

DECEMBER 2021



A FEDERAL INVESTMENT GUIDE FOR LOCAL LEADERS









THE UNITED STATES
CONFERENCE OF MAYORS



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RESEARCH SUPPORT

Compiling this document required many hands and many eyes. We are grateful for the research support provided by the team at **Oxford Urbanists** who helped us analyze key provisions of the Infrastructure Investment and Jobs Act.

INTRODUCTORY LETTER

On November 15, 2021, President Biden signed the Infrastructure Investment and Jobs Act (IIIA) into law. The IIIA supports \$1.2 trillion in programming, including \$550B in new spending. The act makes some of the largest investments in transportation, water, bridges, and rail in American history, and includes new investments in climate resiliency and lowemission technology to ensure we can adapt to the impacts of climate change. Combined with the funds made available through the American Rescue Plan, these legacy-forming measures have the potential to reshape the physical landscape of communities and remake the American economy.

Despite historic federal action, the degree to which the IIIA's potential is achieved will rest upon the actions of local leaders — and how effectively cities and communities capitalize on these funds. Local leaders must marshal funds, prioritize projects, and make clear the principles that guide their efforts. The distribution of the American Rescue Plan required local governments to organize and prepare for federal recovery dollars. Implementing the IIIA will build on these partnerships across sectors and jurisdictions to move from COVID-19 relief to an economy-wide recovery and modernization.

It is our hope that this guide can bolster the efforts of local leaders to organize public. private, and civic actors in their jurisdictions to focus on big picture investments. The guide aims to do this by identifying some of the IIJA's most transformative programs (cumulatively more than \$350B) including what they do, when cities can apply for or access the funds, and the agencies, authorities, and offices responsible for administering them. In many cases, the most important role that mayors can play is serving as a convener — bringing the right people together in a room to accomplish bigger, bolder things.

This guide is separated into two main sections: reauthorized and newly-established programs. The section featuring reauthorized programs highlights programs and funding streams that have been reauthorized or expanded and should be distributed from federal agencies in the near term. The section featuring newly-established programs focuses on programs that were created within the IIIA so that city leadership can establish priorities, line up funds, and organize institutions so they are ready to move once these programs are established over the next 6 to 8 months. As the IIJA's newly-established programs are set up, rules are made, and programs are staffed early in 2022, we will release a second, more comprehensive version of this guide similar to our American Rescue Plan Federal Investment Guide.

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EXECUTIVE SUMMARY

This guide was created to support local action that is ambitious enough to meet the scale of the IIJA. It is intended to advance the conversation to focus on actionable insights for local leaders.

This guide is intentionally selective and not comprehensive. It focuses on 30 of the highest impact federal programs and funding streams in the IIJA that cities and local leaders should know about, representing more than \$350B in spending.

The guide is organized to highlight the timing, funding mechanism, and funding agency or office for programs. It focuses on the following program features:

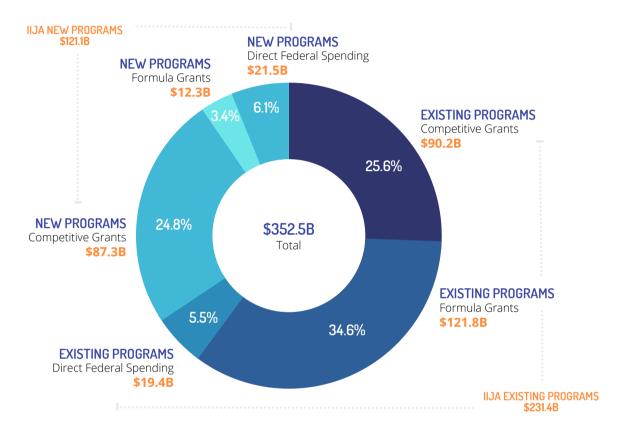
- Is the program new or does it already exist? Existing formula programs that received supplemental funds will move the most quickly. New programs, both formula and competitive, will become available more gradually.
- How is funding distributed? The guide focuses on formula and competitive funds so that local leaders know who will receive funds automatically and what funds will require application.
- How big is the program and who distributes it? The guide focuses on agency and program size so local leaders know who to reach out to with questions.
- Who receives or applies for it? The guide identifies the local parties responsible for receiving funds or applying for them. It does this to empower mayors to convene and organize the many actors involved in ensuring a range of new infrastructure programs achieve big things for their communities.

The guide is organized so that local leaders can determine how quickly individual pots of funding will flow, who will apply for or receive funding, and who to speak with for questions. IIJA funds will be most transformative when used as a supplement to strategic local and regional projects that advance economic competitiveness, sustainability, and improve equity; they will fall short of their potential when treated as many individual pots of money to be separately competed over and managed in silos. This guide was created to facilitate the big picture, transformational thinking this moment demands.



IIJA FUNDING SUMMARY

This chart provides the breakdown of funding for select Competitive Grants, Formula Grants, and Direct Federal Spending within the IIJA for all programs, new and reauthorized. The chart covers only the \$352.5B of programs highlighted in this guide, which represent nearly one third of the Act, and nearly a quarter of the new programs within it. We focus on the programs most relevant for cities and metros.



PROGRAM CATEGORIES

To make it easier for local leaders to review, the guide highlights the intent of programs included using the categorical indicators below.



