

# PROJECT FUNDING ROADMAP

## JOINT LAND USE STUDY PHASE IV



### PREPARED FOR

Southern Maine Planning  
and Development  
Commission

### PREPARED BY

AECOM Technical  
Services, Inc.



**Disclaimer 1.** This document was prepared under contract with AECOM Technical Services, Inc., with financial support from the Office of Local Defense Community Cooperation, Department of Defense.

**Disclaimer 2.** The content herein reflects the views of the Southern Maine Planning and Development Commission and does not necessarily reflect the views of the Office of Local Defense Community Cooperation or the Department of Defense.

## Table of Contents

1	Introduction.....	1
1.1	Purpose and Goals .....	1
1.2	Previous JLUS Planning Efforts .....	1
1.3	JLUS Phase IV .....	2
2	Summary of Research .....	3
3	Funding Opportunities .....	5
3.1	Federal .....	5
3.2	State, Local, and Private .....	6
4	Funding Crosswalk .....	7
5	Next Steps.....	10
5.1	Cost Estimation .....	10
5.2	Regular Review and Update.....	10
5.3	Maximization of Available Resources .....	11
5.4	Coordination Between Applicants and Sub-Applicants.....	11
5.5	Supporting Data and Grant Application Components .....	11
5.6	Opportunity Tracking.....	12

## Appendices

Appendix A: JLUS Funding Crosswalk

## Tables

Table 1. Project Tab Overview.....	8
Table 2. Funding Tab Overview.....	9

## Figures

Figure 1. Project Development Framework.....	3
Figure 2. Grant Application and Award Cycle.....	10

# 1 Introduction

The Southern Maine Planning and Development Commission (SMPDC), in partnership with the Town of Kittery and the Portsmouth Naval Shipyard (PNSY), developed this funding roadmap to guide strategic investment in multimodal transportation improvements, affordable housing, and community resilience. The roadmap aims to identify funding needs, align potential sources, and support coordinated efforts to leverage available resources for the implementation of projects and strategies identified through the combined phases (2019 – present) of the Joint Land Use Study (JLUS).

## 1.1 Purpose and Goals

The purpose of this report is to support the next steps identified by both the current and previous phases of the JLUS initiative with potential funding sources, providing SMPDC and its partners with a strategic roadmap for planning for, securing, and allocating financial resources. Funding plays a vital role in shaping a realistic and actionable plan to advance the region's transportation, climate, and economic goals. By securing and aligning financial resources, stakeholders can prioritize investments, support innovative solutions, and successfully acquire and deploy available funding.

The roadmap first highlights a complete list of projects and strategic recommendations identified through all four JLUS phases. The roadmap next identifies potential funding opportunities, ranging from federal and state programs to more regional or local incentives, which can be pursued to advance identified projects. The roadmap culminates in a “funding crosswalk,” which identifies projects as applicable/competitive for a specific funding opportunity.

## 1.2 Previous JLUS Planning Efforts

Funded by the Department of Defense Office of Local Defense and Community Cooperation (OLDCC), JLUS began in 2020 as comprehensive planning initiative aimed at enhancing the coordination between PNSY and adjacent communities. Referred to as JLUS Phase I, the study engaged numerous stakeholders, including PNSY representatives, local government officials, regional planning organizations, and transit providers, to discuss and evaluate numerous compatibility factors, including traffic congestion and housing affordability to environmental resilience and public safety. Strategic recommendations were outlined to address these issues, such as expanding transit options, improving bike and pedestrian infrastructure, incentivizing carpooling, and fostering regional coordination and ongoing communication.

Since this first study, the Town of Kittery, PNSY, and SMPDC have collaboratively identified and advanced numerous efforts to understand and strategically plan for both the challenges and opportunities surrounding the Shipyard as part of the JLUS Implementation Program. The first Implementation Plan, developed under Phase II, prioritized four key initiatives: 1) a transit corridor feasibility study, 2) a multimodal hub feasibility study, 3) a housing affordability analysis, and 4) a joint communications plan. For each initiative, a series of recommendations and next steps were identified to continue implementing prioritized JLUS projects.

