

## APPENDIX 6: FUNDING YOUR SWM PROGRAM

### ***FUNDING YOUR SOLID WASTE MANAGEMENT PROGRAM***

For many rural communities and Alaska Native villages, securing solid waste program funding is the most difficult solid waste management challenge they face. Every step in developing, implementing, and maintaining a solid waste management program requires funding. Most small communities in Alaska do not have the economic base to fully support a locally-based solid waste program. When funding a solid waste program, your community needs to:

- Determine Major Program Costs
- Identify Sources of Funding
- Explore Funding Opportunities
- Build Strong Relationships

This appendix will provide you with information you need to know about obtaining and searching for funding for a solid waste management program.

#### **A. MAJOR PROGRAM COSTS**

The major costs associated with managing solid waste include:

- Program Planning
- Facility Design and Construction
- Equipment Purchase
- Open Dump Clean-up
- Operation and Maintenance
- Personnel Training and Maintenance
- Open Dump/Landfill Closure and Post-Closure Care

##### ***Program Planning***

Your community will need funding to: perform waste stream studies to identify waste types and volumes; develop integrated solid waste management plans to coordinate and guide your program and apply for landfill permits; and complete feasibility studies and cost assessments for different waste management options.

##### ***Facility Design and Construction***

Solid waste management facilities can include recycling buildings and sorting areas, storage buildings, transfer stations, and landfills. If you are going to include any of these facilities in your solid waste program your community will need money to hire engineers and consultants to design the facility. You will also need money to build your facility, as well as for other improvements associated with your facility, such as a road or boardwalk to the facility, utility installation (water and electricity if needed), and repairs or upgrades to existing facilities.

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### ***Equipment and Supplies***

Solid waste management programs and facilities require various types of equipment, such as collection vehicles (trucks, trailers, sleds, four-wheelers or snow machines), collection bins or dumpsters, waste compactors or balers, and heavy equipment (front-end loader or bulldozer). Some community programs also pay for the individual trashcans and recycling bins that are used for collecting waste from homes and businesses.

### ***Operation and Maintenance***

Once your program is in place or your program begins operating, funds are needed to pay for: staff wages and benefits; operation, maintenance, and repair of equipment and facilities; community education and outreach initiatives and materials; supplies, such as safety equipment, computers and office supplies; and enforcement of codes and ordinances.

### ***Personnel Training and Administration***

Collection workers and facility staff will need technical training to operate and maintain equipment. Enforcement officials will need training on proper implementation of local codes and ordinances. Environmental staff might require legal, environmental health, technical, communication and education, or grant writing training. Administrative staff might require bookkeeping or recordkeeping and computer training.

### ***Clean-up***

Open dump clean-ups require significant amounts of money to plan and complete. Costs include the purchase or rental of containers to haul away waste material, if removing it from the site; hauling/shipping fees; labor costs; and monitoring and testing costs. Above all it requires the construction of a new landfill.

## **B. SOURCES OF FUNDING**

There are two primary sources of solid waste funding – from sources within your community (internal) and from sources outside your community (external). Most communities that have solid waste programs have found that they need to use a mix of funding from within and outside their community to fully support their solid waste programs.

Potential sources of funding from *within* your community include:

- monies allocated to your city or tribal government for community services and operations;
- solid waste service user fees for collecting and hauling solid waste from homes;
- revenue generated from sales of recyclable materials; and
- tipping fees from accepting waste from neighboring communities or businesses.

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Funding for solid waste programs from *outside* a community typically come from grants and loans for state and federal agencies, or less frequently, private foundations, non-profit organizations, and Alaska Native organizations, such as the Alaska Native Health Board. Most communities have found that federal and state grants and loans are necessary to construct solid waste management facilities, such as landfills and transfer stations because of the high cost of construction (i.e., capital cost). In addition, grants and outside funds are usually needed to complete an open dump closure project because of the high costs associated with closure, restoration and monitoring. ***It is important to note that very few state or federal grants will fund solid waste facility operation and maintenance costs.*** Your community will most likely need to fund facility and program operation and maintenance from funding sources *within* your community or through other means.

### ***Internal Sources of Funding***

#### **a. City or Tribal Government Revenues**

Communities may be able to use a portion of the general revenues to fund their solid waste management program. These monies are often used to help finance programs that are considered a higher priority than solid waste. However, if your community may feel solid waste management is an important enough priority to your community to pay for a solid waste program using revenues generated by your local government. Typically, these revenues come from sales taxes, property taxes, or other fees levied for services by a city or tribal government.

#### **b. User Fees**

User fees for collecting and hauling solid waste are a common source of funding for community-based solid waste programs. These fees include landfill dumping fees and waste collection service fees. These fees can be assessed by charging a *flat user fee* to all homes and businesses that have their waste collected and hauled to the community landfill. Other communities use *Pay-As-You-Throw* (PAYT) programs that charge households and businesses per bag or trashcan dumped/collected or by weight of the waste disposed. Some communities choose to pay for collection costs for elders and disabled people if they have a user fee for waste services.

