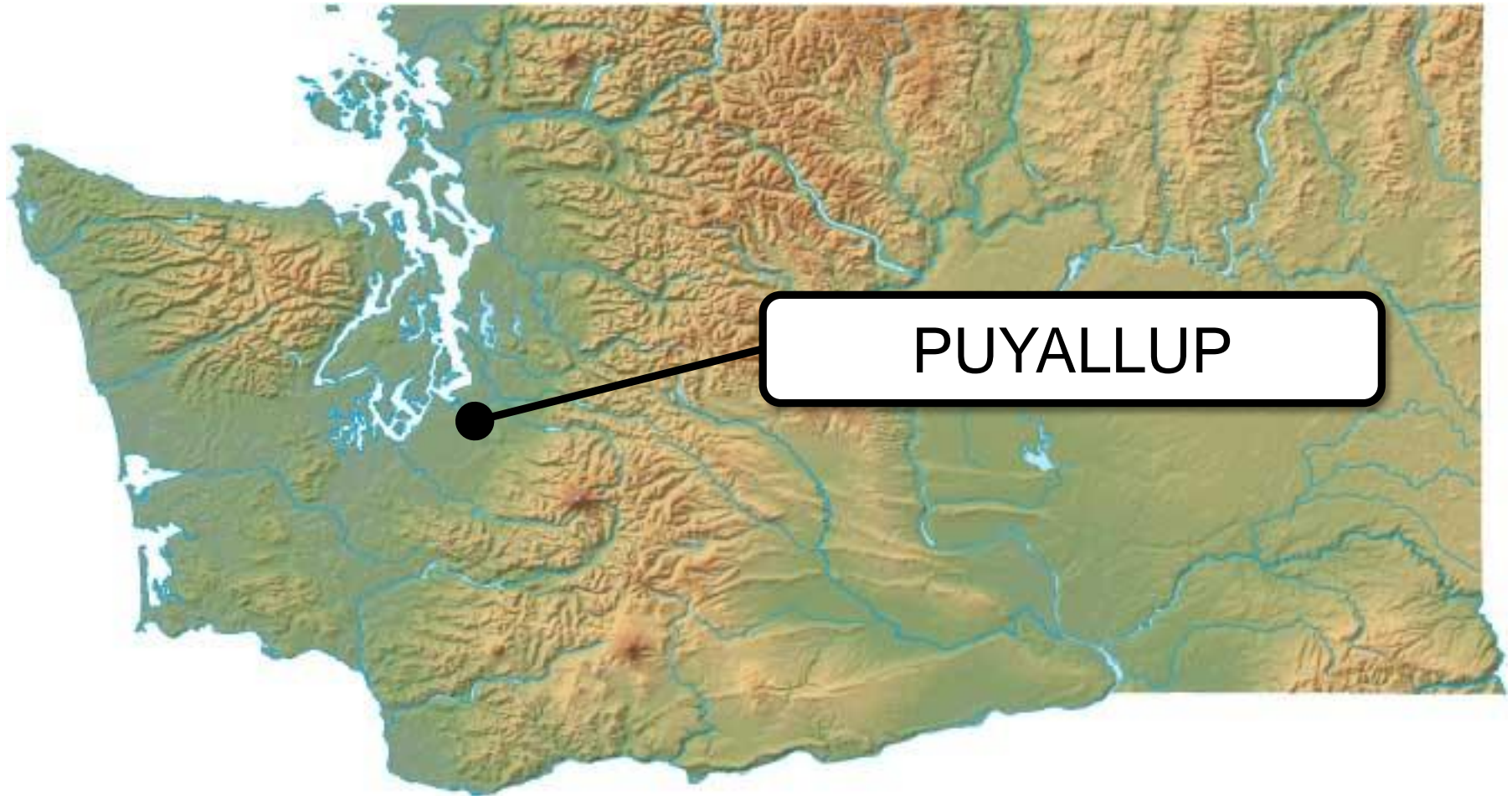


The Role of the Port Board: Attracting Grants and Building Stakeholder Support

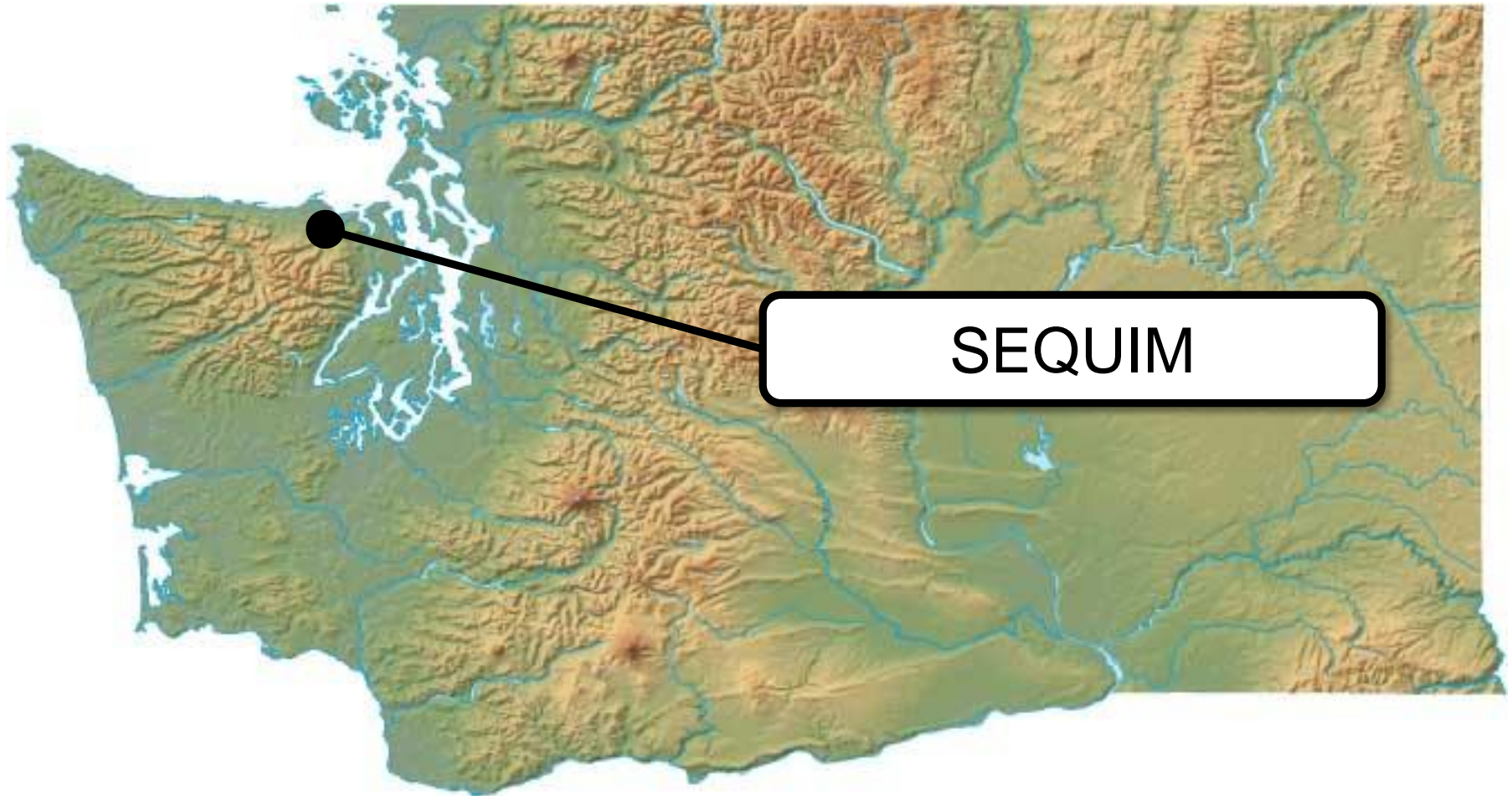
Brian P. Mannelly, AICP

June 3, 2014

Welcome to Washington!



Welcome to Washington!



Welcome to Washington!



Welcome to Washington!



Overview

- Objective:
Deliver practical observations that differentiate ports regarding grant pursuits
- Competitive Grant Funding Landscape
- Grant fundamentals
- Commissioner Roles - Positioning for Success
 - *Proactive vs. Reactive Processes*
 - *Developing stakeholder support*
- Lessons Learned

Example Port-Eligible Competitive Grants

Transportation Investments Generating Economic Recovery (TIGER)

- Department of Transportation
- Federal investments in road, rail, transit and port projects that achieve critical national objectives
- In 2014: 797 eligible applications received, requesting \$9.5B
- \$600M available authorization



Port Security Grant Program (PSGP)