The second Implementation Plan, developed under Phase III, focused on building from outcomes of Phase II under the themes of transportation and housing. This phase produced an additional assessment of the region's housing needs, identifying short-term actions to improve access to affordable housing, and an alternatives analysis recommending a microtransit service model supporting PNSY commuters. With this, SMPDC and its partners continued to move the region forward in advancing solutions to improve compatibility with the Shipyard.

### 1.3 JLUS Phase IV

In 2024, SMPDC received a grant from OLDCC to continue the partnership with the Town of Kittery and PNSY on the fourth phase of the JLUS project for continued transportation and climate action planning. This **Project Funding Roadmap** has been produced under this phase of the JLUS project. In addition, Phase IV supports the following ongoing implementation activities:

- Conduct a **survey of PSNY workers** to understand housing and transportation preferences
- Develop a **Parking Garage Feasibility Assessment** to reduce congestion and parking demand in Kittery town center
- Develop a **Transportation Demand Management (TDM) Plan**
- Conduct a detailed **Infrastructure Vulnerability Assessment** for the Town of Kittery
- Create a **Strategic Preparation Plan** for the Town of Kittery, including a Microgrid Feasibility Assessment

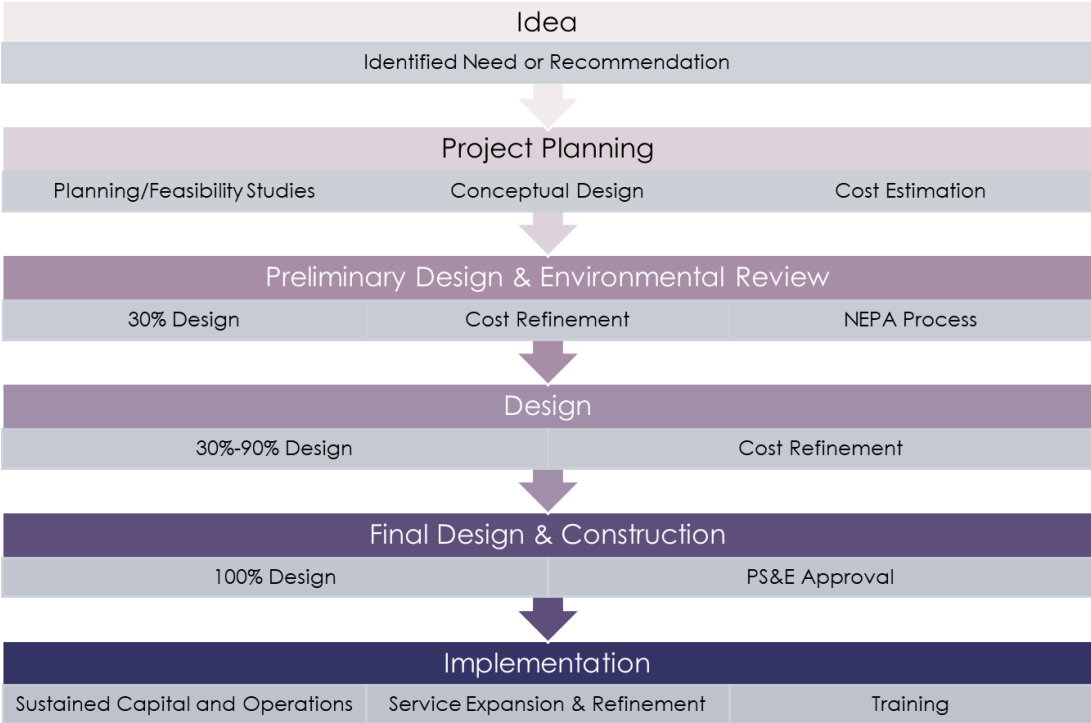
While this report details the specific funding roadmap portion of JLUS Phase IV, it also incorporates the outcomes from the distinct planning tasks and assessments conducted concurrently under this phase.

