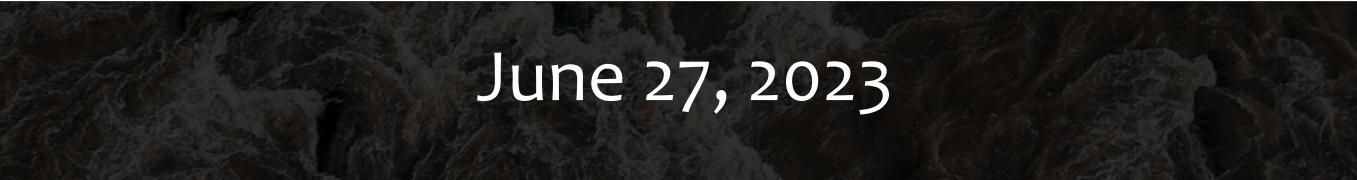


# Resilience Coordination Working Group



June 27, 2023



Performance Management Group  
L. Douglas Wilder School of Government and Public Affairs

Gina Barber, MPA  
Sarah Jackson, MPA  
Wheeler Wood, MS

# Resilience Coordination Working Group

## Working Group Charge

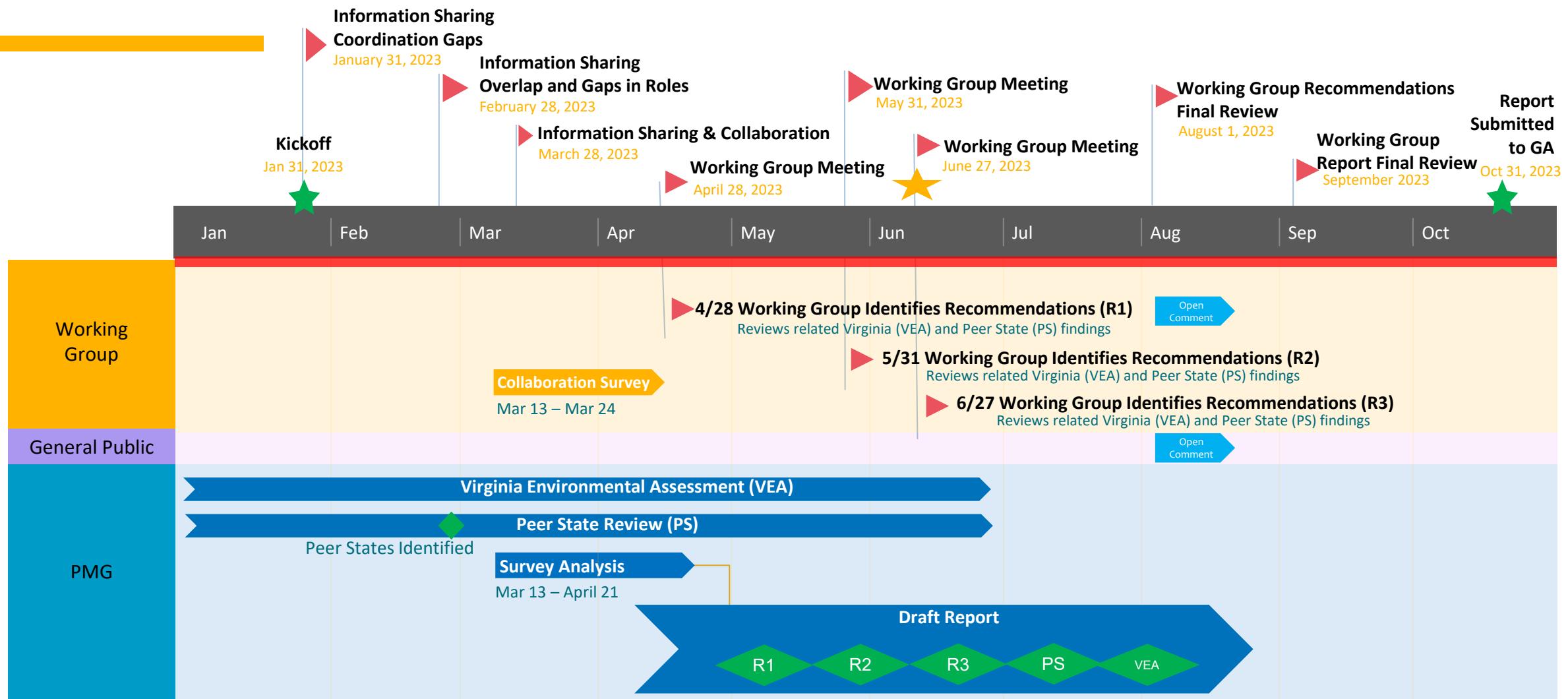
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This Working Group, established by the Chief Resilience Officer, has the following goals:

- To consider and assess strategies and policies for the Commonwealth to improve **intergovernmental and interagency coordination**; and
- To maximize the procurement of **federal and private funding opportunities** in planning for and implementing flood resilience throughout the Commonwealth.

# Resilience Coordination Working Group

## Project Workplan



# Resilience Coordination Working Group

Draft Recommendations as of May 31<sup>st</sup> meeting

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## Recommendation A: *New Office of the CRO*

- Functions & Deliverables
- Hub & Spoke Model

## *Questions and Comments*

# Resilience Coordination Working Group

Draft Recommendations as of May 31<sup>st</sup> meeting

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## Recommendation B: *Resilience Planning*

- Code of Va changes to align CRMP & FPMP plans
- Re-scoping TAC

## *Questions and Comments*

# Resilience Coordination Working Group

Draft Recommendations as of May 31<sup>st</sup> meeting

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## Recommendation C: *Supporting Locality Readiness*

- Grants support position(s)
- Role of new Office of the CRO: resilience assessments

## *Questions and Comments*

# Resilience Coordination Working Group

Draft Recommendations as of May 31<sup>st</sup> meeting

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## Recommendation D: *Resilience Data & Resources*

- Role of new Office of the CRO: state and local data needs survey
- Clearinghouse for resilience data