- Department of Homeland Security
- Funds transportation infrastructure security activities to implement Area Maritime Security Plans and facility security plans among port authorities, facility operators, and state and local government agencies required to provide port security services
- \$100M available authorization



Example Port-Eligible Competitive Grants

Moving Ahead for Progress in the 21st Century (MAP-21)

Congestion Mitigation and Air Quality (CMAQ)

- Transportation projects and programs to help meet the requirements of the Clean Air Act
- Projects must be included in the Metropolitan Planning Organization's (MPO's) current transportation plan and transportation improvement program (TIP) or the current state transportation improvement program (STIP)

Surface Transportation Program (STP)

- Projects that preserve and improve the conditions and performance on any Federal-aid highway, roads, bridges; including surface transportation planning
- Provides eligibility for truck parking and surface transportation infrastructure improvements in port terminals for direct intermodal interchange, transfer, and port access



Common Process



**Notice of
Availability**



Find the
previous
application
*or something
close to it*

Find available
staff person
(or on call consultant)
to update the
last cycle's
application
content

Submit
application

Wait

Wait

Wait

Manage
Disappointment

REACTIVE

Grant Fundamentals

- Limited Funds - Ports compete with other ports, cities, counties, MPO's, states and tribal governments
- Federal grants require substantiation
 - Projects described in planning documents
 - Listed in approved:
 - Transportation Improvement Plans (TIP),
 - Regional Transportation Improvement Plans (RTIP or RTP),
 - State Transportation Improvement Plans (STIP), State Freight Plans or State Rail Plans
- Grant Application form content development is substantial
 - Standard Form 424 (SF-424)
 - www.grants.gov

Typical Application SF424 Submittal Form

The image displays a stack of SF424 Submittal Forms. The top form is the 'Application for Federal Assistance SF-424', which includes sections for:

- 1. Type of Submission:** Preapplication, Application (checked), Changed/Corrected Application, Revision.
- 2. Type of Application:** New, Continuation, Revision.
- 3. Date Received:** 08/23/2014.
- 4. Applicant Identifier:** 08/23/2014.
- 5. Federal Entity Identifier:** 08/23/2014.
- 6. State Use Only:** 08/23/2014.
- 7. Date Received by State:** 08/23/2014.
- 8. Applicant Information:** a. Legal Name, b. Employer/Worker Identification Number (EIN), c. Address (Street, Street2, City, County/Parish, State, Province, Country, Zip / Postal Code), d. Organizational Unit.
- 9. Funding Opportunity Number:** 08/23/2014.
- 10. Funding Opportunity Title:** 08/23/2014.
- 11. Connection to:** 08/23/2014.
- 12. Attachments:** A table with 15 rows for attachments, each with a checkbox and a description.

 The bottom form is the 'Attachments Form', which includes a table for listing attachments with columns for 'Attachment Number', 'Attachment Title', and 'Attachment Description'.

- Project or Program Definition
- Contact information
- Project Budget
- Implementation Commitment, Project Schedule
- Request Justification (*qualified & quantified*)
 - Detailed Narrative
 - Benefit Cost Analysis

Grant Fundamentals

- Grant programs are cyclical
- Applications require time and resources
- Example - TIGER Application
 - 30-page narrative
 - Benefit Cost Analysis
 - Demonstration of project support
- Subjective Process
 - Describe the issue, solution and request up front
 - Need to be concise & persuasive
 - Need to be memorable
 - ***Tell a convincing story***

TIGER Breakdown

- 797 Applications
- 1 page per minute = ~400 hours
- 15 minutes per BCA = ~200 hours
- Takes 75 days (15 weeks) to read the narratives and BCAs
- Each application weighted and scored
- <50 grant awards
- 1:16 applications selected

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The Role of the Board:
Attracting Grants and Stakeholder Support