# 2 Summary of Research

Projects for consideration under the funding roadmap were identified in collaboration with the JLUS IV Steering Committee (consisting of representatives from the Town of Kittery, PNSY, and SMPDC) through review of recommendations from current and prior JLUS phases and other relevant planning documents, such as the Kittery Area Comprehensive Transportation System (KACTS) Long Range Transportation Plan (LRTP). The Steering Committee identified 44 projects and actions. Details on the projects included in the funding roadmap are available in Appendix A.

For each project, the team identified the likely next step (requiring external funding) in the project development framework and developed order-of-magnitude capital cost estimates for projects without an existing estimate. Estimates were developed using available information from source materials and are intended for high-level planning purposes. A key next step is the development of detailed costs for projects and identification of required funding for the next lifecycle stage of a given project.

**Figure 1. Project Development Framework**



The project development framework includes six primary stages and 14 sub-stages (Figure 1). The following section outlines the general flow of recommendations through the project development framework as well ‘rule-of-thumb’ costs likely at each stage of project development.

**Idea:** Over the past several years, the four JLUS phases have worked to identify and implement recommendations to improve the compatibility between PNSY and adjacent communities. The set of recommendations and projects in the funding roadmap are the result of this effort. In many instances these projects are presented at the ‘idea’ stage, meaning that a need has been identified and a preliminary strategy to solve the need has been suggested. In some cases, project planning was initiated to better define the scope of the proposed activities, but more detailed planning (e.g., an investigation of feasibility or the development of a concept design) is needed to move the project forward.

**Project Planning:** Of the 44 projects included in the crosswalk, 32 have their next lifecycle stage identified as project planning. Typically, costs for this stage can be estimated at around 10 percent of the anticipated project

## Joint Land Use Study Implementation

---

lifecycle capital cost, however this range can fluctuate depending on anticipated implementation costs. This stage predominantly includes the completion of planning and feasibility studies or conceptual designs to better define strategies to address identified needs. Some of the projects included in the crosswalk have a current end lifecycle stage of project planning. In these cases, the identified estimated project lifecycle cost is the project planning cost, and no additional work was included as part of initial recommendation. However, the planning work may result in additional recommended actions and anticipated costs.

**Preliminary Design and Environmental Review:** Four of the identified projects have their next lifecycle stage identified as preliminary design and environmental review. This stage is critical for ensuring that the proposed project will not have significant impacts on sensitive receptors (e.g., schools, wetlands, low-income populations, etc.), and for refining anticipated costs and demonstrating feasibility of proposed actions resulting in a 30 percent design to include basic layout, geometry, and major components (e.g., road alignments, bridge locations, transit stops). This level of design is often sufficient to support environmental review under the National Environmental Policy Act (NEPA), which requires agencies to assess the potential environmental impacts of proposed actions through documents such as Environmental Assessments (EAs) or Environmental Impact Statements (EISs). Costs associated with this lifecycle stage can typically be 15-20 percent of implementation costs.

**Design:** Just two of the projects identified for the roadmap have design identified as a likely next lifecycle stage. Typical design costs can account for as much as 30 percent of total implementation costs, depending on the scale of the overall project. For smaller projects, preliminary design/environmental review, design and final design may all occur in a single continuous phase as opposed to distinctly separate efforts, particularly if the required environmental review is limited.

**Final Design and Construction:** This stage represents the culmination of the project development process, where detailed engineering plans are completed and the project is prepared for implementation, receiving Plans, Specification, and Estimates (PS&E) approval. Final design includes the development of construction-ready documents, specifications, and permitting, and may also involve final cost estimates and bid preparation. Projects at this stage have completed all necessary planning, environmental review, and design work, and are ready to move into procurement and execution. Currently, no projects have been identified as having this stage as the likely next step in the project development framework.

**Implementation:** The implementation stage refers to the actual delivery or deployment of an initiative or improvement, meaning all planning, design and/or construction has been completed and the project is complete and ready for use. Once a project is implemented, it is typically supported by sustained capital or operative investments. Services can be expanded or refined following deployment, and training is provided to ensure successful operation and management. While no projects identified to date have been fully implemented, six of the projects identified in the crosswalk have implementation as a likely next lifecycle stage, meaning the project is in the process of being implemented or is primed for implementation due to work on prior JLUS phases. These projects do not require intermediate steps prior to implementation or the intermediate steps would not align well with external funding opportunities.