Climate Resiliency and Environment



Clean Energy



Ports



Clean Drinking Water and Water Systems



Electric Grid



Airports



Broadband



Surface Transportation and Highways

SIX STRATEGIES FOR TRANSFORMATION USING IIJA FUNDS

This guide was created to facilitate the big picture, transformational thinking this moment demands. The guide lays out six strategies local leaders can adopt and modify to drive transformative outcomes in their communities.

STRATEGY #1: APPROACH IIJA FUNDS IN TERMS OF RECIPIENTS AND APPLICANTS

The IIJA's programs are distributed across federal agencies and recipients are dispersed across sectors and levels of government. IIJA programs will be most impactful when combined. This requires organizing across recipients. Local leaders must quickly organize fund recipients and applicants around local strategic priorities. This guide supports local leaders undertaking four actions to this end:

ACTION 1: UNDERSTAND WHO APPLIES FOR AND RECEIVES FEDERAL FUNDING

Many funds will not go directly to local governments and will instead flow through public authorities, public utilities and private telecom providers, metropolitan planning organizations, non-profits, or state governments, particularly state transportation departments. This guide highlights who is eligible to apply for or receive federal funding from the IIJA so that local leaders know who to organize around shared priorities. For any one local priority, recipients will likely come from a mix of sectors and jurisdictions, so it is necessary to have tangible and ambitious local priorities to focus the conversation.

ACTION 2: UNDERSTAND WHEN FUNDING WILL FLOW

Federal programs take time to establish and administer. Even in December 2021, some ARPA funding is just starting to flow, despite the bill's passage nine months earlier. Exact timing is difficult to estimate, but it is more likely that established programs will distribute funding first. Because the IIJA contains so many new programs, the guide highlights what is new and what already exists so that local leaders can prioritize and sequence the funding in projects.

ACTION 3: STREAMLINE INTERACTION WITH FEDERAL AGENCIES AND OFFICES

The IIJA will be distributed through at least six cabinet-level agencies and many more specific offices within these agencies. Completing a locally strategic transformative project may involve interacting with multiple programs across agencies and offices. This guide highlights the federal agencies and offices distributing funds and provides contact information for key professionals in these offices.

ACTION 4: COORDINATE PROJECTS THROUGH A NETWORKED APPROACH

The IIJA underscores the need for **stimulus command centers** to coordinate funding across various local entities. The coordinated approach this guide encourages and supports will require more than convening; it will require staff to accomplish a series of tasks — tracking, applying, deploying, and communicating. These are best accomplished in a coordinated way. This guide, in addition to our operational memo on establishing a stimulus command center, provides a clear path for who to convene and how to staff up to achieve the biggest impact.

STRATEGY 2: ENGAGE PRIVATE FINANCING USING INFRASTRUCTURE AS A PLATFORM

Private financing is essential to maximizing the impact of new IIJA-funded projects. Private funds can support projects that cannot be completed with public dollars alone. Similarly, private actors will often take the lead on designing and building the follow-on developments made possible by new transit options, expanded broadband reach, and port modernizations, among others. This new economic activity, which will follow in the wake of infrastructure upgrades, is the big return on investment for federal spending.

Many projects will only be successful if they draw on private financing. Even with the influx of new federal dollars, local leaders should secure private funding, find a capable project sponsor, and creatively deploy tax incentives to improve the scope of projects. Each of these are established best practices in real estate and infrastructure development and all occur outside of federal legislation.

The IIJA created and expanded three mechanisms for federal low-interest debt financing, which is useful for drawing in private capital alongside the programmatic funding below. Mayors should direct project sponsors to these financing sources:

- Transportation Infrastructure Finance and Innovation Act (TIFIA): The IIJA makes changes to TIFIA project eligibility and appropriates an additional \$1.25B to the program, which is managed by DOT and offers low interest loans and loan guarantees to public and private borrowers for regionally and nationally significant transportation projects.
- Carbon Dioxide Transportation Infrastructure Finance and Innovation Act (CIFIA): The IIJA established a brand new CIFIA program to provide loans, loan guarantees, and grants for large-scale carbon capture and storage projects with total costs of at least \$100M. The act appropriated \$2.1B to the fund, which will be managed by DOE.
- Water Infrastructure Finance and Innovation Act (WIFIA): The WIFIA program provides long-term, low-cost loans for regionally and nationally significant water infrastructure projects, including dams. WIFIA received \$325M in supplemental appropriations from the IIJA. Of that, \$250M will be managed by EPA and \$75M is specifically earmarked for Army Corps of Engineers dam projects.



STRATEGY 3: BUILD ECONOMIC OPPORTUNITY THROUGH DEPLOYMENT

Infrastructure projects can have a bigger impact if they train and hire a diverse workforce and select Black and Brown firms to design, build, and maintain projects. Achieving this requires bold local leadership. Mayors must consider the full economic impact of projects on workers and businesses throughout their entire lifecycle, as established in Accelerator for America's **New Playbook for Infrastructure**.

ACTION 1: CHAMPION DIVERSE CONTRACTING IN INFRASTRUCTURE PROJECTS

Designing, building, and maintaining transit line extensions, airport renovations, broadband cable installation, bridge and road repairs, among other projects, will require contracting with private firms. The IIJA specifically calls for 10% of all of the Dept. of Transportation's spending on surface transportation and transit programs to be spent on disadvantaged business enterprises (DBEs). Since contracts are directly issued by state and local agencies, not by the federal government, this goal will only be reached with local leadership. Mayors will play a crucial role advocating for and championing unified regional efforts to spur commitments to build capacity for DBE procurement.

