FUNDING YOUR COUNTY PROJECTS THROUGH FEDERAL AND STATE GRANTS

PRESENTED TO THE NEW YORK STATE ASSOCIATION OF COUNTIES

PRESENTED BY:
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SEPTEMBER 20, 2022
BUFFALO, NEW YORK
ABOUT THE NATIONAL GRANTS MANAGEMENT ASSOCIATION (NGMA)

• NGMA IS THE ONLY MEMBERSHIP ASSOCIATION SOLELY DEDICATED TO MANAGEMENT OF FEDERAL AWARDS.

• WE HAVE 3,569 MEMBERS...AND GROWING!
  • 35% STATE/LOCAL GOVERNMENT
  • 21% NONPROFITS
  • 15% FEDERAL GOVERNMENT
  • 14% PRIVATE INDUSTRY/CONSULTANT
  • 12% HIGHER EDUCATION
  • 3% TRIBAL GOVERNMENTS
  • .1% STUDENTS/RETIREE/OTHER

• OUR PREMIER EVENT IS AN ANNUAL GRANTS TRAINING HELD IN THE WASHINGTON, D.C. AREA WITH OTHER 900 IN-PERSON ATTENDEES.

• PROVIDE ONGOING TRAINING YEAR-ROUND AS PART OF MEMBERSHIP, BUT ALSO SUPPORT THROUGH 17 CHAPTERS AND CUSTOM TRAINING.
Opportunities Abound!

- The programs that have been established and expanded over the past several years provide significant opportunity. Why?
  - Eligibility and allowable activities requirements are fairly broad;
  - The appropriated funds were large; and
  - There were specific requirements in place to make sure the dollars get to MLK Blvd and are not stuck running eternal 400 meter dashes at the state level.

- Legacy programs remain intact (e.g., Community Development Block Grant, Emergency Solutions Grant, Home Investment Partnerships Program, and Workforce Innovation and Opportunity Act (WIOA)).

- Legacy programs received supplementals (CV suffix funding for example)
OPPORTUNITIES ABOUND!
(CONTINUED)

• New programs were authorized and funded (e.g., CRF and CSLFRF) in response to the pandemic.

• Infrastructure Investment and Jobs Act (IIJA) was passed in November 2021 and established certain new requirements while appropriating significant funds for new, continuing, and certain previously expired or defunded programs.

  • Funding opportunity announcements have been out for some time
  • New funding opportunities are preparing to be launched based on the forecasts
  • Dollars are beginning to flow!
SO WHAT’S THE CATCH?

• WHAT ISSUES MIGHT FUND RECIPIENTS (OR SUBRECIPIENTS) HAVE HAD INITIALLY WHEN RELIEF FUNDS CAME AND POTENTIALLY NOW?

• PLEASE TAKE NOTE OF YOUR THOUGHTS AND CHANGE NAMES TO PROTECT THOSE WHO NAPPED THROUGH TRAINING DURING THE PANDEMIC. 😊
SO WHAT’S THE CATCH? (CONTINUED)

- Some folk have been burned in the past and are scared of state and federal funds
- Human capital capacity
- Mental overload – Don’t get hit by the beer truck!
- Learning “on the fly” with the funding agencies
- Lack of formal training
- Decentralized grants administration
- Lack of a pursuit and management strategy
- The “We’ve had clean audits so everything is fine”-itis
ACTION STEPS

SO WHAT CAN YOU DO GET YOUR PROJECTS FUNDED UNDERSTANDING THERE MAY BE SOME RELUCTANCE?
ACTION STEPS

• QUICK HITS!