# 3 Funding Opportunities

For this roadmap, funding sources from federal, state, local, and private entities were identified for potential alignment with identified projects to provide the broadest possible set of potential sources. This section provides an overview of the current funding environment and available opportunities. It also takes a flexible approach, recognizing that the conditions shaping funding programs in the coming months and years may differ significantly from those of the past. Historically, federal funding has provided considerable subsidy (often 80 percent or more) for infrastructure investment. State and local spending on infrastructure is typically more narrowly focused and – due to lower overall capital capacity and balanced budget requirements – smaller in scope. However, as of the writing of this report (fall 2025), the federal funding environment is increasingly dynamic, with changes in priorities, investment levels, and funding reliability.

## 3.1 Federal

In November 2021, the Infrastructure Investment and Jobs Act (IIJA) was signed into law, which provides approximately \$1.2 trillion in formula and discretionary infrastructure funding through the end of federal fiscal year 2026. In addition to reauthorizing previous transportation funding levels under the Fixing America's Surface Transportation Act (FAST Act), IIJA added approximately \$285 billion in new transportation funding comprised of approximately \$100 billion in formula funding and more than \$180 billion in new discretionary funding. Under the IIJA, nearly every existing discretionary transportation-focused program saw its funding allocation expanded, and dozens of new programs were created.

This recent paradigm of abundant funding is unprecedented, and, while it presents significant opportunity, the number and breadth of the various funding programs can be daunting. IIJA supports approximately 380 formula and discretionary funding programs across all infrastructure types, with approximately 120 of these addressing transportation infrastructure. These transportation-related funding programs are comprised of formula allocations, set-aside allocations to be used by states for their own competitive grant programs, and competitive discretionary grant programs. The Inflation Reduction Act (IRA) was signed into law in August 2022. The IRA builds on the historic investments planned under the IIJA.

There is significant uncertainty associated with the federal grants landscape. While only a few changes have occurred so far, the Trump Administration has recommended the consolidation of federal funding programs. The administration's "skinny budget" recommended increases in funding to the Infrastructure for Rebuilding America (INFRA) Grant Program, Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program, and Port Infrastructure Development Program (PIDP).<sup>1,2</sup> However, programs such as the Bridge Investment Program (BIP) and the Better Utilizing Investments to Leverage Development (BUILD) Grant Program existed pre-IIJA under multiple Administrations,<sup>3</sup> Republican and Democrat, and are expected to continue albeit with updated priorities and (likely pre-IIJA) funding levels.<sup>4</sup>

Federal policy changes can shift transportation funding priorities. Recently, several grants previously awarded for safety improvements, pedestrian trails, and bicycle infrastructure had their expected funding rescinded.<sup>5</sup>

---

<sup>1</sup> Arreola-Karr, C. (2025, May 20). Breaking down the skinny budget proposal – What's on the line for America's special districts. American Association of Special Districts. Retrieved from <https://americasdistricts.org/skinny-budget-for-americas-special-districts>

<sup>2</sup> American Association of Port Authorities. (2025, May 2). AAPA reacts to President Trump's FY 2026 budget request. <https://www.aapa-ports.org/advocating/PRDetail.aspx?ItemNumber=23100>

<sup>3</sup> Note BUILD was formerly RAISE under the Biden Administration, BUILD under the first Trump Administration, and TIGER under the Obama Administration.

<sup>4</sup> Note the IIJA approximately doubled the amount of available funding.

<sup>5</sup> Governing. Trump Cancels Grants for Pedestrian Safety, Bike Lanes. September 23, 2025.