Even without this direct mandate for energy, water, and broadband projects, Mayors should encourage utility and internet companies to advance DBE contracting. If done well, this could be an opportunity to help a new generation of minority-owned construction businesses grow, build wealth in non-white communities, and help close the racial wealth gap while building the future of America.

ACTION 2: GROW A DIVERSE AND SKILLED WORKFORCE

The Biden Administration estimates the IIJA will create millions of jobs in transportation, energy, and construction. Now is the time for local leaders to expand local, regional, and state workforce training capacity in these sectors to meet the demand for labor and avoid projected worker shortfalls. This is especially needed in construction. In the skilled trades, local training efforts should prioritize racial and gender diversity relative to the existing workforce.

STRATEGY 4: GEOGRAPHICALLY ALIGN SPENDING TO SUPPORT PLACE-MAKING

To have the biggest impact, local leaders must focus on the location of infrastructure projects. Projects that channel the additive effects of place will be most likely to amplify the cumulative value of the IIJA. The act makes investments that are explicitly focused on places (ports, waterfronts, post-industrial brownfields, energy demonstration sites, etc.) and many more that are focused on issues irrespective of place (e.g., smart cities, safe streets, broadband and energy transmission). A skillful local implementation will require blending the place- and non-place focused investments to create transformations within a specific geography. These projects can take many forms, for example: modernizing a port, connecting it with EV charging infrastructure, burying utility lines and rehabbing vacant brownfield parcels to create engines of economic activity; or, securing a carbon capture and storage energy demonstration site while subsequently securing funds to connect transmission lines, broadband, and public transit to a nearby research center in order to amplify economic impact.

Regardless of the specific case, local leaders must coordinate between institutions receiving funding, resolve multiple issues in specific places, and identify the places that will amplify priority projects. This guide clarifies who and what is funded so that local leaders can focus on the big picture: coordinating people and funds across place.

STRATEGY 5: USE THE IIJA TO ADDRESS THE CLIMATE CRISIS & BUILD RESILIENCY

The IIJA represents the largest amount ever spent by the federal government to prepare the country for the economic and environmental impact of climate change. The act uniquely empowers cities to be part of the solution to the climate crisis. Cities and metros increasingly bear the brunt of climate change due to location and population density. The IIJA provides a wide variety of resources to address this. It offers funding for the electrification of bus fleets, ferries, and ports; funding for transportation projects that reduce congestion and emissions and those which support bike and pedestrian routes; and funding for adaptation projects that reduce the risks to people and infrastructure posed by flooding, extreme weather, and heat.

The funds are intended to help communities adapt to, and mitigate, the worst impacts of climate change. Mayors must lead the charge in establishing a clear vision to get the biggest impact out of these funds.

STRATEGY 6: POSITION YOUR CITY AS A CLEAN ENERGY & TECH INNOVATION HUB

The IIJA presents opportunities for a states, cities, and metros to benefit from the more than \$21.5B dedicated to research and development and new energy sources. Many of these programs involve the competitive selection of demonstration projects and the establishment of new research hubs and centers of excellence, which local and regional actors must position themselves to host. The act also supports investments in new transportation technology, from \$7.5B for electric vehicle charging to the new \$500M Strengthening Mobility and Revolutionizing Transportation (SMART) grant program, and it dedicates nearly \$2B for cybersecurity initiatives, nearly half of which will be awarded to states and cities.

In many cases — across energy, transit, and cybersecurity — it will be utilities, local governments, universities, and labs working in partnership with public partners to apply for these funds. These programs will take time to establish. In the meantime, Mayors and county executives should work with these institutions to think big and make legacy-defining investments in the future of their cities and metros.



KEY FEDERAL CONTACTS FOR LOCAL LEADERS

DEPARTMENT OF DEFENSE (ARMY CORPS OF ENGINEERS)

Robyn Colosimo, Director of Policy and Legislation **Robyn.s.colosimo.civ@army.mil**

Kurt Conrad, Senior Congressional Liaison Officer
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Stephanie Sykes, Director of Intergovernmental Affairs **Ssykes@doc.gov**

DEPARTMENT OF ENERGY

Aimee Witteman, Deputy Assistant Secretary for Intergovernmental Affairs aimee.witteman@hq.doe.gov

DEPARTMENT OF HOMELAND SECURITY (FEMA)

Sarah Montell, Director Intergovernmental Affairs **Sarah.montell@fema.dhs.gov**

DEPARTMENT OF INTERIOR

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DEPARTMENT OF TRANSPORTATION

Charles Small, Deputy Assistant Secretary of Intergovernmental Affairs **Charles.small@dot.gov**

ENVIRONMENTAL PROTECTION AGENCY

Casey Katims, Deputy Associate Administrator for Intergovernmental Relations **Katims.casey@epa.gov**



REAUTHORIZED PROGRAMS

COMPETITIVE GRANTS

BROWNFIELD REMEDIATION PROGRAM

OFFICE OF LAND AND EMERGENCY MANAGEMENT (OLEM)

ENVIRONMENTAL PROTECTION AGENCY (EPA)

\$1.5B



WHY IT MATTERS

The IIJA offers \$1.5B in supplemental funding to the EPA for brownfield remediation programs, as governed by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). Brownfields include any land or property where the reuse may be complicated by the presence of hazardous materials, such as old industrial sites, former gas stations, or dry cleaners. Of these funds, \$1.2B is set aside for supplemental competitive grants for site assessment and remediation projects, and \$300M is set aside for supplemental formula grants to states and territories to enhance their brownfield response programs.