1. Establish a team that will centralize grants management to the extent practical.
2. Establish an expectation that all personnel who manage grants must undergo annual training. (Hint: Training is an allowable cost.)
3. Produce program evaluations and capture success stories! (Hint: Program evaluations are a type of monitoring and are allowable)
4. Communicate the expectation that your organizations will pursue federal and state-funded awards and your organization is committed to compliant implementation.
5. Identify and provide formal authority to a team of personnel who will oversee internal monitoring. (Hint: This is required.) (Hint: Hint: Most folk don’t seem to be doing it.)
6. Leverage contractors to avoid certain political risks, hiring challenges, technical capacity and knowledge gaps, and manage risk.
ACTION STEPS (CONTINUED)

- WE'RE DONE WITH OUR RELATIVE QUICK HITS. LET'S LOOK AT SIGNIFICANT NEXT STEPS.
  1. REVIEW AND SHORE-UP, IF NECESSARY, THE PROCUREMENT ACTIVITIES RELATED TO SMALL, WOMAN-OWNED, AND MINORITY-OWNED BUSINESSES AND LABOR SURPLUS AREA FIRMS
  2. QUICK AND DIRTY ASSESSMENT OF COSTS ALREADY INCURRED
     1. IF FORMAL MONITORING HAS NOT BEEN PERFORMED TO DATE, THIS STEP SHOULD BOTH SATISFY THE 200.303 INTERNAL CONTROLS REQUIREMENT AND GET AHEAD OF SIG REVIEWS AND EXTERNAL AUDIT.
     2. TAKE A CLOSE LOOK AT CONSTRUCTION PROJECTS AND WHICH FEDERAL AGENCY FUNDED THE WORK.
     3. SUBAWARD AND CONTRACT REVIEWS
     4. KEEP THIS SIMPLE!
  3. OBTAIN TARGETED TRAINING BASED ON YOUR FUNDING PORTFOLIO AND STRATEGY
     1. CHANGES TO REGISTRATION REQUIREMENTS, BUY AMERICA, PROCUREMENT MATTERS, AND IIJA COMPLIANCE ITEMS THAT NOW APPLY TO ALL FEDERAL AWARDS.
     2. SUBRECIPIENT AND CONTRACTOR MONITORING, CLOSEOUTS, AND RECONCILIATIONS
     3. IT'S USUALLY MORE ECONOMICAL TO HAVE TRAINERS COME TO YOU OR TO CONDUCT REGIONAL TRAINING FOR MULTIPLE COUNTIES OR MUNICIPALITIES
  4. REVIEW YOUR INDIRECT COST RATE FOR DISTORTING ITEMS AND ENSURE APPROPRIATE APPLICATION TO MAXIMIZE COST RECOVERY.
WE GOT ISSUES...A STRATEGY SHOULD HELP!

All these BROAD issues...and we haven’t even started to think about the business community and social and political climates that require some items to be actionable immediately!
WHEN FACED WITH BROAD CONCERNS LIKE THOSE ON THE PREVIOUS SLIDE, WE OFTEN TEND TO SLIDE BACK INTO OUR COMFORT ZONES AND FUND WHAT WE HAVE ALWAYS FUNDED. THIS APPROACH:

- DOES NOT MAXIMIZE FINANCIAL BENEFITS;
- LARGELY RESULTS IN KNOWN AND/OR UNKNOWN ISSUES CONTINUING DUE TO INSUFFICIENT RESOURCES HAVING BEEN PROVIDED OR LACK OF MANAGEMENT ATTENTION; AND
- MORE COSTS HIT THE GENERAL FUND OR CAPITAL IMPROVEMENTS BUDGET (CIB) THAN MAY BE NECESSARY OR APPROPRIATE.

THE GENERAL LACK OF A DOCUMENTED, INTENTIONAL SPONSORED AWARD STRATEGY APPEARS TO BE A CONTRIBUTING FACTOR.

DOES YOUR ORGANIZATION HAVE A FORMAL OR INFORMAL STRATEGY?
STRATEGY (CONTINUED)