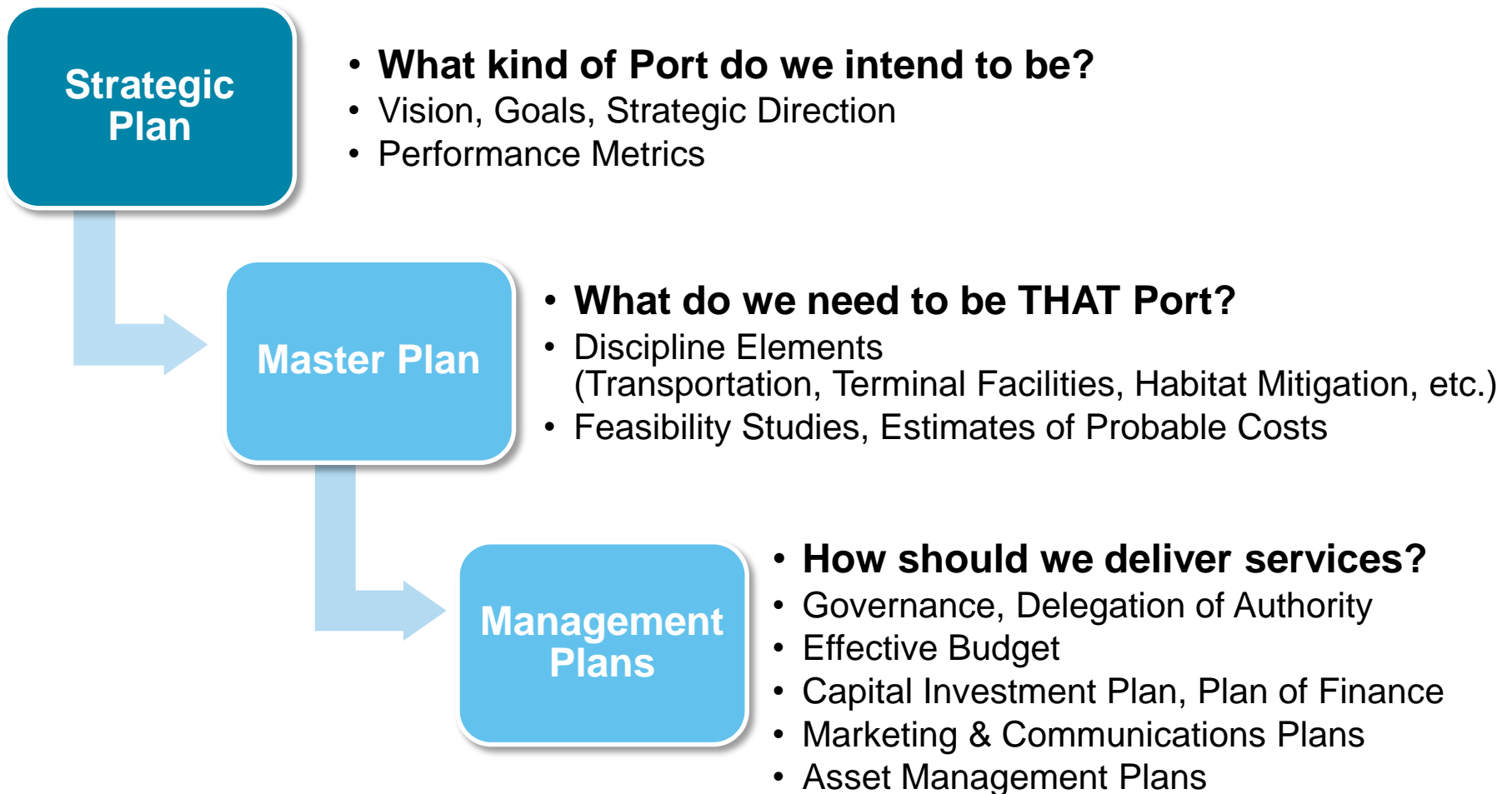
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Page 11