WHO APPLIES?

States, units of local government, redevelopment authorities, nonprofit organizations, CDCs, LLCs, workforce investment boards, quasi-governmental entities, regional councils

NON-FEDERAL MATCH REQUIRED? No

TIMELINE: 5 years, 5 installments

BUILDING RESILIENT INFRASTRUCTURE & COMMUNITIES (BRIC) PROGRAM



DEPARTMENT OF HOMELAND SECURITY (DHS)

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

\$1B

WHY IT MATTERS

The IIJA offers \$1B in supplemental funding for FEMA's BRIC program. This program was established in 2020 and provides flexible grants to states, cities, tribes and territories as they undertake hazard mitigation projects, reducing the risks they face from disasters and natural hazards. A wide range of projects are eligible for funding. Projects should reduce damage and injury to people and property that could be caused by extreme weather events. The program prioritizes proposals that involve partnerships and use multiple funding sources from private and public sector stakeholders.

WHO APPLIES?

Public utilities, states that have had a major disaster declaration in the past seven years, local governments

NON-FEDERAL MATCH REQUIRED? Yes

CLEAN WATER (CWSRF) AND DRINKING WATER (DWSRF) STATE REVOLVING FUNDS



ENVIRONMENTAL PROTECTION AGENCY (EPA)

\$57.7B

OFFICE OF WATER (OW)

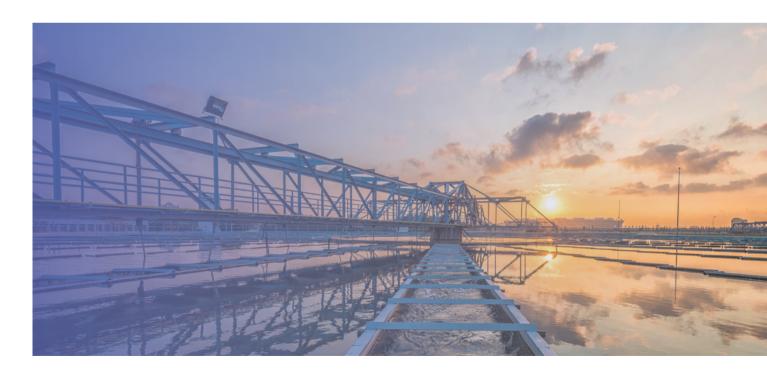
WHY IT MATTERS

The IIJA authorized the Clean Water (CWSRF) and Drinking Water (DWSRF) state revolving funds to receive approximately \$27.4B and \$30.4B, respectively — not including the lead service replacement funds — with additional eligible spending on their balance sheets. For both funds, EPA provides grants to all 50 states plus Puerto Rico to capitalize state CWSRF and DWSRF loan programs, which offer low interest financing for water quality improvements, including wastewater facility construction, runoff management, and the creation of green infrastructure in the case of CWSRF. DWSRF funds can go towards drinking water improvements including fixing leaky pipes, constructing storage tanks, and other projects needed to protect public health. For \$23.4B (\$11.7B for each fund), 49% of the funds must be made available for loans with 100% cost forgiveness, as grants, or a combination of both. The IIJA also increased the minimum percentage of DWSRF funds that must be allocated to disadvantaged communities. Funds are allocated to states based upon the results of the most recent Drinking Water Infrastructure Needs Survey and Assessment (for DWSRF) and by the CWSRF formula outlined here.

WHO APPLIES?

Public water systems apply to state DWSRFs; municipalities or intermunicipal, interstate, or state agencies apply to state CWSRFs

NON-FEDERAL MATCH REQUIRED? Yes



LOW OR NO EMISSION VEHICLE PROGRAM

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$5.25B



FEDERAL TRANSIT ADMINISTRATION (FTA)

WHY IT MATTERS

The IIJA provides significant supplemental funds for the Low or No Emission Vehicle Program, which awards competitive grants to transit agencies for the purchase or lease of zero and low-emission transit buses as well as the acquisition, construction, and leasing of required supporting facilities. This grant program, first launched in FY 2016, previously only awarded up to \$182M in grants per year. These new supplemental funds will supercharge efforts to convert bus fleets.

WHO APPLIES?

State and local government authorities

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

PORT INFRASTRUCTURE DEVELOPMENT PROGRAM (PIDP)

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$2.25B

MARITIME ADMINISTRATION (MARAD)

WHY IT MATTERS

This provision of IIJA awards supplemental funds to the PIDP. This program is the only federal program wholly dedicated to improvements in port infrastructure. Getting these funds out quickly is a top priority for the Biden Administration given the ongoing supply chain challenges caused by the pandemic and outdated port infrastructure. This measure expands allowable uses for PIDP funds to include projects that improve the resiliency of ports to address sea-level rise, flooding, extreme weather events, earthquakes, and tsunami inundation, as well as projects that reduce or eliminate port-related criteria pollutant or greenhouse gas emissions. The Administration is aiming to award \$230M of these funds within 45 days of the IIJA's passage and to open grants for an additional \$475M within 90 days.