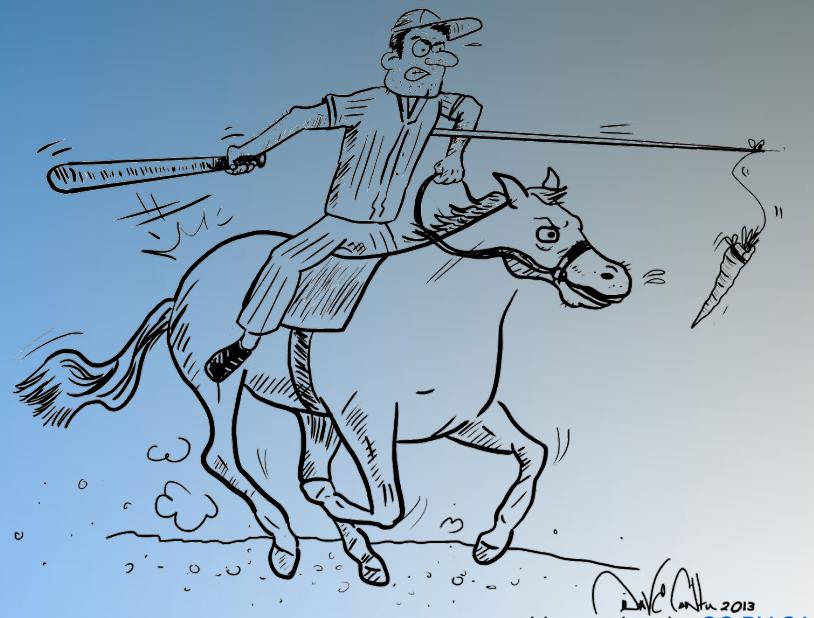
## *Questions and Comments*

# Resilience Funding Context

Commonwealth of Virginia

Presentation to the Resilience Coordination Working Group

June 27, 2023



# Goals

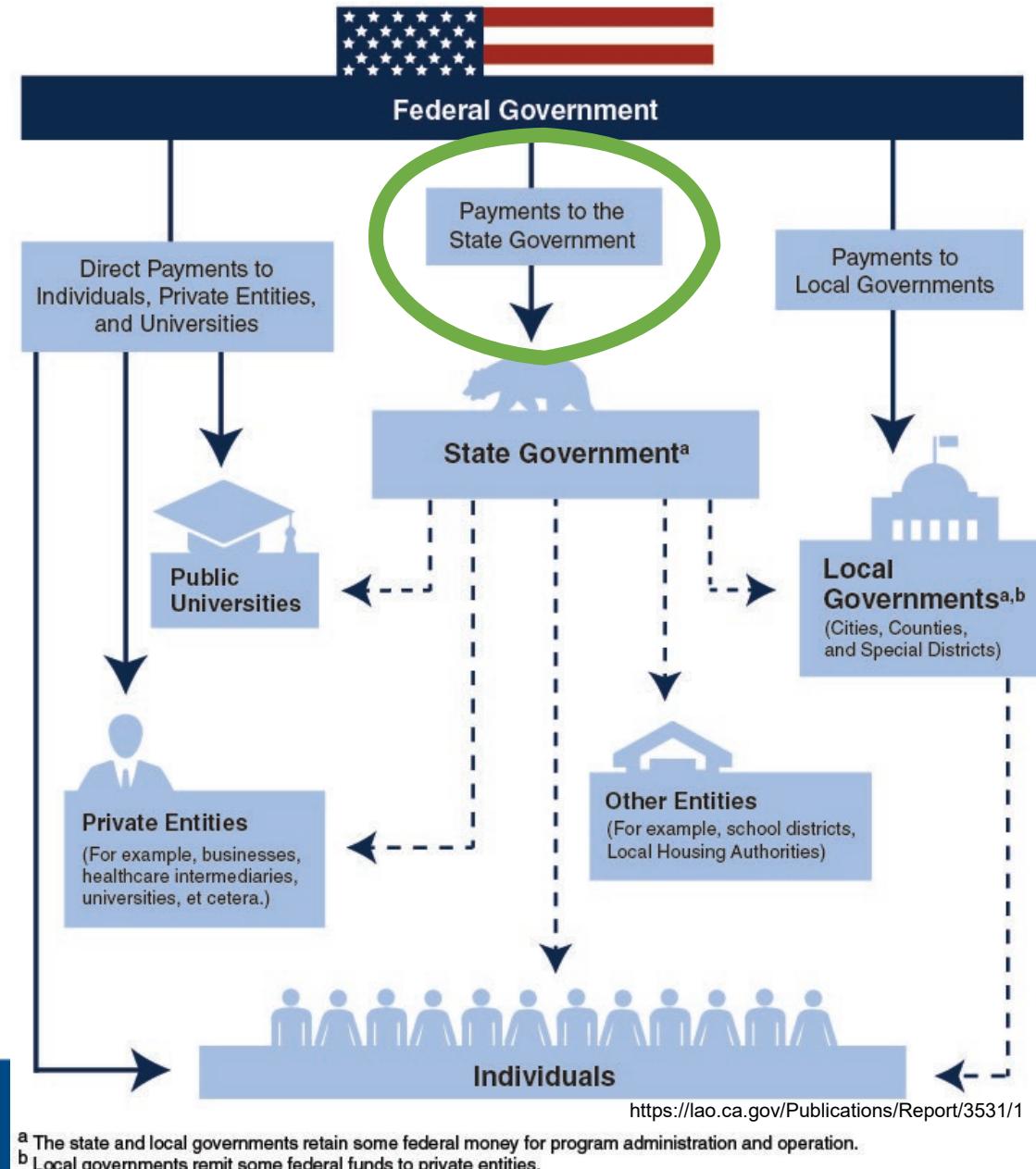
- Increase readiness for federal funding streams
- Align state funding streams
- Leverage private and support local funding streams



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Figure 1

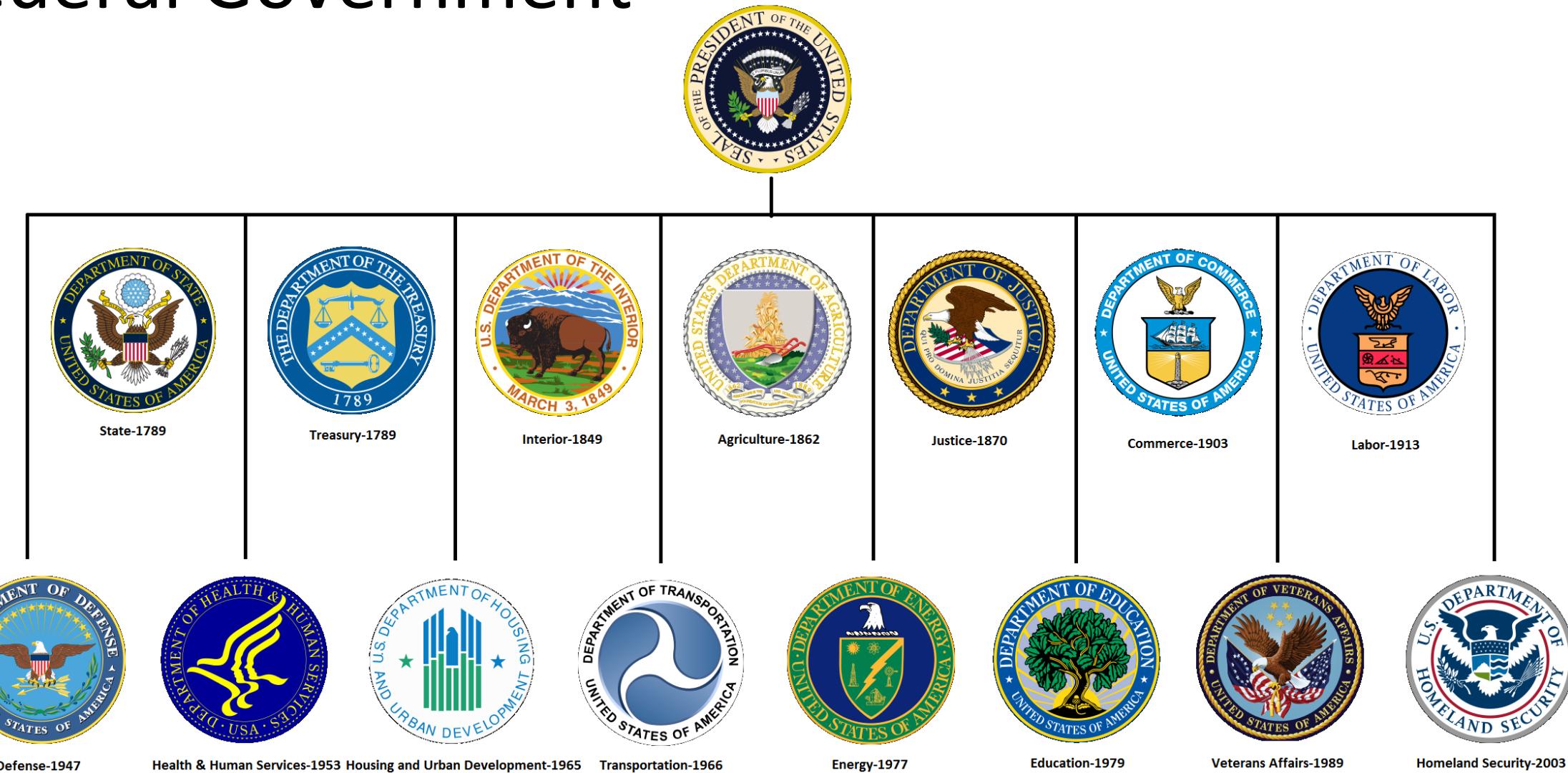
## How Federal Expenditures Reach Virginians



How can Virginia maximize the procurement of federal funding opportunities in planning and implementing flood resilience throughout the Commonwealth?