• RECOMMENDATION IS TO IMPLEMENT A STRATEGY THAT:
  • IS BASED ON IDENTIFIED PRIORITIES, RISKS, AND NEEDS OF THE COUNTY;
  • BREAKS DOWN BROAD CHALLENGES INTO MANAGEABLE AREAS OF FOCUS;
  • IDENTIFIES POTENTIAL SOURCES AND USES OF FUNDS THAT ALIGN WITH IDENTIFIED PRIORITIES AND ELIGIBILITY REQUIREMENTS;
  • ASSIGNS SPECIFIC OPERATING UNITS TO LEAD PURSUIT;
  • AGGRESSIVELY PURSUE THESE ITEMS AND ESTABLISH A PROTOCOL FOR USES OF FUNDS; AND
  • MEASURE PROGRESS AND ALLOW FOR LEGISLATIVE OVERSIGHT.
Aging HVAC Systems
- Public Services Buildings (not general government) – CDBG/CDBG-CV
- General Government – General Fund/CIB
- Energy Conservation Grants

Housing Shortages
- Homelessness – ESG/ESG-CV
- Mortgage and Rental Assistance – Homeowner Stabilization and Emergency Rental Assistance
- Affordable Housing – CSLFRF, CDBG, CDBG-CV, and more!

Unemployment in LMI areas
- Section 3 applicability for HUD
- WIOA Programs
- Use of entities in HUB Zones and encouraging use of S/M/W-BEs
- Economic Development Programming under CDBG and CSLFRF
THIS IS AN EXCITING TIME! YOU GOT THIS!
THANK YOU!!!

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Funding Your County Projects Through Federal and State Grants

Damon Armeni
NYSAC Fall Seminar
September 20, 2022
Bipartisan Infrastructure Law (BIL)

National estimated funding allocations ($B):

- Roads & Bridges: $110
- Passenger & Freight Rail: $65
- Power Infrastructure: $65
- Broadband Internet: $65
- Water Infrastructure, Water Storage, & Wastewater Systems: $62
- Infrastructure Resiliency: $46
- Airports: $25
- Public Transit: $21
- Environmental Remediation: $17
- Ports & Waterways: $15
- Electric Vehicles & Infrastructure: $11
- Safety & Research: $11

$1.2 trillion over 5 years

60% Formula ~$720B

40% Competitive ~$480B

Upwards of $56 Billion for New York

Sources: Federal Funds Information for States, FFIS State Funding in IIJA, July 2022; The White House, Delivering Results from President Biden’s Bipartisan Infrastructure Law, August 2022.

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Anticipated BIL formula funding for New York

New York is slated to receive a significant investment in funding from BIL, creating vast opportunities.

FUNDING CATEGORIES

New York is expected to receive at least:

- $11.6 billion for highways
- $1.9 billion for bridge repairs
- $9.8 billion for public transportation
- $100 million for broadband assistance

- $25 million for cybersecurity
- $34 million for wildfire protection
- $3.5 billion for weatherization
- $2.6 billion for water infrastructure
- $100 million for broadband assistance
- $685 million for airport infrastructure

OPPORTUNITIES FOR IMPROVEMENT

- C-
  grade from ASCE on New York’s infrastructure report card
- 13%
  of New York households do not have an internet subscription
- $872M
  in deferred park maintenance
- 1,702
  bridges in poor condition
- 7,292
  miles of highway in poor condition


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Funding Your County Projects Through Federal and State Grants

Within the next three months, states will be eligible for the below $5.17B in FY 2022 allocations and $3.16B in FY 2023 allocations from competitive BIL grants.

<table>
<thead>
<tr>
<th></th>
<th>FY'22</th>
<th>FY'23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$1.93B</td>
<td>$1B</td>
</tr>
<tr>
<td>Broadband</td>
<td>$1B</td>
<td>$258M</td>
</tr>
<tr>
<td>Resilience</td>
<td>$258M</td>
<td>$80M</td>
</tr>
<tr>
<td>Transportation</td>
<td>$1.89B</td>
<td>$885M</td>
</tr>
<tr>
<td>Electric Vehicles</td>
<td>$1B</td>
<td>$240M</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$1B</td>
<td>$240M</td>
</tr>
</tbody>
</table>

Source: Federal Funds Information for States, FFIS State Funding in IIJA, July 2022.
Inflation Reduction Act
High level overview of the Inflation Reduction Act (IRA) which will provide significant funding opportunities for States and Localities

The IRA is a budget reconciliation package aimed at fighting inflation, increasing access to affordable care, strengthening energy security, promoting environmental justice, and reducing carbon emissions.