WHO APPLIES?

Ports

NON-FEDERAL MATCH REQUIRED? Yes





REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY & EQUITY (RAISE) GRANT PROGRAM



U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$7.5B

OFFICE OF THE SECRETARY (OST)

WHY IT MATTERS

The IIJA offers supplemental funds for these flexible competitive grants, previously known as BUILD and TIGER. These grants can support multi-modal road, rail, transit, port, bikeway, trail, and pedestrian projects that promise to achieve national objectives and which are difficult to support through other DOT programs. The program awards both planning and capital grants. The Biden Administration relaunched the program in 2021, and announced \$1B in FY 2021 grants in November of 2021. This recent round of grantees offers a sampling of winning proposals future applicants can review.

WHO APPLIES?

States, units of local government, MPOs, port authorities, and others

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

LEAD SERVICE LINE REPLACEMENT

ENVIRONMENTAL PROTECTION AGENCY (EPA)

\$15B

OFFICE OF WATER (OW)

WHY IT MATTERS

This provision of the IIJA allocates a pot of money to Drinking Water State Revolving Funds specifically for the identification, planning, design, and replacement of lead service lines. This allocation is free from cost-matching requirements, and 49% of these funds are to be made available for loans with 100% cost forgiveness, grants, or a combination of both. Lead service lines were banned in 1986 — these funds will help cities speed up efforts to complete replacements.

WHO APPLIES?

Public water systems apply to states

NON-FEDERAL MATCH REQUIRED? No





REAUTHORIZED PROGRAMS

FORMULA GRANTS

AIRPORT IMPROVEMENT PROGRAM (AIP)

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$15B



FEDERAL AVIATION ADMINISTRATION (FAA)

WHY IT MATTERS

This provision of the IIJA provides supplemental funds to the AIP, which awards funds by formula to airports based on passenger volume. Funds can support infrastructure projects, including: runways, taxiways, airport signage, airport lighting, and airport markings. These funds do not support projects related to airport terminals or operations. The AIP also awards discretionary grants.

WHO APPLIES?

Airports

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

CONGESTION MITIGATION AND AIR QUALITY (CMAQ) IMPROVEMENT PROGRAM



U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

\$13.2B

WHY IT MATTERS

The IIJA provides funding to this existing formula program which awards grants to State DOTs, MPOs, and transit agencies. Funds may be invested in projects that reduce emissions from transportation-related sources. Apportionments to states are based on the severity of pollution in each state. The IIJA expands the program to allow for some spending on operating costs and encourages spending on pollution reduction in disadvantaged and low-income communities.

WHO APPLIES?

State DOTs, MPOs, transit authorities

NON-FEDERAL MATCH REQUIRED? Yes

STATE OF GOOD REPAIR GRANTS: FORMULA

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$21.6B



FEDERAL TRANSIT ADMINISTRATION (FTA)

WHY IT MATTERS

This provision of the IIJA provides supplemental funding to the State of Good Repair Grant program, which provides capital assistance for the maintenance, replacement, and rehabilitation projects of rail and bus systems to help transit agencies maintain assets in a state of good repair.

WHO APPLIES?

State and local transit agencies

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

SURFACE TRANSPORTATION BLOCK GRANT PROGRAM (STBGP)



\$64.8B



FEDERAL HIGHWAY ADMINISTRATION (FHWA)

WHY IT MATTERS

This provision of the IIJA expands the scope of eligible projects under the STBGP to include those addressing wildlife-vehicle collisions, installation of EV charging infrastructure and intelligent transportation technology, connection of different emerging transportation technologies, and cybersecurity measures. It also increases the set-aside for off-system bridges and increases eligibility within the set-aside to include projects replacing low-water crossings with bridges. With new eligibilities added to a large and already flexible program, the STBGP can help significantly reshape metros if deployed according to clear priorities, such as decarbonization or racial equity. Excluding the TAP set-aside, the DOT will administer \$64.8B of STBGP funds.

WHO APPLIES?

State DOTs, MPOs, transit authorities

NON-FEDERAL MATCH REQUIRED? Yes



REAUTHORIZED PROGRAMS

DIRECT FEDERAL SPENDING

ARMY CORPS CONSTRUCTION PROJECTS, OPERATIONS, MAINTENANCE, AND COASTAL EMERGENCY MANAGEMENT



U.S. DEPARTMENT OF DEFENSE (DOD)

\$15.9B

U.S. ARMY CORPS OF ENGINEERS

WHY IT MATTERS

The IIJA awards the U.S. Army Corps of Engineers \$11.6B for construction projects, available until expended. The funds are specifically for the rehabilitation, construction, and related activities for rivers, harbors, and coastal and inland waterways. Funds are intended to modernize port and shipping infrastructure, to manage flooding and mitigate hazards, and to promote environmental preservation and sustainable usage. The act specifically sets aside \$1.5B for rivers and harbors, \$2.5B for projects on inland waterways, \$1.9B for the preservation and rehabilitation of aquatic ecosystems, \$2.25B for coastal storm risk management, particularly in areas that have experienced a major weather event or storm damage over the last six years, and \$2.5B for inland flood risk management. The Army Corps was also awarded \$4B for operations and maintenance of existing projects to be spent down over three years, \$251M for the Flood Control and Coastal Emergencies Fund, and \$75M for loans through the Water Infrastructure Finance and Innovation Act (WIFIA), with most set aside for dam projects.