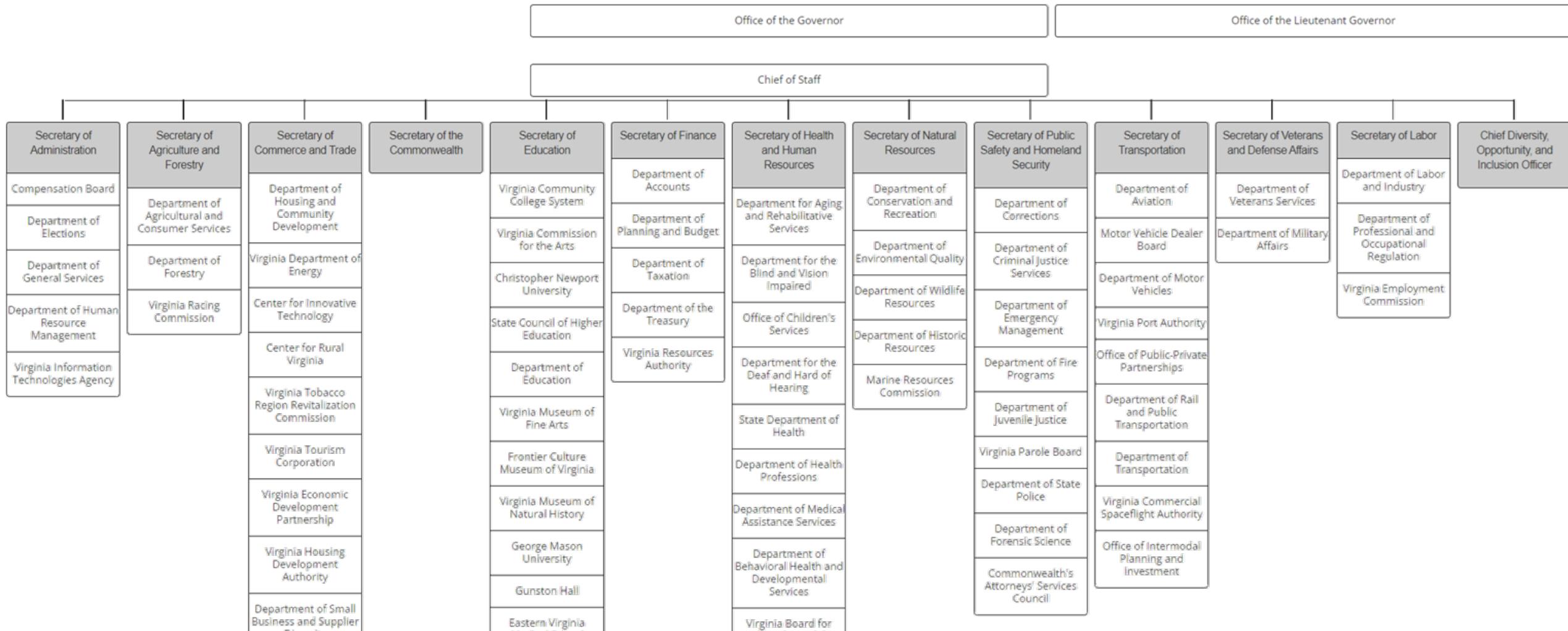
Readiness is a measurement  
of our capacity to  
**research, apply, WIN, and manage**  
federal funding opportunities  
successfully within our  
limited resources.