The IRA is estimated to generate $859 billion of tax revenue and budgetary savings over 10 years by:

- Raising tax revenues, fees, and royalty payments
- Enhancing tax enforcement
- Lowering Medicare prescription drug costs, and
- Delaying implementation of the Medicare drug rebate rule

And use these resources to:

- Promote address climate change and other related initiatives
- Increase funding for the Internal Revenue Service (IRS)
- Extend enhanced Affordable Care Act (ACA) premium subsidies for three years
- Reduce costs for Medicare beneficiaries
- Reduce the deficit by approximately $250 - $300 billion

Over 10 years, approximately $130 billion in funding is allocated for a wide variety of programs and financial assistance for clean energy, conservation, sustainable agriculture, improved air quality, energy efficiency, resilient infrastructure, carbon sequestration, advanced technologies, and climate justice.

The largest amount of funding is to the Environmental Protect Agency (EPA), the U.S. Department of Agriculture (USDA), and the Department of Energy (DOE).

The bill is estimated to reduce greenhouse gas emissions by about 40% from 2005 levels by 2030.


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County-eligible grants
Local and Regional Project Assistance Program (RAISE) Grants

State or local governments are eligible to receive $2.2 billion to be awarded by the US Department of Transportation (DOT) for FY22. The RAISE Grant program provides a unique opportunity for the DOT to invest in road, rail, transit, and port projects that promise to achieve national objectives. Previously known as the Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants.

The RAISE program provides **supplemental funding** for grants to State and Local entities on a competitive basis for projects that will have a **significant Local/Regional impact** through road, rail, transit and ports.

When and how to secure funding:
- 2022 RAISE Grants for FY22 were posted January 14, 2022, and closed March 22, 2022
- Applications need to be submitted through Grants.gov
- Applications will open again for FY23

Program Oversight

Oversight is done by the DOT

Total Funding

$7.5 billion over five years

Impact for New York State

The goal of the RAISE Grants are to improve safety, increase environmental sustainability, expand accessibility, and enhance quality of life among other factors for the State of New York.

Source: The White House, Delivering Results from President Biden’s Bipartisan Infrastructure Law, August 2022; U.S. Department of Transportation, RAISE Discretionary Grants, August 11, 2022.
Safe Streets and Roads for All (SS4A) Discretionary Program

BIL established the new SS4A grant program with $5 billion funding over five years, including $1 billion for FY22. The program funding supports local initiatives to prevent death and serious injury on roads and streets, commonly referred to as “Vision Zero” or “Toward Zero Deaths” initiatives. Projects must support planning, infrastructure, behavioral, and operational initiatives to prevent death and serious injury on roads and streets involving all roadway users, including pedestrians, bicyclists, public transportation, motorists and commercial vehicle operators.

Provides critical funding to reduce death and serious injury on roads and streets in Local communities by sidewalk and curbing replacement, pedestrian improvements, bicycle improvements, new street lighting and upgraded traffic signal components.

When and how to secure funding:
- FY22 SS4A was posted on Grants.gov May 16, 2022, and applications close September 15, 2022
- Applications for FY23 will open in the spring

Program Oversight
- The SS4A is administered by the DOT

Total Funding
- $5 billion for over the next five years

Impact for New York State
- The SS4A will help various communities throughout New York reach their “Vision Zero” plans on promote roadway safety

Source: The White House, Delivering Results from President Biden’s Bipartisan Infrastructure Law, August 2022; U.S. Department of Transportation, Safe Streets and Roads for All (SS4A) Grant Program, August 2, 2022.
Middle Mile Grant (MMG) Program

BIL established the Middle Mile Grant Program under the Department of Commerce (DOC). The program funds a $1 billion program for the construction, improvement or acquisition of middle mile infrastructure. The purpose of the grant program is to expand and extend middle mile infrastructure to reduce the cost of connecting unserved and underserved areas to the internet backbone.

The purpose of the program is to reduce the cost of broadband deployment in unserved and underserved communities, as well as promote broadband connection resiliency through the creation of alternative network connection paths that are designed to prevent single points of failure on a network.