WHO APPLIES?

NΑ

NON-FEDERAL MATCH REQUIRED? NA

TIMELINE: Available until expended



HAZARDOUS SUBSTANCE SUPERFUND REMEDIATION

U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA) OFFICE OF LAND AND EMERGENCY MANAGEMENT (OLEM)

\$3.5B



WHY IT MATTERS

This provision of the IIJA works to tackle legacy pollution by providing \$3.5B in supplemental funds for the EPA's Superfund program. This program allows for the clean up of large sites contaminated by commercial or industrial pollution that pose risks to people's health and the environment. The existing program requires the parties responsible for contamination to either perform cleanups or reimburse the government for EPA-led cleanup work. When there is no identifiable responsible party, EPA has the authority to clean up contaminated sites independently. Some cost-share requirements are waived in the new supplemental funds. This program is administered in partnership with states. Local communities can play a role in superfund discovery and identification.

WHO APPLIES?

NΑ

NON-FEDERAL MATCH REQUIRED? NA

TIMELINE: Available until expended





NEW PROGRAMS

COMPETITIVE GRANTS

AIRPORT TERMINAL PROGRAM

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$5B



FEDERAL AVIATION ADMINISTRATION (FAA)

WHY IT MATTERS

The IIJA establishes this program which provides competitive funds for airport terminal development projects that address aging infrastructure in America's airports. The funds will be split between large-hub airports (55%), medium-hub airports (15%), small-hub airports (20%), and non-hub and non-primary airports (10%). The notice of funding opportunity for FY 2022 grants (\$1M) will be posted within 60 days of the act's passage, meaning interested parties must act quickly. The program will prioritize applications that expand capacity and accessibility, replace aging infrastructure, and improve energy efficiency.

WHO APPLIES?

Airports

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

BRIDGE INVESTMENT PROGRAM

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

OFFICE OF THE SECRETARY (OST)

\$12.5B



WHY IT MATTERS

The IIJA establishes this program which will fund projects that repair or replace bridges of all sizes that are in poor or fair condition on any public road, as well as funding projects to improve the safety, efficiency, and reliability of the movement of people and freight over bridges. The program encourages the bundling of multiple bridge projects for efficiency. USDOT will cover up to 50% of project costs for large projects and up to 80% for small projects. This program supplements the \$27.5B in the IIJA of new state formula funds for bridge rehab and replacement primarily targeting bridges on the federal highway system.

WHO APPLIES?

A state or group of states, MPOs, a unit of local government or group of local governments, public authorities with a transportation function, Federal land management agency, or any combination of the above

NON-FEDERAL MATCH REQUIRED? Yes

BROADBAND EQUITY, ACCESS, AND DEPLOYMENT PROGRAM

NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION (NTIA)

U.S. DEPARTMENT OF COMMERCE

\$42.5B



WHY IT MATTERS

The IIJA establishes this program to provide funding to reshape broadband access across the country and build staff capacity to oversee broadband systems going forward. States will be allotted formula grants of no less than \$100M for projects that extend or improve access in poorly connected areas, including within multi-family residential buildings and community anchor institutions like schools and health clinics. Grants can also support activities like data collection and the provision of affordable internet-capable devices. 10% of the funding will be set aside for areas where the cost of broadband projects is higher than the national average. Notice of funding opportunity will be available no later than 180 days after the enactment of the

WHO APPLIES?

Any eligible entity that receives a grant from a state for the purposes of the program

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 1 installment, timeline to be determined by NTIA Administrator

CLEAN SCHOOL BUS PROGRAM

U.S. DEPARTMENT OF ENERGY

\$5B



WHY IT MATTERS

The IIJA establishes this program which offers grants intended to decarbonize school bus fleets. 50% of the funds will be allocated to replace existing school buses with zero-emission buses, and the other fifty percent will be allocated to either zero-emission or alternative fuels buses.

WHO APPLIES?

States and localities, contractors, nonprofit school transportation associations, Indian tribes, tribal organizations, or tribal schools

NON-FEDERAL MATCH REQUIRED? No



CONGESTION RELIEF PROGRAM

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$250M



FEDERAL HIGHWAY ADMINISTRATION (FHWA)

WHY IT MATTERS

The IIJA establishes this program which will award funds to mitigate traffic congestion and will prioritize urban areas experiencing the highest traffic. The program specifically targets funds for urban areas with populations of more than 1 million. Grant funds can be used for any phase of project development including planning, design, implementation and construction and are usable for many different types of projects. Eligible projects include congestion management systems, toll lanes, cordon pricing, parking pricing, congestion pricing, mobility services such as para- and micro-transit, commuter buses and vans, express operations and account-based financial systems and the development of incentive programs to encourage carpooling, non-peak, and non-highway travel. The minimum grant award is \$10M.

WHO APPLIES?