# Federal Government

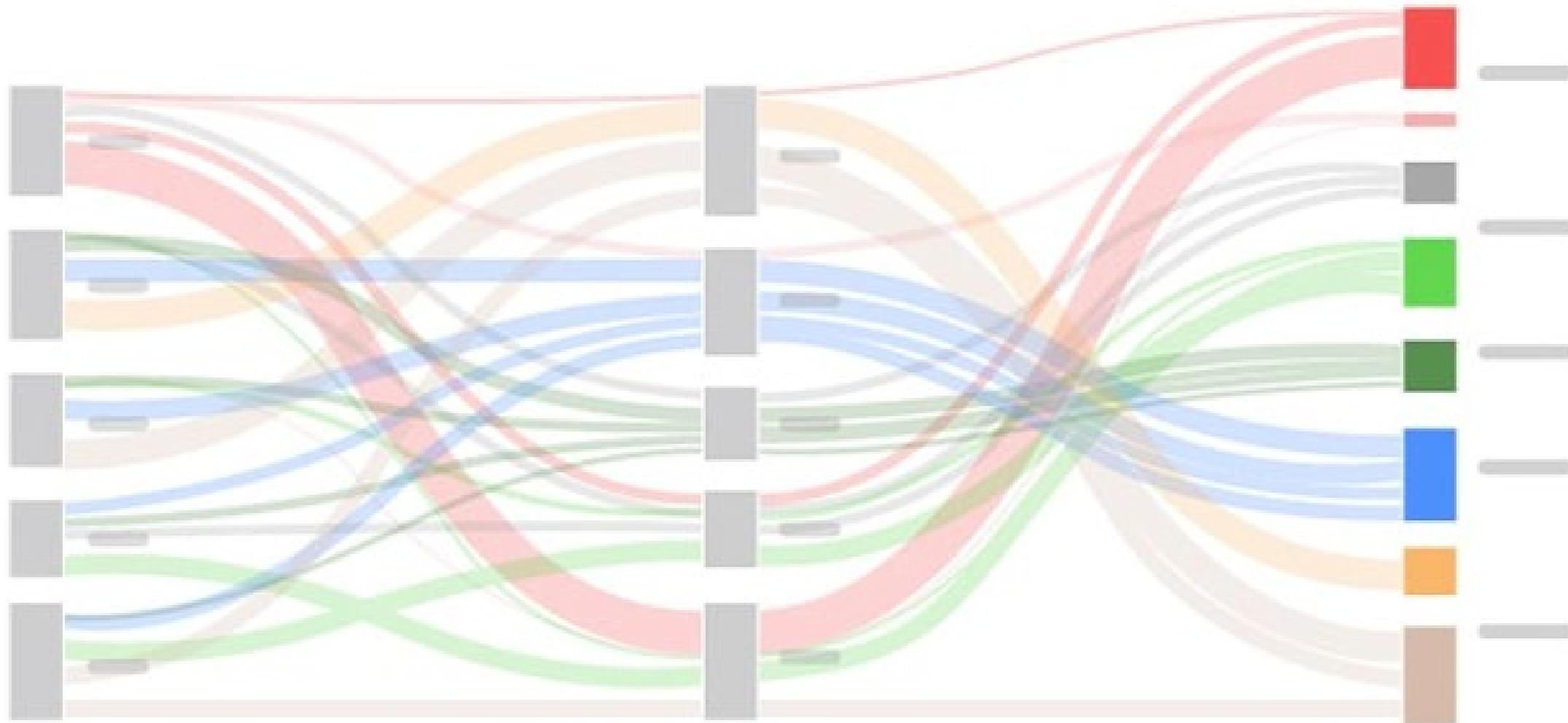


# Virginia Government

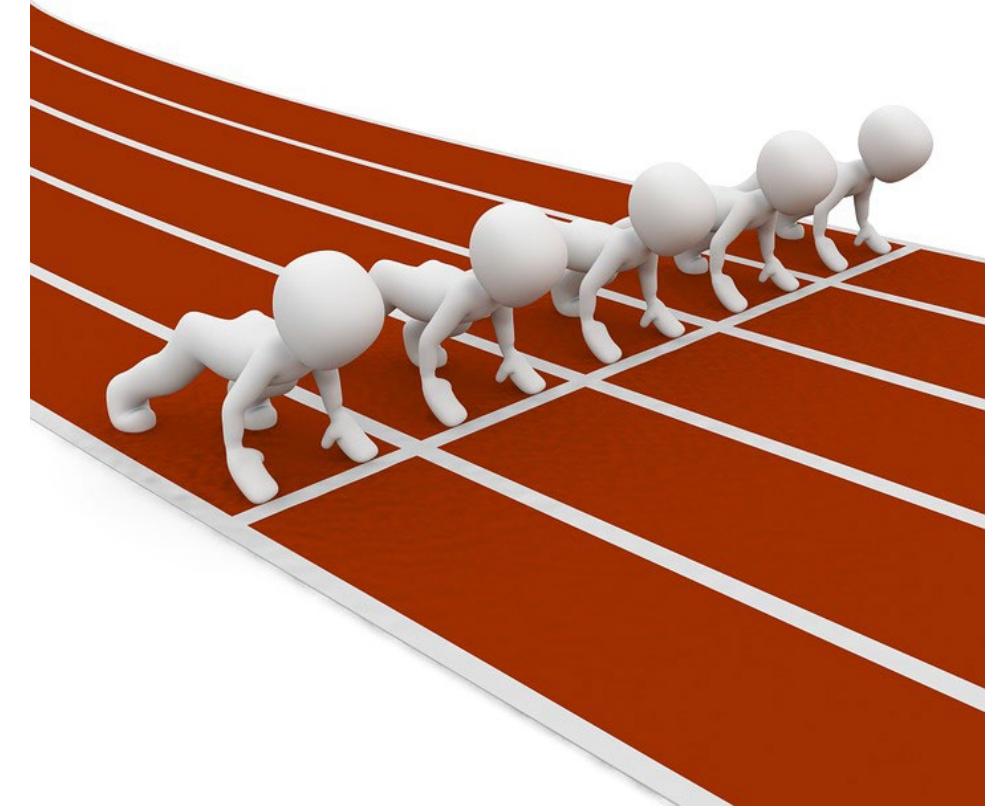
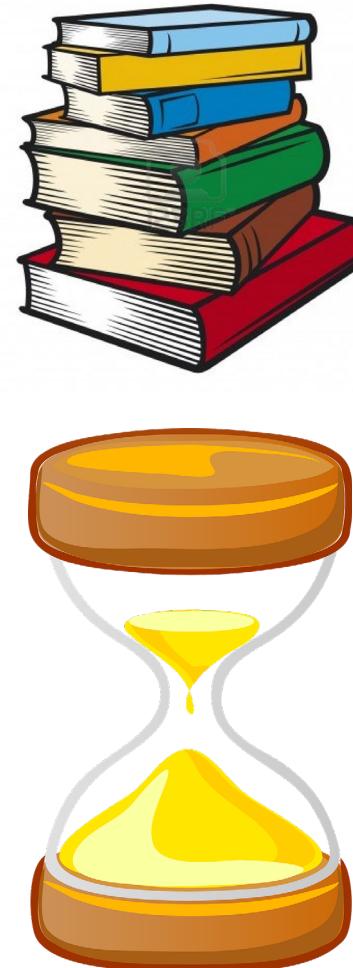
## Executive Branch