<https://www.governing.com/transportation/trump-cancels-grants-for-pedestrian-safety-bike-lanes>

Current and anticipated programs emphasize roadway capacity and vehicle mobility instead of active transportation, climate, and clean-energy initiatives, which were higher priorities under the previous administration. Public transit funding is also expected to decline; however, select Federal Transit Administration programs will remain available, and projects with strong workforce access or economic outcomes are likely to be more competitive in the current environment. A decrease in overall discretionary funding is likely, with some of those funds being redirected towards specific programs like INFRA. Separately, some discretionary funds could move towards formula programs, allowing the states to more directly control their spending, which would match previous Republican administration priorities.

For the purposes of this exercise, the project team has assumed a general continuity of the identified federal grant programs. However, as noted above, the programs are likely to be revised to reflect the new administration's priorities, as several have been already, and funding levels are likely to be scaled down to pre-IIJA levels. Twenty-four federal programs were identified as potential funding sources. Additional details on each applicable federal funding source and the corresponding project matches are provided in Appendix A. Some federal programs included in the crosswalk did not have project matches but were considered of note for later consideration on additional projects or if project descriptions adjust to meet criteria.

### 3.2 State, Local, and Private

Sixteen state, local, and private programs were identified as potential funding sources, as detailed in Appendix A. While these programs typically provide smaller awards than federal grants, they are generally more stable across political cycles and involve competition within a narrower geographic area. In some cases, projects that may be less competitive at the federal level can remain strong contenders for state and local support.

For example, active transportation projects such as sidewalk, trail, and bicycle improvements are currently less competitive for federal discretionary funding. However, they remain priorities in Maine. The Maine Department of Transportation (MaineDOT) administers multiple programs that support these project types, including the Active Transportation Partnership Initiative (ATPI), the Urban Partnership Initiative (UPI), and the Bicycle and Pedestrian Program (formerly the Transportation Alternatives Program). The Bicycle and Pedestrian Program and the Recreational Trails Program (RTP) are both still available but are funded through FHWA. Their program awards are selected and allocated by the state but remain sensitive to federal budget changes. The Maine Trails Program (MTP) has \$30 million in state funding available through 2034. Although these programs are federally funded, they are listed in this section because the funds are passed-through the state agency. Decisions on which projects to fund are made at the state level, with programs implemented on the state's timeline and in alignment with the state's priorities.

Several state financing options are also available. Potable water programs can consider applying through the state for the U.S. Environmental Protection Agency (EPA) Drinking Water State Revolving Loan Fund (DWSRF). Additionally, once projects advance to construction, many can be financed through the Maine Municipal Bond Bank's General Resolution Program.

Additional details on each state, local, and private funding source and the corresponding project matches are provided in Appendix A.

## 4 Funding Crosswalk

The project identification process and funding research described in prior sections build the foundation of the funding crosswalk. The crosswalk is designed to map and align the specific projects within the JLUS Program to potential funding opportunities, helping SMPDC and its partners navigate a complex environment where multiple funding streams can be used to support overlapping initiatives. With this database, quick action can be taken when a funding opportunity becomes available, as projects have already been screened for eligibility and for readiness.

To create the crosswalk, an initial scan was undertaken to identify appropriate funding sources. Thereafter, an evaluation of funding programs was conducted via desktop research to generate a description of each funding program, including the issuing agency, application deadlines, award size, and match requirements.

Following the identification and evaluation of funding programs, a fund matching analysis was conducted. This step entailed the identification of opportunities specifically for the projects. To accurately match the projects with funding programs, project descriptions were compared against funding program criteria such as “program objectives,” “applicant and project eligibility,” and “award size.” Projects were subsequently assessed to determine their level of competitiveness within the parameters of the identified funding program, offering a view into the projects that have the strongest likelihood of success, and therefore the greatest return on investment, under the program’s guidelines.

The funding crosswalk was prepared as an excel database, allowing for ease of use and sharing amongst project partners. The complete crosswalk can be found in Appendix A. The database is organized across three main tabs:

- **Projects:** This tab includes the list of potential projects which SMPDC may wish to seek funding for. It includes a crosswalk for which projects may be applicable/competitive.
- **Federal:** This tab lists the applicable federal funding programs from IRA, IJJA, and more. It provides details on programs for consideration.
- **State-Local-Private:** This tab lists the applicable state/local/private funding programs. It provides details on programs for consideration.