#### **c. Sale of Recyclables**

Another potential source of funding for your community's solid waste program is revenue from the sale of certain recyclable materials. For rural communities, the most profitable recyclable material to sell is aluminum cans through the "Flying Cans" program.

The ability to sell recyclables will depend on local demand and markets in Alaska, as well as your community's ability to generate a large enough volume of contaminant-

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free, high-value materials to make selling profitable. Remotely located communities or those with small populations might not find it profitable to sell recyclables.

### **d. Tipping Fees from Neighboring Communities and Large Commercial Users**

Allowing surrounding communities to use your landfill is another potential source of revenue available to communities. In order to accept waste from other communities, your community's landfill must have enough capacity to accommodate the extra waste. If your community wants to accept waste from outside your community be sure determine how much waste you will be accepting on a yearly basis because this will determine what class of landfill and permits your community will need from the State of Alaska Department of Environmental Conservation (ADEC).

In order to be profitable, you will need to ensure that incoming revenue from tipping fees cover increased operation and maintenance, waste hauling, and disposal costs. You will need to research tipping fees in your area to make sure you can establish competitive rates that are profitable and that nearby communities will use your landfill rather than construct and operate their own landfill.

### ***External Sources of Funding***

Most grant funds are used as start-up funds for waste management programs or construction of waste management facilities or open dump closures. Normally grant funds are not used to sustain long-term programs. For most communities, the challenge is finding grants that fit the community's needs. The most successful communities that received grants are usually the most creative in looking for and applying for grants.

### **a. Federal Grants for Alaska Native Communities and Tribes**

Some federal agencies, including EPA, Indian Health Service, U.S. Department of Health and Human Services' Administration for Native Americans (ANA), U.S. Department of Agriculture's Rural Development (USDA-RD), U.S. Housing and Urban Development (HUD), and the U.S. Department of Interior Bureau of Indian Affairs (BIA), offer financial assistance to tribes and Alaska Native villages for solid and hazardous waste management projects. Most of the grants available provide monies for planning, outreach and education, construction, or equipment purchase. As noted earlier, few federal grant programs, however, authorize funds for program or facility operation and maintenance.

Securing federal grants and loans is a great way to pay for facility construction or an open dump closure, but these sources of funding do not come without difficulties or challenges. First of all, the applications are usually very long and complicated and may require a grant writer to prepare an application that meets agency standards. Secondly, federal grant programs are usually highly competitive. Simply applying for a federal grant does not mean your community will get a grant. It isn't unusual for a community to have to apply for a specific grant more than one time.

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### b. State Grants for Rural Communities

The State of Alaska has various grant programs for rural communities in Alaska that may help with planning and implementation of a solid waste program. Occasionally a community may be able to receive a grant for construction of a landfill through ADEC's Village Safe Water program. Most state grants, however, do not cover operation and maintenance expenses.

### c. Private and Nonprofit Foundations and Organizations

A number of private and nonprofit foundations and organizations run environmental grant programs. EPA's publication, *Grant Resources for Sources for Solid Waste Activities in Indian Country* provides an extensive listing of private source of funding for tribes and Alaska Native villages. The guide can be found on EPA's Office of Solid Waste website. Other potential grant sources are Alaska Native regional non-profit corporation. The non-profits often receive grants to do demonstration projects for communities in their region.

### *Strategies for Receiving Grant Funding*

In order to fund your community's solid waste program, it may require that your community is creative in how it finds and obtains funding for its solid waste program. In recent years, some communities have funded the solid waste management program and/or projects by piecing together grant monies from a variety of sources. For example, a community might receive a solid waste demonstration grant from the Alaska Native Health Board, a planning grant from ADEC, and a EPA IGAP grant that can be used to do solid waste management activities. When combined together the various grant funds may provide enough money to operate a community's program.

Another possible strategy for increasing your community's chance of receiving grants is to break big projects into smaller portions and seek funding for the individual parts. For example, it might be easier for your community to obtain \$75,000 from an agency for a portion of your program, such as purchasing a collection truck or completing an open dump closure plan, than to obtain \$800,000 to fund an open dump closure project all at once. In addition, dividing a large project such as a dump closure and construction of a new landfill into smaller projects, allows the community to better oversee and/or even do the project themselves.