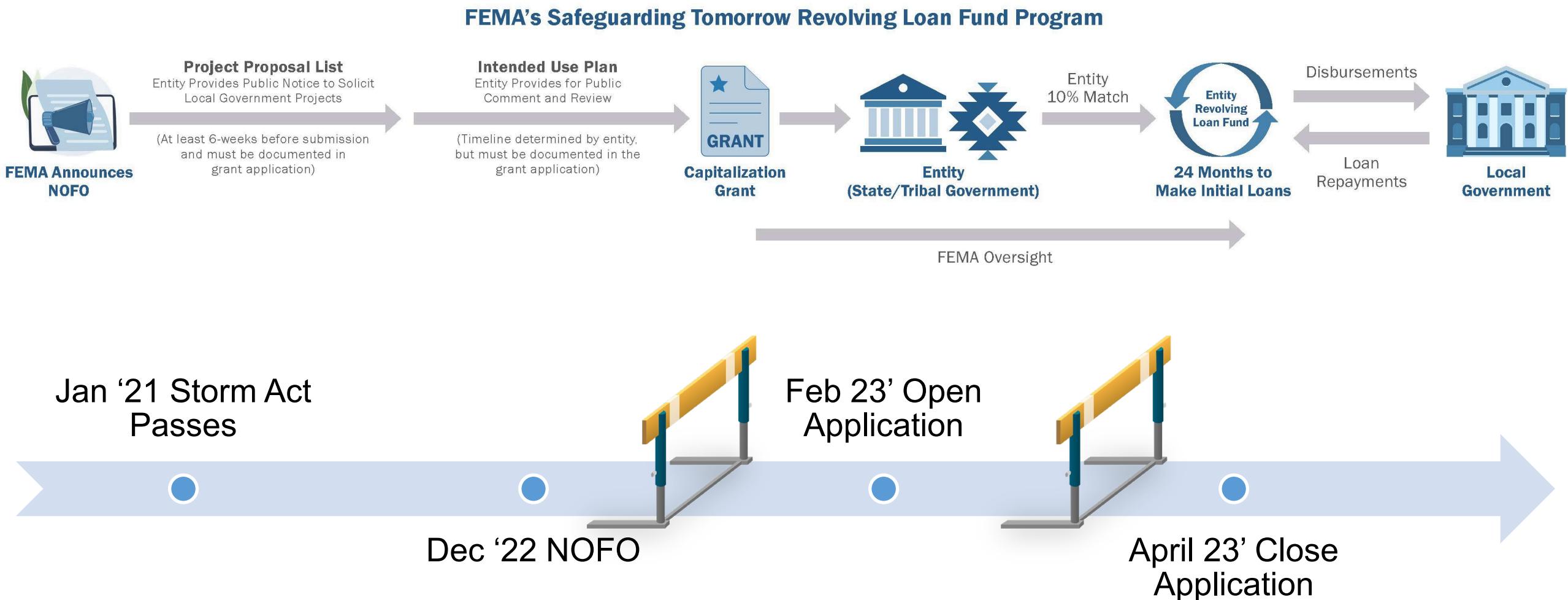
# Federal Funding Streams



# Competition for Federal Funds



# Example - FEMA STORM Act



# Federal Funding Readiness Across the US

- Infrastructure Readiness Hub

Oregon



- State-Match Fund

Minnesota



- Grants-to-Project Bridge

Hawai'i



- Climate Initiatives Task Force

Louisiana



Private Sector - Grant Application and Management Support

# Federal Funding Readiness

- Goal
  - Increase Virginia's grant readiness to access federal funding for resilience.
- Virginia Context:
  - Significant \$\$ becoming available for resilience from federal government (IIJA, IRA)
    - Much of that moves: federal->state->local
    - Competitive and Non-competitive
  - Have talked extensively about how localities need to have capacity to apply for and manage grants – state also needs capacity for those things, plus awareness of opportunities and needs.
  - Current structure: individual agencies typically pursue federal funding associated with their federal agency partners (i.e. VDOT-> DOT; VDEM->FEMA; DEQ->NOAA, etc.)
  - Given the number of federal agencies working within the resiliency space, state agencies must closely coordinate any state legislation to mitigate future unanticipated impacts
  - Sections of code should reflect federal grant requirements
  - Proactive planning can prevent poor performance

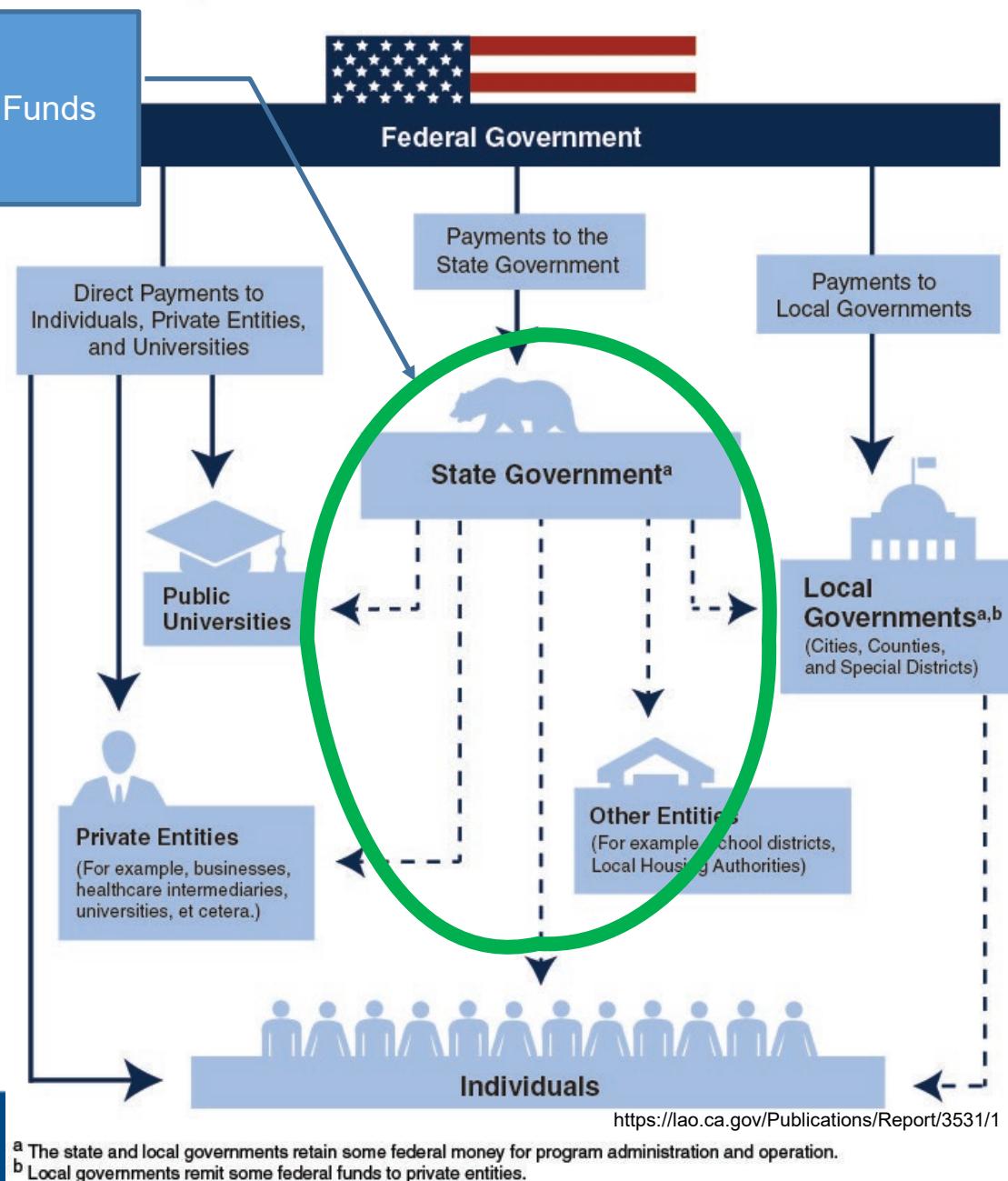
# Items for Consideration

Increase Readiness (Research, Apply, WIN, & Manage)

- Missing obstacles/opportunities?
- Building on existing recommendations?
  - Non-federal sponsor?
  - Liaison to federal and/or state political representatives?
  - Purchasing authority for external surge support?
  - Information sharing?
- Need for additional recommendations?

Figure 1

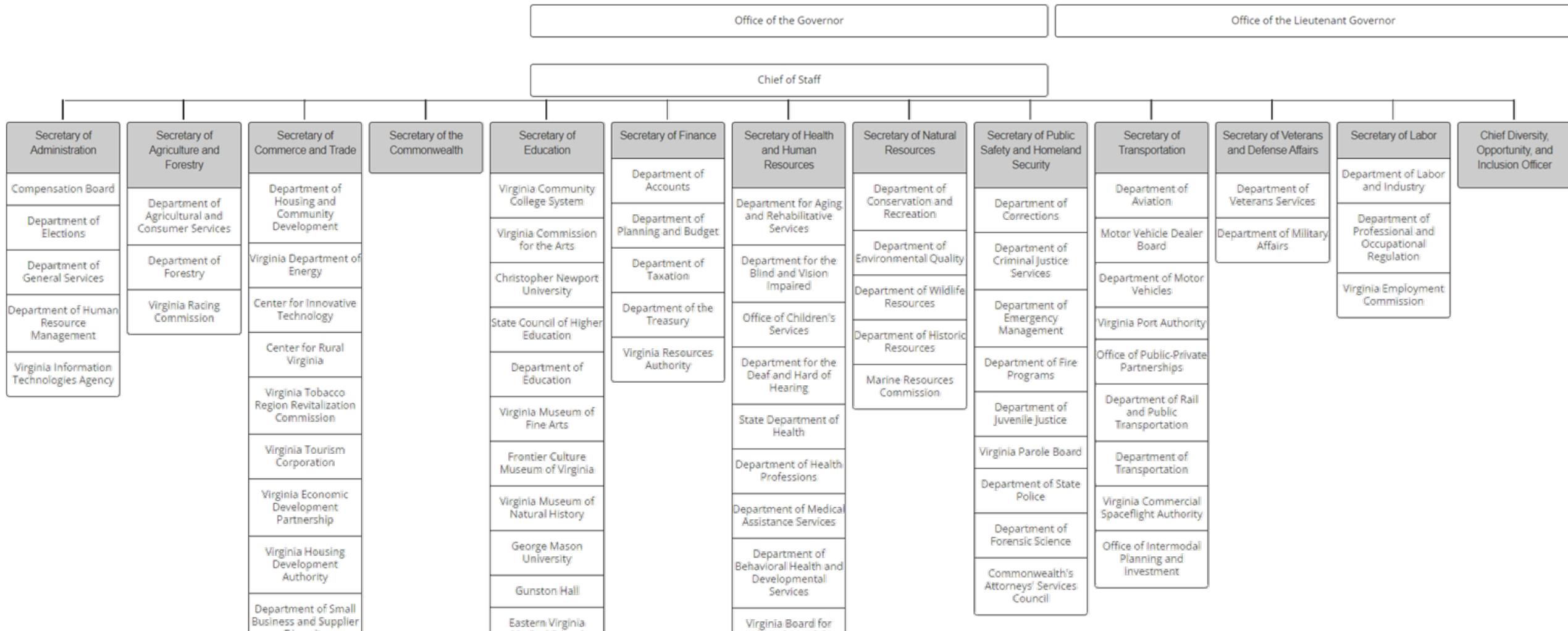
## How Federal Expenditures Reach ~~Californians~~ Virginians