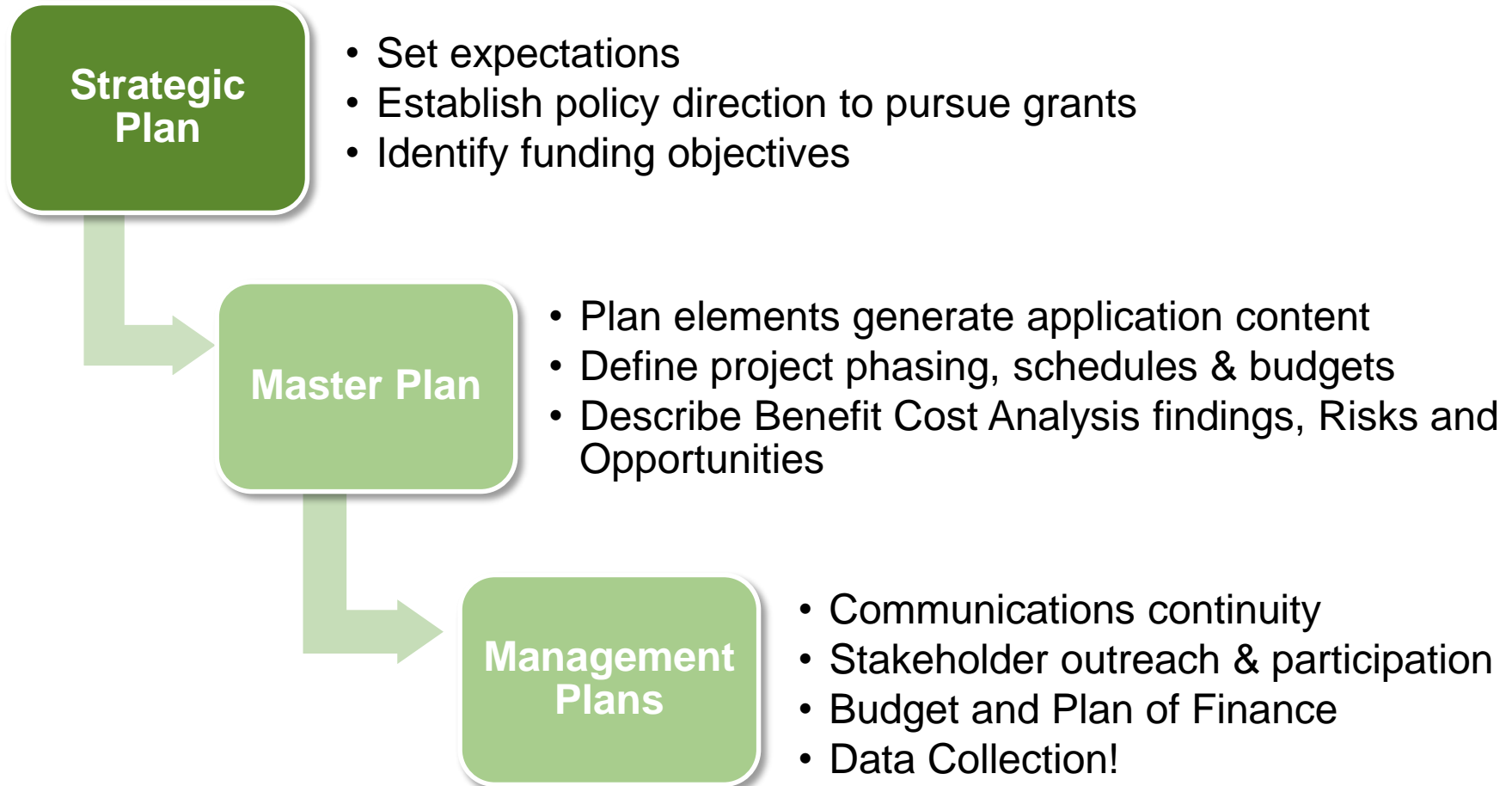


**What do these
themes resemble?**

Integrated Planning (**Proactive!**)