The “Projects” tab contains the projects identified in Section 2 of this report. Included in this tab are a series of columns providing project-specific information and a crosswalk for which SMPDC projects may be applicable and/or competitive, as outlined in

Table 1.

**Table 1. Project Tab Overview**

Crosswalk Column Title	Information Provided
Project	Title of the recommended project.
Description	High-level description of the recommended project.
JLUS Phase or Originating Entity	The phase of the JLUS program from which the project was recommended. If the project was identified through planning documentation outside of the JLUS program, the originating entity is provided.
Source Document	The document from which the recommended project was identified. Most often this is a report produced through the JLUS program.
Estimated Project Lifecycle Cost	High-level cost for implementation of the project's lifecycle. Typically, the cost is displayed as the entire estimated capital cost, inclusive of all project stages (e.g., planning through design and construction).
Project Stage	<p>The current stage of the project in the project development lifecycle. Lifecycle stages include the following:</p> <ul style="list-style-type: none"> <li>• Idea</li> <li>• Project Planning</li> <li>• Preliminary Design &amp; Environmental Review</li> <li>• Design</li> <li>• Final Design &amp; Construction</li> <li>• Implementation</li> <li>• Training</li> </ul> <p>This column is formatted to include a drop-down menu for ease of update as the project progresses.</p>
Anticipated Next Project Lifecycle Stage	The anticipated next lifecycle stage that could be pursued for funding. For example, a project that is currently in the "Idea" stage would require for funding opportunities for a "Project Planning", which could include a planning/feasibility study or conceptual design, while projects that are in the "Design" stages would require "Construction" funding. This column is formatted to include a drop-down menu for ease of update as the project progresses.
Category	<p>Project themes, which help to identify potential funding agencies or programs the project could be eligible under. The themes include the following:</p> <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Resiliency</li> <li>• Housing</li> <li>• Equity</li> </ul>
Possible Federal Funding Opportunities	A list of possible federal funding opportunities that could be pursued for the project. Each opportunity is assigned a ranking of 1 to 5, where 1 is a "good shot" and 5 is a "long shot," based on the project team's best judgement.
Possible State/Local/Private Funding Opportunities	A list of possible state, local, or private funding opportunities that could be pursued for the project. Each opportunity is assigned a ranking of 1 to 5, where 1 is a "good shot" and 5 is a "long shot," based on the project team's best judgement.
Notes	Space for any additions which are pertinent to the project and funding opportunities.

## Joint Land Use Study Implementation

The “Federal” and “State-Local-Private” tabs provide details, as available, on funding programs for consideration. Included in these tabs are a series of columns that provide information about specific funding programs or opportunities, as outlined in Table 2.

**Table 2. Funding Tab Overview**

Crosswalk Column Title	Information Provided
Funding Opportunity	Title of funding opportunity or program.
Description	High-level description of the opportunity or program.
Eligibility Criteria and Applicable Element(s)	Description of the eligibility criteria identified by the opportunity or program, such as eligible applicants and/or project types. For example, a program could specify criteria that restrict eligibility to state or local governmental authorities or for a targeted study under an identified theme (e.g., transportation).
Opening Date	Dates or timeframes the opportunity is expected to begin accepting applications. Opportunities that are not open are identified as “Currently Closed.”
Deadlines/Cycles	Dates or timeframes the opportunity is expected to close. If an opportunity is open year-round or does not have a fixed deadline, it is identified as having “Rolling Admission.”
Estimated Funding and Award (as available)	A description of the estimated amount of funding that is available under the opportunity or if there is a floor or ceiling for potential awards (e.g., the minimum award is \$250,000 and the maximum award is \$2,000,000).
Intangibles that would Support Success or Other Requirements of Note	High-level notes on what makes a successful project under the opportunity or if there are additional major components, such as a Benefit Cost Analysis (BCA), of the application that must be included in the submission.
Partners Required?	Identification of if the opportunity requires a partnership or collaboration between multiple entities as part of the eligibility criteria.
Proposed Applicant/Sub-Applicant	Identification of the lead applicant (e.g., SPMDC, the Town of Kittery, or PNSY) under the opportunity, either from a perspective of eligibility or competitiveness.
Cost-Share Requirement	Identification of the cost-share (or local match) that is required of the program.
Source/NOFO	A link to the opportunity page or NOFO.
Category	Funding themes, which help to identify potential candidate projects. The themes include the following: <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Resiliency</li> <li>• Housing</li> <li>• Equity</li> </ul>