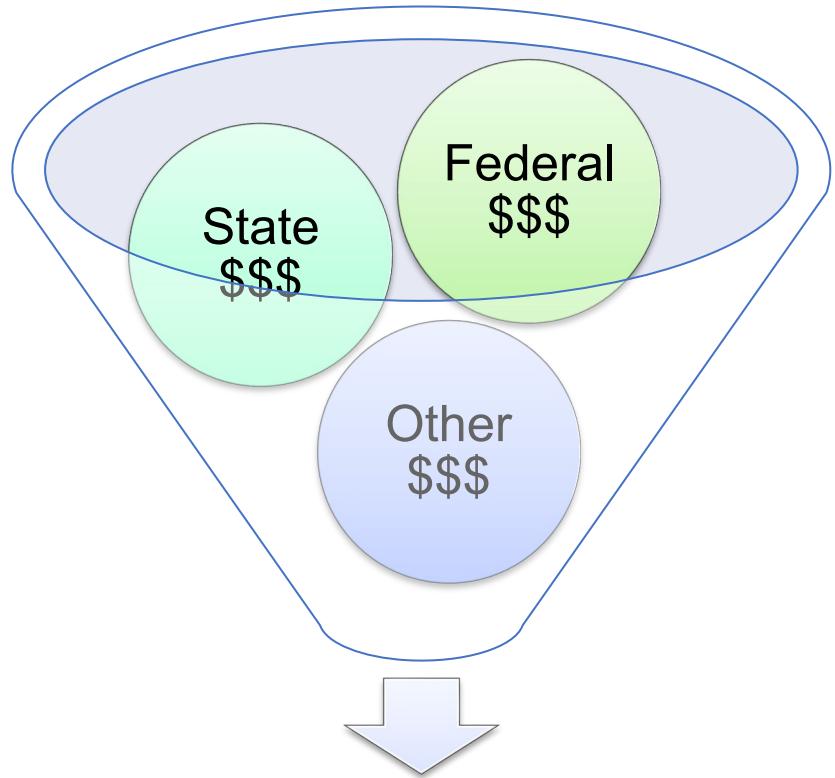
How can Virginia improve awareness about and coordination between existing state programs to align state funding streams?