A state, MPO, city or municipality with the intent of addressing congestion in an urbanized area of more than 1 million residents

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

DIGITAL EQUITY ACT

U.S. DEPARTMENT OF COMMERCE

NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION (NTIA)

\$2.75B



WHY IT MATTERS

The IIJA establishes two NTIA-administered grant programs for the purposes of building more inclusive digital and broadband systems. The State Digital Equity Capacity Grant Program offers \$1.5B in formula grants to states for overcoming connectivity issues that affect certain populations (e.g., incarcerated individuals, non-English speakers, veterans). States can then make grants to localities and other entities. Appropriate problems to be addressed include the lack of affordable broadband, technological devices, or digital literacy. The Digital Equity Competitive Grant Program offers \$1.25B to localities who want to accomplish various types of digital inclusion goals: increase access to broadband among disadvantaged groups to facilitate education and employment opportunities; implement broadband-related workforce development; provide the technology necessary for broadband connectivity; construct or maintain public computer centers; and other goals deemed appropriate by the NTIA.

WHO APPLIES?

A political subdivision, agency, or instrumentality of a state; an Indian Tribe, an Alaska Native entity, or a Native Hawaiian organization; non-profits that are not schools; community anchor institutions; local educational agencies; entities operating workforce development programs; partnerships between any of the above

NON-FEDERAL MATCH REQUIRED?

No (State Digital Equity Capacity Grant Program); Yes (Digital Equity Competitive Grant Program)

TIMELINE:

5 years, 5 installments (except for the \$60M for planning, which is available until expended)

ELECTRIC VEHICLE CHARGING AND REFUELING GRANTS

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$2.5B



FEDERAL HIGHWAY ADMINISTRATION (FHWA)

WHY IT MATTERS

The IIJA establishes this program which creates two new competitive grant programs: General Grants (\$1.25B) and Community Grants (\$1.25B). General grants will be awarded to applicants committed to expanding alternative charging stations on DOT-designated alternative fuel corridors, which, at time of the act's passage, mostly include portions of the national highway system. These grants must go toward contracts with a private entity for acquisition and installation of publicly accessible electric vehicle charging infrastructure. Community Grants, by contrast, will be awarded to applicants targeting new charging infrastructure located on public roads, schools, parks, and in publicly accessible parking facilities. These grants will be prioritized for rural areas, low- and moderate-income neighborhoods, and communities with low ratios of private parking or high ratios of multiunit dwellings. These grants are capped at \$15M per award. Unlike the general grants, community grants can go toward development and planning activities (feasibility analyses, environmental reviews, etc.) or the acquisition and installation of new charging infrastructure. They represent the most relevant bucket of EV charging funds for cities.

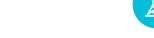
WHO APPLIES?

States and territories, MPOs, units of local government, special purpose districts or public authorities with a transportation function, Indian tribes

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

PREVENTING OUTAGES & ENHANCING THE RESILIENCE OF THE ELECTRIC GRID



U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)

WHY IT MATTERS

The IIJA establishes this program which offers grants that can be used to pay for the activities, technologies, equipment, and measures meant to reduce the likelihood and consequences of electric grid damage in the face of extreme weather events. Mayors should work with grid operators to ensure local grids are resilient.

\$5B

WHO APPLIES?

Electric grid operators, electricity storage operators, electricity generators, transmission owners or operators, distribution providers, or fuel suppliers (via states or tribes)

NON-FEDERAL MATCH REQUIRED? Yes

PROTECT GRANT PROGRAM (PROMOTING RESILIENT **OPERATIONS FOR TRANSFORMATIVE. EFFICIENT & COST-**SAVING TRANSPORTATION)



U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

\$1.3B

WHY IT MATTERS

The IIIA establishes the PROTECT grant program, which sets aside \$1.4B for new competitive grants divided among four programs: Planning Grants (\$140M), Resilience Improvement Grants (\$980M), Community Resilience and Evacuation Route Grants (\$140M), and At-Risk Coastal Infrastructure Grants (\$140M). These grants are intended to strengthen infrastructure in the face of severe weather events and natural disasters, with an emphasis on flooding, but with other eligible uses relating to wildfire mitigation and sea-level rise.

WHO APPLIES?

States, units of local government, a special purpose district or public authority with a transportation function, Indian tribes, a Federal land management agency that applies jointly with a State or group of States, a multi-State or multi-jurisdictional group of these entities

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

RECONNECTING COMMUNITIES INITIATIVE

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)



FEDERAL HIGHWAY ADMINISTRATION (FHWA) & OFFICE OF THE SECRETARY (OST)

WHY IT MATTERS

The IIJA establishes the Reconnecting Communities Initiative which aims to help cities rectify damage caused by highways built through predominantly nonwhite neighborhoods. The grant program is intended to help communities identify and remove or retrofit highway infrastructure that creates obstacles to mobility and opportunity. The program offers \$250M for Planning Grants and \$750M for Capital Construction Grants. Planning Grants can be used to carry out feasibility studies on the impact of removing or mitigating physical infrastructure. Applications will be evaluated on criteria including the age of the facility, its impact on accessibility, and its current role in meeting traffic demands. The maximum grant award is \$2M. \$100M in planning grants will be administered by the OST. Capital Construction Grant awards will be available to the owners of eligible facilities. The facility owner can partner with a state or local government to carry out eligible projects, including the removal, retrofit, or replacement of an eligible facility. The minimum grant award for this program is \$5M, and \$400M of this program will be administered by OST.

