Cost		DWSRF Funds	CDBG Funds	DANSY San. Sewer Funds	DANSY Storm Sewer Funds	NY Water Grant	CDBG Funds
Drinking Water Plant ²	\$2,616,039.26	\$2,616,039.26	\$0.00	Completed 2015	\$2,616,039.26				\$0.00	\$0.00
Water Tower ³	\$1,190,246.51	\$1,190,246.51	\$0.00	Completed 2015	\$1,190,246.51				\$0.00	\$0.00
Pipe Street ⁴	\$848,156.00	\$848,156.00	\$0.00	Completed 2015	\$848,156.00				\$0.00	\$0.00
Old Street ⁵	\$1,102,184.19	\$0.00	\$1,102,184.19	Completed 2016	\$0.00	\$1,102,184.19			\$0.00	\$0.00
Old Street ⁶	\$1,102,184.19	\$0.00	\$1,102,184.19	Completed 2016	\$0.00	\$1,102,184.19			\$0.00	\$0.00
W. Main & Raymond St ⁷	\$2,047,833.77	\$0.00	\$2,047,833.77	Est. Complete 2017	\$1,345,130.27				\$0.00	\$0.00
Water Mains ⁸	\$2,047,833.77	\$0.00	\$2,047,833.77	Est. Complete 2017	\$1,345,130.27				\$0.00	\$0.00
Freightliner Road Waterline	\$108,743.00	\$0.00	\$108,743.00	Est. Complete 2018	\$0.00	\$108,743.00			\$0.00	\$0.00
DWSRF Unassigned ⁹	\$1,313,779.89	\$0.00	\$1,313,779.89	Est. Complete 2018	\$1,313,779.89				\$0.00	\$0.00
Waterline Treatment Plant	\$1,678,000.00	\$0.00	\$1,678,000.00	Est. Complete 2018	\$0.00	\$1,678,000.00			\$0.00	\$0.00
Hazardous Waste Investigations	\$31,380.00	\$0.00	\$31,380.00	Est. Complete 2018	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Road Road Permitting and Planning	\$10,500.00	\$0.00	\$10,500.00	Est. Complete 2018	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Water Street Pump Station ¹⁰	\$497,176.65	\$0.00	\$497,176.65	Est. Complete 2017	\$0.00	\$497,176.65			\$0.00	\$0.00
Force Main	\$967,451.00	\$0.00	\$967,451.00	Est. Complete 2018	\$0.00	\$967,451.00			\$0.00	\$0.00
Trunk Sewer	\$2,092,485.00	\$0.00	\$2,092,485.00	Est. Complete 2018	\$0.00	\$2,092,485.00			\$0.00	\$0.00
Village Capital Planning ¹¹	\$20,072.08	\$0.00	\$20,072.08	Complete 2018	\$0.00	\$0.00			\$0.00	\$0.00
"DWSRF Unassigned"	\$1,732,547.83	\$0.00	\$1,732,547.83	Est. Complete 2018	\$0.00	\$0.00			\$0.00	\$0.00
TOTAL	\$10,878,778.14	\$4,186,778.84	\$6,691,999.30		\$11,990,000.00	\$1,200,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00

¹ Construction Complete Or Substantially Complete
² Construction Costs Based On 2014 Customer \$/GAL, NOT \$/GAL
An Additional \$415,000 Budget Would Be Needed For Meter Users Outside The Village that Not in Customers (131)
³ Force Village Budget There Are 1,174 Sewer Lines (1,174 Villages & 21 Outside Village Customers)
⁴ Force Village Budget There Are 1,174 Water Users (1,174 Villages & 21 Outside Village Customers)
⁵ Project Budget Applied To Reflect \$1.5 Million Maximum Line Length
⁶ Includes \$55,179 For 100A (purchased trailer pump) and \$4,500 for soft pump engineering
⁷ Water and Sewer Inspection Dewatering, Incentive Survey, and Finance Applications
⁸ Includes 1.5 Million DWSRF plus \$218,779.15 LIE Funds
⁹ Budget updated to reflect 1.8 million DWSRF funding loan amount



STRATEGY REVIEW

- Prioritize Needs - Capital Improvement Planning
- Pursue Funding for Priority Projects
 - Design Fundable Projects
 - Strong Supporting Documentation
 - Demonstrate Funding Viability
 - Demonstrate Project Readiness
- Leverage Resources to Create a Funding Quilt for Each Project



Thank you!