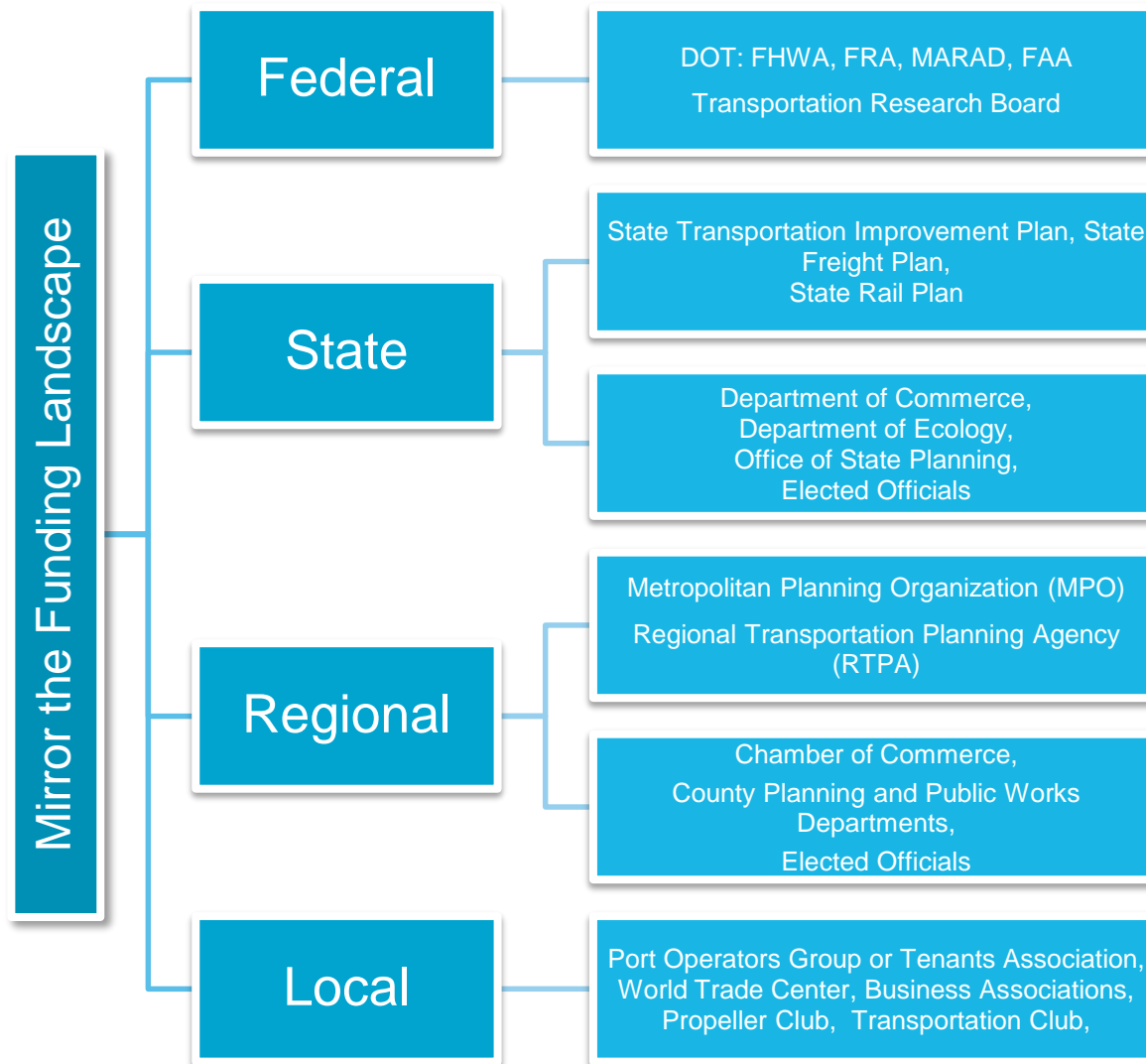


Integrated Planning (**Proactive!**)



Each adopted plan provides documentation to cite in applications and stakeholder support campaigns and other agency plans!

Building Stakeholder Support



- Policy Development Committees
- Technical Working Groups
- Project Evaluation Committees
- Research Boards
- Oversight Committees
- Advisory Groups

...and don't forget AAPA's technical and policy committees!

Building Stakeholder Support

- Relationships Matter
- Communications Plan Diligence
 - ***Everyone represents the process***
 - Convey messaging both Outward AND Inward
 - Press releases and Social Media
 - Current website content
 - Open Houses, Public Meetings, Community events
- Inclusive Partnerships
 - Take advantage of standing operational meetings
 - Two-Way Street
 - Invite partners to present their plans and projects
 - Establish common ground and mutual benefits

Building Stakeholder Support

- Strategic Projects
 - Incorporate into Port planning documents
 - When applicable, incorporate in other agency plans
 - Last Mile Connections
 - Rail projects
 - Roadway enhancements
 - Get your projects on regional and state project lists!
- Support Letter Requests
 - Be proactive
 - Provide Project Description, Budget and Schedule
 - Draft a sample support letter
 - Request support EARLY

Commissioner Better Practices

Port Culture

- Set a tone with staff, change the culture
- Request a grant strategy
- Project authorization requests:
“is this project type eligible for grant funds?”
- Be responsive to partner agency grant pursuits

Proactive Process

- Communicate funding expectations – at the beginning!
- Integrated Planning
- Accept no surprises - minimize fire drills, be prepared
- Anticipate Funds Availability & Application Process

Stakeholder Support

- Participate on local, regional, state and federal committees
- Invite stakeholders in, send staff out – *quid pro quo*
- Request support letters **early**
- Private participation competes more effectively for Federal Grants (P3)

Staff Expectations

- Understand financial tools and grant processes - always request a debrief
- Applications take time and resources
- Budget for grant match
- Free Money isn't Free...
- Refrain from tying grant awards to Performance Evaluation

Thank You

brian.mannelly@aecom.com

June 3, 2014



Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