# Virginia Government

## Executive Branch

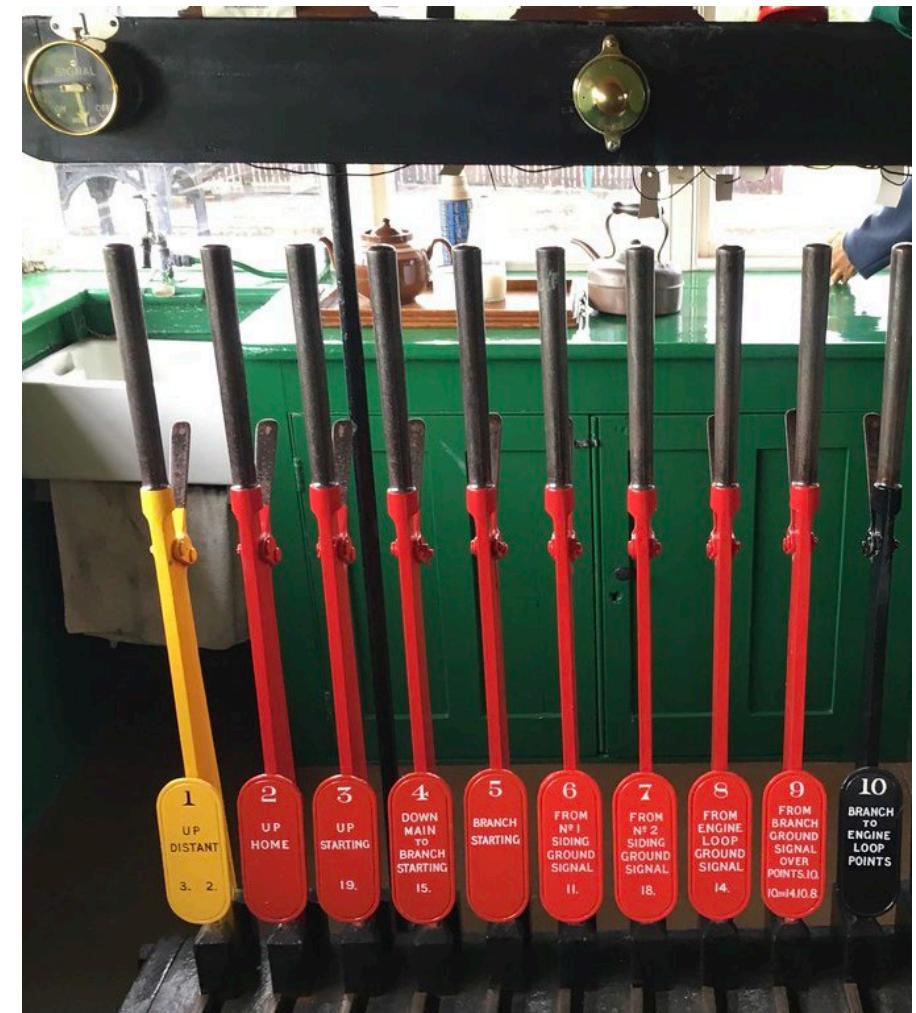


# State Funding Awareness and Coordination

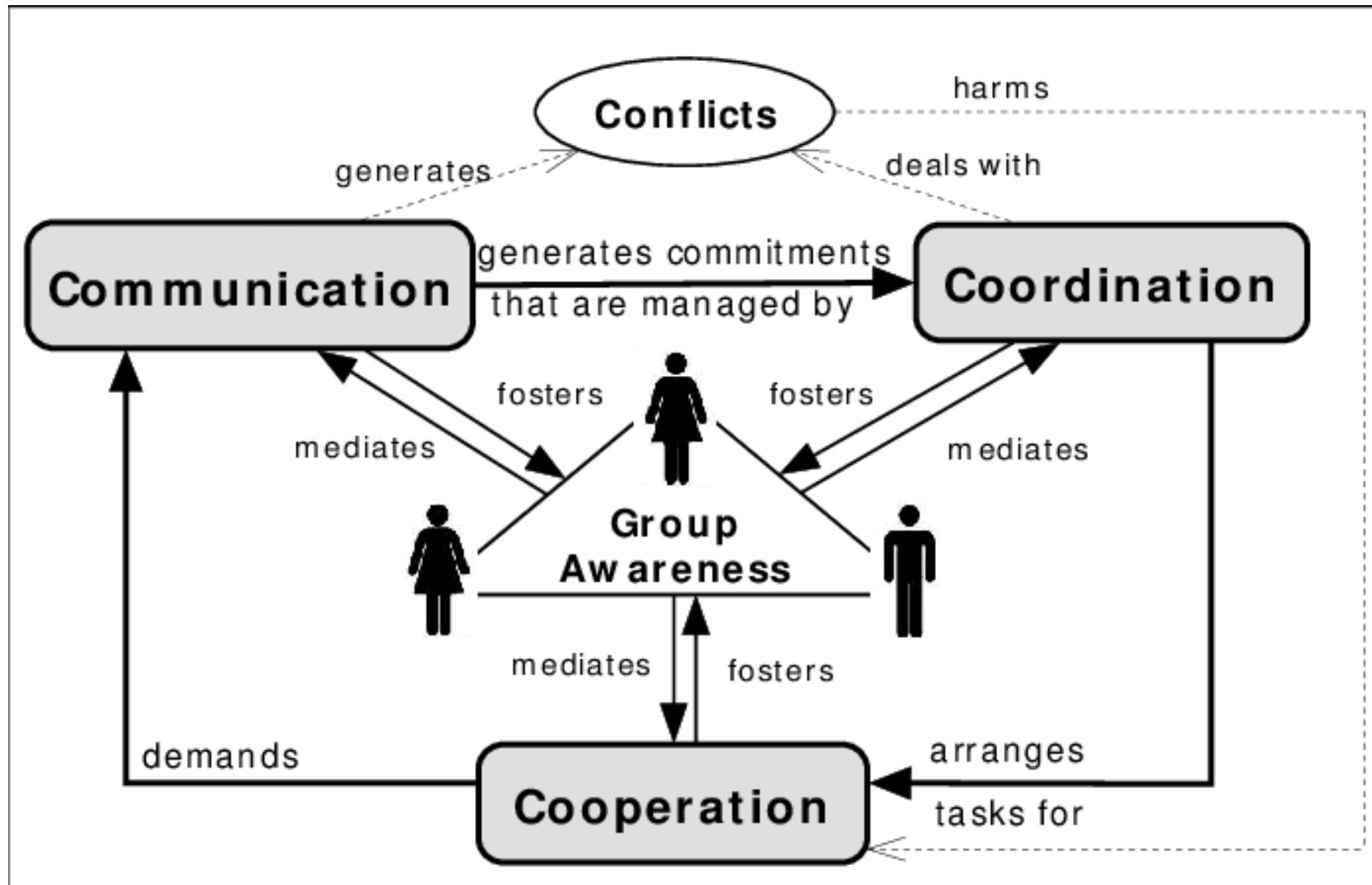


## State-Administration

- State Agencies
- Localities
- Public/Private Organizations
- Individuals



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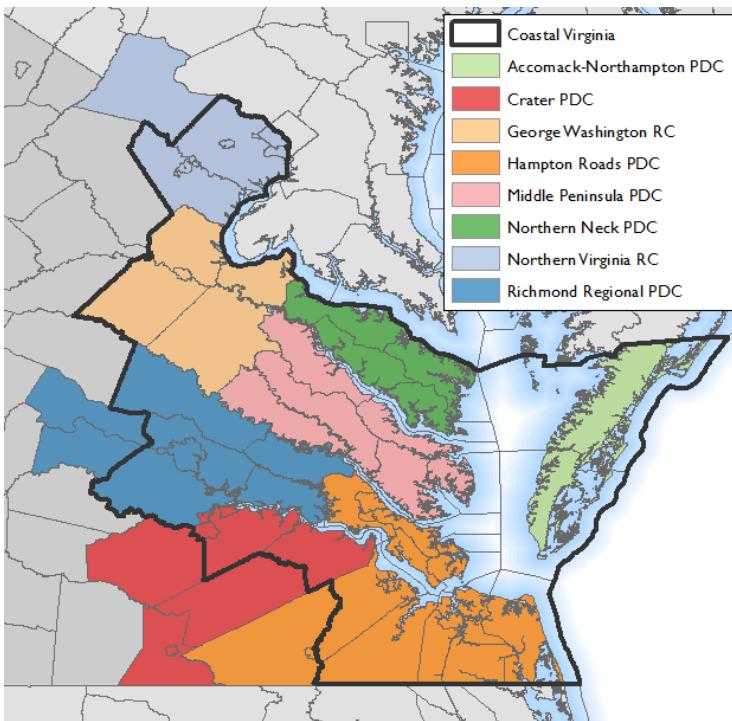


Overview of the 3C Collaboration model (Ellis et al 1991)