When and how to secure funding:
- MMG expects to make awards to successful applicants within the range of $5 million to $100 million
- Applications for FY22 are currently open on Grants.gov
- Middle Mile Grant program was posted on May 13, 2022, and closes on September 30, 2022

Program Oversight
Administered by the National Telecommunications and Information Administration (NTIA) under the Department of Commerce

Total Funding
$1 billion (FY2022-2026)

Impact for New York State
Aligned with New York’s ConnectALL initiative, the MMG Program aims to make affordable, high-speed internet available, more reliable, and affordable for both urban and rural areas across New York State

Source: The White House, Delivering Results from President Biden’s Bipartisan Infrastructure Law, August 2022; US Department of Commerce, Middle Mile Broadband Infrastructure Grant Program, May 13, 2022.

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Low or No Emission (Bus) Grants
BIL will provide up to $1.66 billion from Federal Transit Administration (FTA) in FY22. The funding awarded to State and Local Governmental authorities is for the purchase or lease of zero-emission and low-emission transit buses, as well as acquisition, construction, and leasing of required supporting facilities. Up to 5% of the funding for zero emission buses within this program will also support workforce development training so transit operators and mechanics can learn how to maintain and operate zero emission vehicles.

Provides capital funding to replace, rehabilitate, purchase, or lease buses and bus related equipment and to rehabilitate, purchase, construct, or lease bus-related facilities.

When and how to secure funding:
• 2022 Low or No Emission (Bus) Grants opened March 7, 2022, and closed on May 31, 2022
• Applications for FY23 will open this upcoming spring

Program Oversight
Administered by the from the Federal Transit Authority (FTA) under the DOT

Total Funding
$1.66 billion in FY22

Impact for New York State
This will help New York State achieve their goal of cutting emissions, support green careers training, and improve greatly air quality for residents and visitors alike

Source: The White House, Delivering Results from President Biden’s Bipartisan Infrastructure Law, August 2022; U.S. Department of Transportation, Biden-Harris Administration Announces Over $1.6 Billion in Bipartisan Infrastructure Law Funding to Nearly Double the Number of Clean Transit Buses on America’s Roads, August 16, 2022.
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Reconnecting Communities Pilot (RCP) Program
State and local governments are eligible to apply for the new RCP discretionary grant program, funded with $1 billion over the next five years. The program will prioritize projects that reconnect communities by removing, retrofitting, or mitigating highways or other transportation facilities that create barriers to community connectivity, including to mobility, access, or economic development.

Preference will be given to applications from economically disadvantaged communities, especially those with projects that are focused on equity and environmental justice, have strong community engagement and stewardship, and a commitment to shared prosperity and equitable development.

When and how to secure funding:
• The Office of Management and Budget (OMB) developed Grants.gov to provide a centralized location for grant seekers to find and apply for Federal funding opportunities
• Funding for Capital and Planning grants are available under RCP program
• RCP Program was posted on June 30, 2022, and the application closes on October 13, 2022

Program Oversight
Administered by the Federal Highway Administration (FHWA) under the DOT

Total Funding
$100 billion over five years and $195 million for FY22

Impact for New York State
The Bipartisan Infrastructure Law RCP Program will advance New York’s commitment to reconnecting various communities severed by construction of a viaduct or highways

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Leading Practices
There are several approaches state and local governments can use toward receiving matching funds to meet required match percentages or request additional funding needed for projects; this will depend on the size and scope of the projects.