## C. EXPLORING OPPORTUNITIES FOR FUNDING

There are many different ways your community can search for funding. If your community is looking for outside sources of funding for a solid waste management program it may want to consider using these sources to find potential funding sources:

- Announcements from Federal and State Agencies
- Internet Searches

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- Communication with Other Communities
- Communication with Regional Agency Representatives

### *Announcements from State and Federal Agencies*

Numerous resources are available to help you identify sources of funding. Most federal agencies announce grant and loan availability in the *Federal Register* and provide information on their websites. Some agencies send out announcements and solicitations for their grant programs.

State of Alaska agencies often send out announcements for their grant programs or provide information on their websites. State legislators sometimes have information about programs and grants for their region available through their offices.

### *Internet Searches*

Many communities learn about grant programs by conducting simple Internet searches. EPA and USDA Rural Development grants are accessible through websites that include descriptions of the grant programs, including applications, instructions for applying and contact information for agency representatives both at the state and regional levels.

One online database that your community can use to find out about grant opportunities is the *Catalogue of Federal Domestic Assistance* (CFDA) that can be found at [www.cfda.gov](http://www.cfda.gov). It is a database of all federal programs – including grant and loan programs – available to state, local and tribal governments. After identifying potential sources of funding through CFDA, your community should then go directly to the funding agencies for application information. EPA and other agencies have individual websites that have information about grants and loan programs.

### *Communication with Other Communities*

Another way to learn about available grants is by talking to other communities, either through informal conversations or networking at conferences, meetings, and training workshops. Conversations with neighboring communities are a primary source of information for some rural communities. Sharing information and experiences can be mutually beneficial. Some communities and organizations even exchange successful grant applications to help improve future applications.

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### ***Communication with Agency and Organization Representatives***

In addition to speaking with other communities, you can speak directly with local representatives from EPA, Indian Health Service, BIA, USDA – Rural Development, HUD and other federal agencies. Most federal agencies have an office in Anchorage. State agencies often have field offices in regional hubs that may be able to provide you with information about state programs, otherwise you can contact state agency offices in Juneau, Anchorage or Fairbanks for information. Finally, regional non-profits and health corporations often have information about funding sources and programs that might be beneficial to Alaska Native communities. Several communities have said that contact with agency representatives is a crucial part of securing funds for their community. Whenever possible, your community should try to build strong relationships with representatives from various federal and state agencies and other organizations that may work in your region or community.

### ***Building Strong Relationships***

One of the most important parts of the entire grant application process, and a major key to success in receiving funding is having a good relationship with your funding agency representative. Agency representatives can help you complete their grant applications and make sure all of the required information and forms are included in your application packet. When working on a grant application, you should speak with your agency representative to be sure you have everything you need. If you are having difficulty with an application, be sure to contact the agency immediately for help rather than waiting until the last minute before the application is due to the agency.

If you apply for a grant and do not receive it, call the agency making the awards and ask why you were not funded, and how you can improve your application and chances in the future. Most agencies will gladly provide you with this information. If you request it, an agency will often send your application back with an evaluation form that you can use to revise your application or prepare a new application for resubmission to the agency.

In addition to building a relationship with agency representatives, it is important to build a positive reputation for your community. Building trust is a major part of the funding process and program development processes. If you can demonstrate to an agency representative that your community has been successful in the past and is responsible and accountable for money and projects it receives, an agency is more likely to support your community in securing future technical assistance and funding. One way to build this trust is to make sure you submit all required reports and meet all agency requirements when you do receive a grant. This attention to detail is especially important with pilot or demonstration projects. If agencies cannot document the success of a project or program, it is unlikely to be continued or re-funded. Submitting the required reports helps agencies justify your project to internal grant and project reviewers and can help ensure that your project receives continued funding.

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### D. FUNDING RESOURCES

#### *Publications and Internet Sites*

The following publications and Internet sites can help you find out where and how to apply for solid waste management grants:

- *Grant Resources for Solid Waste Activities in Indian Country* (Document Number EPA530-R-98-014) or on the Internet at [www.epa.gov/epaoswer/non-hw/tribal/pdftxt/tribfund.pdf](http://www.epa.gov/epaoswer/non-hw/tribal/pdftxt/tribfund.pdf). This document contains a list of non-governmental organizations, companies, and foundations to contact for potential funding. It also includes information on how to write a grant proposal.
- *Solid Waste Funding: A Guide to Federal Assistance* on the Internet at [www.epa.gov/epaoswer/non-hw/grants/grants.pdf](http://www.epa.gov/epaoswer/non-hw/grants/grants.pdf).
- *Preparing Successful Grant Proposals* tip sheet on the Internet at [www.epa.gov/eipaswer/non-hw/tribal/pdftx/grant.pdf](http://www.epa.gov/eipaswer/non-hw/tribal/pdftx/grant.pdf).
- *The Catalogue of Federal Domestic Assistance* on the Internet at [www.cfda.gov](http://www.cfda.gov).
- Tribal Association of Solid Waste and Emergency Response (TASWER) for more information and assistance with tribal assistance for solid waste funding and management. Can be contacted at [www.taswer.org](http://www.taswer.org).