# Example – DEQ CZM Coastal Policy Team



Virginia Coastal Zone  
MANAGEMENT PROGRAM



**VIMS** | WILLIAM & MARY  
VIRGINIA INSTITUTE OF MARINE SCIENCE



**VDH** VIRGINIA  
DEPARTMENT  
OF HEALTH

**DHR**

**VDOT**  
Virginia Department of Transportation

 **ENERGY**  
VIRGINIA



Virginia Department of  
Emergency Management



 **DEQ**  
VIRGINIA DEPARTMENT OF  
ENVIRONMENTAL QUALITY

 **DCR**

 **VIRGINIA DEPARTMENT  
OF AGRICULTURE AND  
CONSUMER SERVICES**

 **DCR**  
Virginia Department of  
Conservation & Recreation

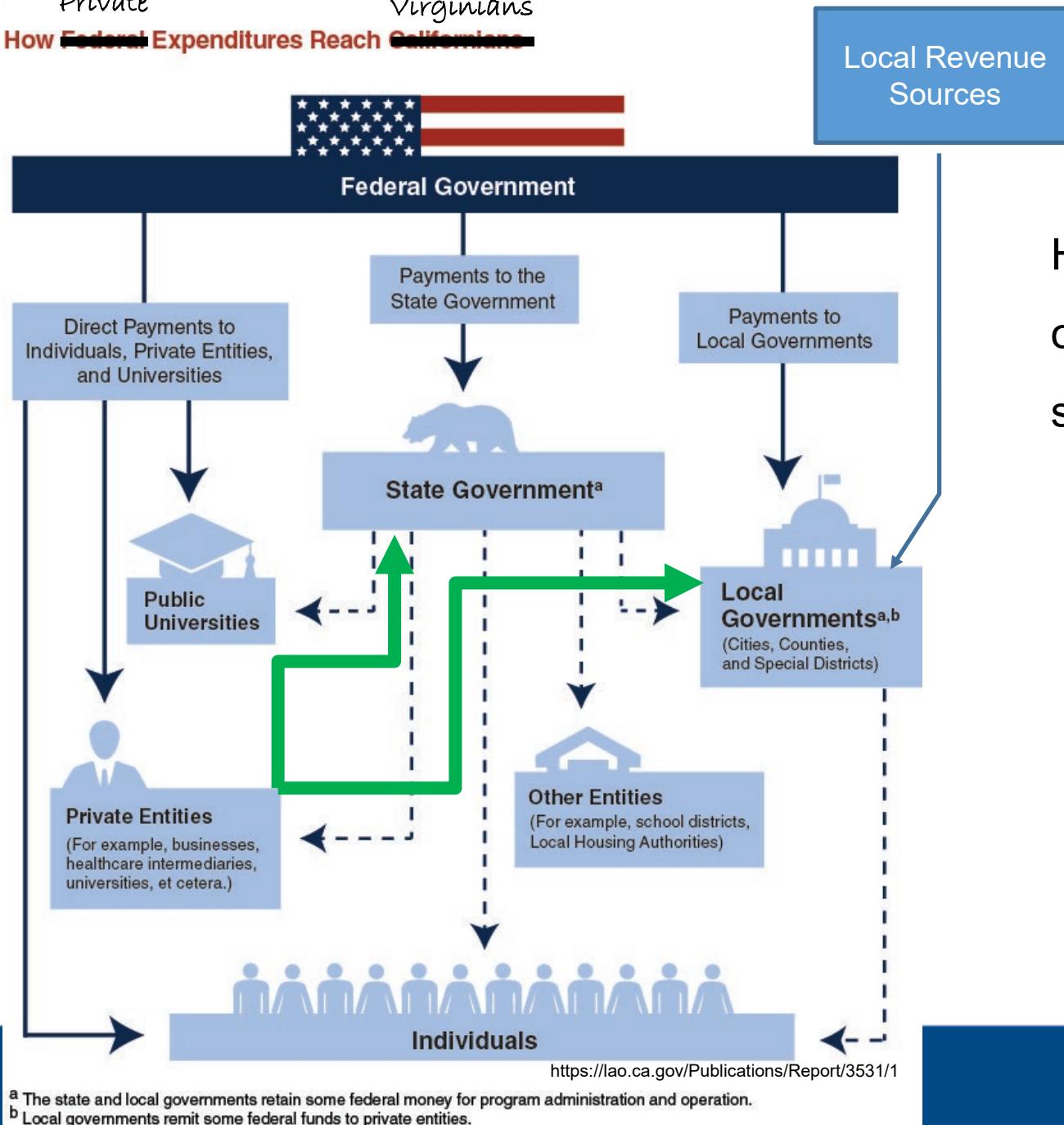
# Aligning State Funding

- Goal
  - Improve awareness about and coordination between existing state programs to align state funding streams (Includes state-managed federal funding and state funding)
- Virginia Context:
  - Presently have a variety of state-managed funding sources that finance resilience activities out of many different agencies.
    - Targeted “flood resilience” state funds: CFPF, RVRF
    - Indirect flood resilience benefits state funds: SWCD VCAP, VA Land Conservation Foundation, etc.
    - State-managed federal funding – direct/indirect flood resilience benefits VDEM FEMA grants (FMA, HMA, BRIC), DEQ NOAA CZM grants, DHCD HUD CDBG-DR, etc.
  - There is currently no established coordination process for funding around resilience. Coordination between agencies generally happens on an ad hoc basis. There are some exceptions.
  - Different programs have different prioritization/evaluation criteria, data requirements, processes which can create barriers for localities interested in accessing funds.
  - Resilience planning is not currently directly tied to implementation funding.
  - Challenge in stacking funding when single source does not cover full scope of project

# Items for Consideration

State Coordination (Communication, Coordination, Collaboration, Cooperation)

- Missing obstacles/opportunities?
- Building on existing recommendations?
  - Shared mission and values?
  - Strategic direction and authority?
  - Oversight for non-GA state-revenue funding streams?
- Need for additional recommendations?



How can Virginia leverage private funding opportunities and support local funding streams?

<sup>a</sup> The state and local governments retain some federal money for program administration and operation.

<sup>b</sup> Local governments remit some federal funds to private entities.

# Private Funding Opportunities

## Philanthropic Funding

- NFWF
- Virginia Environmental Endowment
- Climate Resilience Fund
- Bezos Earth Fund
- Local Infrastructure Hub
- RISE – Seed Money

## Investment Financing

- Environmental Impact Bonds
- Green Banks
- Public-Private Partnerships (PPP)
- RISE - Implementation

# Locality Funding and Financing (NOAA Handout)



## Funding

- Taxes
- Fees
- Grants
- PPP
- Crowdfunding
- Voluntary Surcharge



## Financing

- Loans
- Revolving Funds
- Bonds
- Municipal
- Environmental Impact
- Green
- Resilience
- Parametric Insurance

# Example of Local Financing: Hampton EIB

## Environmental Impact Bonds:

- Municipal bonds, labeled to signal Environmental, Social Governance transparency and accountability
- Require establishing, evaluating and disclosing against metrics for project success
- Can be structured as pay-for-performance

## Hampton's EIB:

- \$12 million bond, issued December 2020
- Financing design & construction of three hybrid flood resilience projects
- Metrics for volume of stormwater storage added
- Additional co-benefit impacts tied to UN SDGs
- Voluntary disclosure-based reporting
- Repayment with proceeds from City's stormwater fee
- EIB is one piece of large financing pie for three projects



RESILIENT HAMPTON



moffatt & nichol

WAGGONNER  
& BALL



CHESAPEAKE BAY FOUNDATION  
Saving a National Treasure



Quantified<sup>®</sup>  
Ventures

Dedicated City of Hampton staff advocating for, developing, and issuing EIB in context of resiliency initiative.

City of Hampton consultants developing project concepts and designs and related metrics for EIB.

Technical assistance to City of Hampton to develop and issue EIB.

Initiated effort, provided pro bono support for City of Hampton to work with Quantified Ventures and develop EIB and technical assistance.

# State Supported Local Resilience Efforts Across the US

- Blue Acres
- TDR Bank

New Jersey



- CT Climate Resilience Fund

Connecticut



- Rhode Island Infrastructure Bank

Rhode Island



- Texas Water Development Board

Texas



# Leverage Private \$ and Support Local \$

- Goal
  - Leverage private sector funding and support local funding streams for resilience outcomes.
- Virginia Context
  - Private sector financing for resilience is still a challenge – lacking information on opportunities that exist for public-private partnership.
  - Note that very little is known nationally and internationally about how private sector is funding resilience, other than that it is happening but not being systematically documented
  - Does Virginia code allow localities to take advantage of the mechanisms described in the NOAA OCM Financing Resilience guide or other tools?
  - When localities lack the capacity to implement a funding or financing mechanism, what could the state do to augment this capacity? Which mechanisms might be suited to a state agency leadership role?

# Items for Consideration

## Leverage Private Funding and Support Local Funding

- Missing obstacles/opportunities?
- Building on existing recommendations?
  - Is state structure needed for implementation?
- Need for additional recommendations?
  - New funding mechanisms/incentives?

# Funding Coordination & Opportunities

## Discussion

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**Goal 1:** Increasing Virginia's federal grant readiness - effectively receiving and capturing federal dollars

**Goal 2:** Improving awareness and coordination of state-administered funding programs

**Goal 3:** Leveraging private sector and local funding streams

Breakout Questions to Consider for Each Goal:

- a) How could the new structure achieve this goal?*
- b) What additional mechanisms need to be in place to achieve this goal?*
- c) Is there a specific "data need" to achieve this goal?*



**See you in  
Charlottesville**

Gina Barber  
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**VCU**  
Performance Management Group  
L. Douglas Wilder School of Government and Public Affairs