## 5 Next Steps

The funding crosswalk database serves as a valuable tool to support opportunity tracking and to facilitate coordination across agencies, enabling a more strategic use of existing resources. A successful funding strategy will address each stage of the funding program lifecycle, as shown in Figure 2<sup>6</sup>, adhering throughout to central themes such as consistency with program sought-after outcomes, compliance with program and regulatory requirements, and diligent reporting.

The previous sections of this report evaluated the processes through which the JLUS program of projects can access funding from various federal, state, local and private opportunities in the future. The findings from this analysis have identified numerous potentially suitable funding programs. To ensure the best use of the crosswalk resource, the following next steps have been identified.

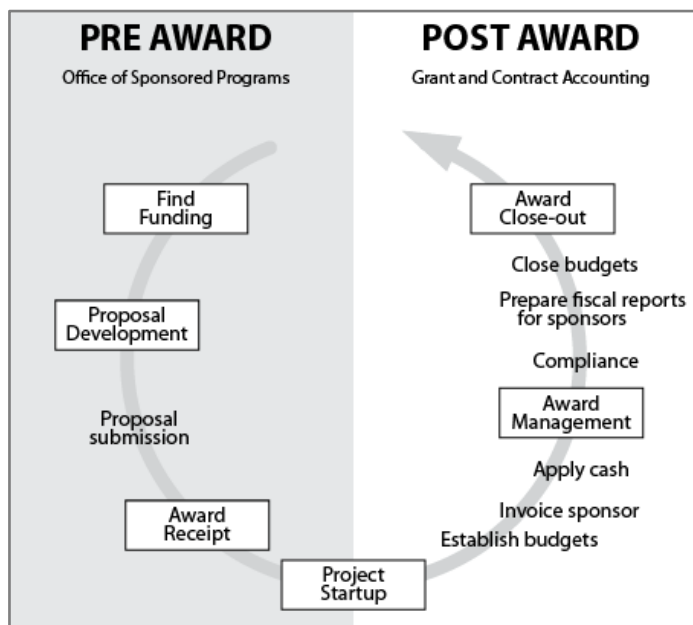


Figure 2. Grant Application and Award Cycle

### 5.1 Cost Estimation

The cost estimates included in the crosswalk provide an order-of-magnitude understanding of the fiscal need for each project and should not be treated as final figures, but rather as a step in the financial planning process. To strengthen the position for securing future funding, SMPDC’s efforts should focus on developing and refining cost estimates. This process is essential for demonstrating project feasibility and competitiveness, particularly in an environment challenged by rapid inflation and fluctuating material costs. Many of the projects in the JLUS program are in the ‘idea’ stage and will progress to the ‘project planning’ stage as the logical next step. During project planning, SMPDC and its partners can further refine these high-level cost estimates and better prepare for future stages in the project development life cycle.

### 5.2 Regular Review and Update

It is important to recognize that the crosswalk database is not designed to be static and should instead be viewed as an evergreen document. As such, the following approach should be used:

- **Funding Roadmap Owner:** SMPDC should be the designated owner of the funding crosswalk database, responsible for conducting regular review, management, and maintenance.
- **Biannual Review Cycle:** SMPDC should lead a biannual (twice per year) effort to assess progress, update the database, and reprioritize efforts based on new information, potentially using the JLUS Partnership meetings as a venue.
- **Additional Review Triggers:** New projects (especially larger projects or packages of projects) should be incorporated into the Roadmap. Similarly, new funding programs or updated funding program criteria should trigger a review of how projects are mapped to funding opportunities.