#### *Federal Sources of Grant Funding for Alaska Native Villages*

##### **a. U.S. Environmental Protection Agency (EPA)**

EPA offers a number of grants for solid and hazardous waste projects. Each grant program provides funding for specific solid and hazardous waste management activities. To increase your community's chances for being fund, apply only for grants that meet your program and community needs. Three different EPA-administered grants and cooperative agreements are available:

- Grants specific to solid waste activities. EPA's Office of Solid Waste (OSW) and regional offices administer these grants directly.
- Grants for one or more environmental program (i.e., solid waste, water, and/or air). EPA offices other than OSW administer these grants.
- Consolidation grants for state, local, and tribal programs relating to a specific function (such as permitting) across all media (i.e., solid waste, water, and air permitting consolidated grants).

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For more information on EPA grant/cooperation agreement guidance, applications, and procedures, contact the EPA Grants Administration Division in Washington, D.C. at (202) 564-5315 or visit their website at [www.epa.gov/epahome/grants.htm](http://www.epa.gov/epahome/grants.htm) or [www.epa.gov/osw](http://www.epa.gov/osw).

The following grants are available through EPA to tribes and villages in Alaska:

- *Office of Solid Waste Hazardous Waste Management Grants* – These grants provide financial assistance to tribes and intertribal consortia for developing and implementing programs to manage hazardous waste. This includes developing and implementing hazardous waste codes, regulation and ordinances, along with enforcement policies and procedures; identifying and assessing hazardous waste generation and management; developing and implementing integrated hazardous waste management plans; developing and implementing used oil collection and recycling programs; developing outreach and education materials; and creating hazardous waste management training.
- *Inter-Agency Open Dump Cleanup Project Grants* – The goal of the Tribal Solid Waste Interagency Workgroup Cleanup Project is to help tribes and Alaska Native villages close or upgrade open dumpsites. Specific goals include assisting tribes and villages with: 1) completing and implementing comprehensive, integrated waste management plans; 2) developing realistic solid waste management alternatives; 3) closing or upgrading existing open dumps; and 4) developing post-closure programs. EPA mails the Cleanup Project information and application package annually to every federally recognized tribe. It is also available from EPA’s Tribal Municipal Solid Waste Funding web page at [www.epa.gov/opaoswer/non-hw/tribal/finance.htm](http://www.epa.gov/opaoswer/non-hw/tribal/finance.htm).
- *Alaska Integrated Waste Management Planning Grants* – This collaborative project between the Alaska Native Tribal Health Consortium (ANTHC) and EPA provides funding to Alaska Native villages for local developed Community Integrated Waste Management Plans. Grant awards ranges from \$2,000 to \$12,000 per community. For further information contact ANTHC at (907) 729-3600.
- *American Indian Environmental Office (AIEO) General Assistance Program (GAP) Grants* – The primary purpose of GAP grants is to support the development of a core tribal environmental protection program. Tribes can use GAP grant funds for planning, building solid waste infrastructure, enforcement, or outreach and education. For a description of the GAP grant program, including eligibility and application information contact the EPA Tribal Assistance Program at (907) 271-3413.

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### **b. Alaska Native Tribal Health Consortium**

The Consortium provides health services to Alaska Natives. It also inventories sanitation deficiencies in Alaska Native villages. Villages report sanitation deficiencies as proposed improvement projects each year. To significantly increase your community's chance of funding, you need to place your most important project at the top of your annual sanitation deficiency list. Villages can use Sanitation Deficiency System (SDS) funds to construct water, sewerage, and solid waste disposal systems and facilities. For more information contact ANTHC 907-729-300.

### **c. U.S. Department of Health and Human Services' Administration for Native Americans (ANA)**

ANA awards funds to tribes and Alaska Native villages for environmental regulatory enhancement project grants. ANA publishes an announcement of funds of available in the *Federal Register*. More information is available at [www.acf.dhhs.gov/programs/ana/notice.htm](http://www.acf.dhhs.gov/programs/ana/notice.htm).

### **d. U.S. Department of Agriculture Rural Development Rural Utilities Service Water and Environmental Programs**

This program provides loans, grants, and loan guarantees for drinking water, sanitary sewer, solid waste, and storm drainage facilities to tribes. Water and Waste Grants and Loans sets aside funding for tribes that can fund up to 75 percent of the cost of a project. What is not funded by the grant can be offered as a low-interest government loan. Tribes can use these grants and loans to construct, enlarge, extend, or improve rural water, sanitary sewage, solid waste disposal, and storm water disposal facilities. More information is available via the Internet at [www.usda.gov/rus/indiex2/rusregs.htm](http://www.usda.gov/rus/indiex2/rusregs.htm).