<table>
<thead>
<tr>
<th>Match Type</th>
<th>Description</th>
<th>Considerations</th>
</tr>
</thead>
</table>
| Public-Private Partnerships | State and Local entities can use public-private partnerships to finance projects | • Private companies usually have more capital available  
• Private companies will likely want a return on their investment |
| State Match/Surplus       | Any revenue surplus State and Local entities can allocate towards Local infrastructure projects | • State owns and controls asset  
• State earns all revenue  
• Reduces State capital |
| ARPA Match                | Target any unobligated State and Local entities and Local Fiscal Recovery Fund (SLFRF) funding | • State owns and controls asset  
• State earns all revenue  
• Reduces State capital  
• Reporting requirements per ARPA/other available matches |
| Other Local Funds         | Multi-jurisdictional projects (ex. smaller County using match funds from a larger City or County with a budget surplus) | • Prioritization alignment across localities  
• Bolsters Regional priorities and collaboration |
| Bonds                     | State and Local Governments may issue municipal or public bonds to support the construction and improvements of infrastructure | • Allows State to control all financing and terms  
• Creates debt |

Some key Considerations for Local Projects

- Does the Grant Require Matching?
- Is Matched Funding Required by State/Local Governments or Non-Prescriptive?
- Is the Project a New Project or Continuation with BIL/IRA Funding?
- Is the Project Aligned with the State’s Priorities, Policy Goals, Objectives, and Federal Guidance?
- Is There Full or Partial Ownership of Infrastructure Asset?
Local Government Engagement

Through research and past experience, Deloitte has compiled a list of leading practices to foster strong engagement and collaboration between New York State and Local Governments and their Agencies.

1. Training and Technical Assistance
2. Align with State Priorities
3. Local Government Capacity Assessment
4. Local Government Investment Tracker
5. Local Project Spotlights
Questions?

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## Accelerating Grants Management with Technology

Deloitte’s technology tools provide assistance with operational processes, systems, and/or programs for clients seeking performance improvement, value reliability, security, or operational enhancement.

### Deloitte’s Proprietary Technology

<table>
<thead>
<tr>
<th>Tool Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>InfraSync™</td>
<td>A modeling and analytics platform that combines the mappings of state, local, and private project plans to identify coordination opportunities to facilitate the Dig One principle.</td>
</tr>
<tr>
<td>Project In-Sight™</td>
<td>Provides easy and efficient AI Data Analytics and reporting on key performance measures at the contract, project, and portfolio level.</td>
</tr>
<tr>
<td>Grants Management Platform</td>
<td>Grants management solution that improves the efficiency of managing grants programs and drives greater impact from grant investments.</td>
</tr>
<tr>
<td>Deloitte’s Funding Inventory Tool (FIT)</td>
<td>A grant strategy solution that provides ability to search and visualize funding opportunities available through CARES, ARPA, and BIL in conjunction with relevant maps and data overlays.</td>
</tr>
</tbody>
</table>
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Deloitte shall not be responsible for any loss sustained by any person who relies on this presentation.
When a Grant Opportunity Comes Along...

**Recommendations**

- Stakeholder Input
- History
- Alignment of Priorities
- Readiness
- ROI
- State and Federal Requirements
- After Award $$$

**Board of Supervisors**
- County Administrator

**Go**
- Identify Grant Lead
- Assemble Team
- Submit Application

**No-Go**
- Debrief & Report Back to Stakeholders

**Action Items**
- History
- Priority
- Alignment
- Readiness
- ROI
- Requirements
- After Award $$$

**Stakeholder Input**
- History
- Alignment of Priorities
- Readiness
- ROI
- State and Federal Requirements
- After Award $$$
What Drives Our Process?

**History**
- Recurring grant
- New Opportunity

**Priority Alignment**
- County Strategic Plan
- Capital Improvement Plan
- THRIVE LiviNgston
- Dept. Heads/Stakeholders
- Emerging Issues

**Readiness**
- Are we prepared?
- Is Timing right?
- Are we competitive?
- Other competing priorities?

**Return on Investment**
- What are we going to gain? Value added?
- Building capacity?
- Is it sustainable?

**Requirements**
- State or federal mandate?
- Other county policies

**After Award $$**
- Who will administer?
- Can we fulfill grant requirements?
Along Comes an Idea....

A Few Key Take-Aways:

- Know your priorities
- Assemble a capable team – organized and knowledgeable about leveraging resources
- Think “outside the box” – creative & innovative (public-private partnership)
- Know when you need outside help and be willing to pay for it (ROI)
- Know how to take calculated risks for betterment of your County
- Be prepared for an award if you get it...
Questions?

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