<sup>6</sup> Seton Hall University. (n.d.). Principal Investigator Handbook. Office of Grants & Research Services. Retrieved November 4, 2025, from <https://www.shu.edu/documents/principal-investigator-handbook.pdf>

Taken together, this approach will confirm that this roadmap remains a valuable resource and is flexible to changes in the funding landscape and/or local priorities.

### 5.3 Maximization of Available Resources

The funding crosswalk can be used to guide annual budgeting and work planning. Projects that have been identified as high priority or time sensitive can be matched with funding programs that align with their scope and timeline. To maximize the impact on limited staff time and resources, efforts should be focused on funding opportunities where projects are highly competitive and align closely with funding program goals and/or criteria. Given that SMPDC and the municipalities it supports are smaller organizations who may not have a dedicated grant writer, pursuing discretionary funding opportunities can become resource intensive. Focusing on projects that have received a score of 1 or 2 on the competitiveness scale will improve the chance of securing funding to advance projects under the JLUS program and reduce time spent on low-yield pursuits.

### 5.4 Coordination Between Applicants and Sub-Applicants

In some instances, the funding opportunities identified by the crosswalk indicate that SMPDC is not an eligible applicant. Proposed applicants besides SMPDC include the Town of Kittery, PNSY, public or private transportation providers, or even the State of Maine. To maximize the effectiveness of funding applications, it is essential that, when a funding opportunity arises, SMPDC establish clear coordination between the primary applicant and any sub-applicants or project partners. This collaboration ensures that project goals are aligned, supporting documentation is consistent, and resources are efficiently allocated. Coordination efforts should begin early, with a clear definition of roles and responsibilities (e.g., who is drafting the application, who is submitting the application, who is providing match commitment letters or letters of support). As the application progresses, regular communication or scheduled touchpoints should be utilized to address issues as they arise and for joint review of application materials. By fostering a unified approach, SMPDC can assist the proposed applicants and/or sub-applicants in presenting a stronger, more competitive proposal that demonstrates compelling partnerships and readiness to deliver impactful outcomes.

### 5.5 Supporting Data and Grant Application Components

Many of the projects identified in the funding crosswalk are in the early stages of the project lifecycle. Applications under discretionary grant programs typically require detailed information about a project and the proposed outcomes it will deliver, and this information is often developed in studies undertaken during the pre-planning and planning stages.

As these studies progress and supporting data is identified or developed, it is recommended that SMPDC create a centralized repository of relevant data points, maps, or images that can be quickly inserted into applications. This repository might include demographic data, transportation statistics, GIS layers, regional plans, and visualizations that clearly communicate project need and impact or provide economic justification (i.e., for inclusion in a BCA). Any design packages or reports that would be used as supplemental materials should also be stored in this repository. Successful applications submitted in the past can also be stored here, to be used as a “go-by” reference for future efforts. Again, as the regional coordinating body, it is recommended that SMPDC be the owner of the repository. Using a shared network, such as Microsoft SharePoint or Google Drive, allows for easy access to application materials.

Other actions that can support success include the development of templates or boilerplate language for common grant application components, such as letters of support or elements of the project narrative (e.g., short bios of key staff that will be involved in the project) that can be reused or repurposed across multiple applications. Single projects within JLUS program or projects can be repositioned in several different ways to address the sought-after outcomes of several different funding programs. Development of a core narrative and supporting application elements offers greater flexibility in applying under multiple opportunities. Grant

applications also often require a description of how a project relates to regional planning initiatives or priorities, so language specifically on the JLUS initiative is beneficial to have readily available for both SMPDC and for other potential applicants, such as local municipalities.

### 5.6 Opportunity Tracking

To make the most of the roadmap, SMPDC and its partners should document which applications are successful or unsuccessful and why. Many funding bodies allow agencies to request a debrief following notice that a submitted application was not selected for award. This provides a valuable opportunity to understand the strengths and weaknesses of an application, or where the project did not fully align with administrative goals and priorities. A tab to the funding crosswalk database can be added to allow for a centralized record of past pursuits. The tab should document said feedback, allowing for the refinement of future strategies to improve competitiveness and the likelihood of securing necessary funding.