WHO APPLIES?

States, counties, MPOs, units of local government

NON-FEDERAL MATCH REQUIRED? Yes

SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$5B



FEDERAL HIGHWAY ADMINISTRATION (FHWA)

WHY IT MATTERS

The IIJA establishes this program which will support local efforts to prevent death and serious injury on roads and streets, often referred to as "Vision Zero" plans. Funds may go toward developing a safety action plan and conducting activities to carry out the plan. These funds are particularly beneficial to cities, many of which experienced a rise in pedestrian fatalities in 2020.

WHO APPLIES?

MPOs, a political subdivision of a state, Tribal governments, or a multi-jurisdictional combination of the three

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

STATE OF GOOD REPAIR GRANTS: COMPETITIVE

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$1.5B



FEDERAL TRANSIT ADMINISTRATION (FTA)

WHY IT MATTERS

In addition to offering \$21.6B in supplemental funds to USDOT's State of Good Repair formula grant program for transit agencies, the IIJA establishes a new competitive grant program specifically to assist transit authorities in financing capital projects for the replacement of rail cars.

WHO APPLIES?

State and local transit agencies

NON-FEDERAL MATCH REQUIRED? Yes



STRENGTHENING MOBILITY & REVOLUTIONIZING TECHNOLOGY (SMART) GRANTS



U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

\$500M

OFFICE OF THE SECRETARY (OST)

The IIJA establishes this program which will reward demonstration projects focused on smart city or community systems that can be quickly scaled. Grants can be used for development phase activities or construction. Projects can

systems that can be quickly scaled. Grants can be used for development phase activities or construction. Projects can focus on coordinating autonomous vehicles, connected vehicle technology, intelligent and sensor-based infrastructure, systems integration, innovations in commerce delivery and logistics, drones, smart grid technology, or smart traffic signals. The program ultimately aims to reward projects that have the potential to reduce traffic congestion and fatalities, provide the public with real-time data to inform mobility and transit decisions, and improve transit access to jobs, education, and essential services.

WHO APPLIES?

WHY IT MATTERS

States, public transit agencies, public toll authority, MPOs, or any combination of these

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments



TRANSMISSION FACILITATION PROGRAM (REVOLVING LOAN FUND)

U.S. DEPARTMENT OF ENERGY

\$2.5B

WHY IT MATTERS

The IIJA establishes this program which creates a revolving fund to provide loans to applicants attempting to construct or replace transmission lines, increase the capacity of existing transmission lines, or incorporate isolated grids into a larger transmission, telecommunications, or infrastructure network. The IIJA also authorizes the Department of Energy to buy up to 50% of the planned capacity of a project and sell it once it has reached financial viability (easing project cash flow pressures), as well as to join eligible public-private partnerships. These funds can help cities build more sustainable and long-lasting energy systems by, for example, connecting regions to clean energy sources or ensuring that transmission lines have enough capacity during high-demand periods.

WHO APPLIES?

Any entity seeking to undertake a transmission facilitation project

NON-FEDERAL MATCH REQUIRED? No

TIMELINE: Until \$2.5B cap is reached

TRANSPORTATION ALTERNATIVES PROGRAM (TAP) SET ASIDE

U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

\$7.2B



WHY IT MATTERS

This provision of the IIJA increases the TAP set-aside within the Surface Transportation Block Grant (detailed elsewhere in this guide) and increases the minimum amount of TAP funding that states must allocate according to population, benefitting cities and metros. The provision prioritizes high need areas and allows states to use up to 5% of their TAP funding to assist eligible entities through the application process. TAP funding can be used for projects including, but not limited to, the construction of safe pedestrian and cyclist routes, conversion of unused rail corridors, and the mitigation of transportation-related environmental harm.

WHO APPLIES?

Local governments, regional transportation authorities, transit agencies, natural resource or public land agencies, school districts, local educational agencies or schools, tribal governments, nonprofits overseeing transportation safety programs

NON-FEDERAL MATCH REQUIRED? Yes



NEW PROGRAMS

FORMULA GRANTS

NATIONAL ELECTRIC VEHICLE FORMULA PROGRAM

U.S. DEPARTMENTS OF TRANSPORTATION (USDOT) & ENERGY

\$5B



FEDERAL HIGHWAY ADMINISTRATION (FHWA)

WHY IT MATTERS

The IIJA establishes this formula program, valued at \$4.23B, with an additional \$470M set aside for technical assistance grants for states or localities between 2022 and 2026 that require additional assistance to strategically deploy EV charging infrastructure. \$300M is set aside for the creation of a new Joint Office of Energy and Transportation within USDOT and DOE to oversee this program. New formula funds will be made available over five years and are to be used to build and deploy EV charging infrastructure and establish an interconnected network to facilitate data collection, access, and reliability. Funds can be used for the acquisition, installation, operations, and maintenance of public EV charging stations. These funds must first go toward the installation of EV charging stations along "designated alternative fuel corridors" serving the national highway system, targeting highway infrastructure, not local roadways. States can only spend these funds to build EV charging stations in other locations if USDOT certifies that designated alternative fuel corridors in their states are fully built out.

WHO APPLIES?

State DOTs

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: 5 years, 5 installments

PROTECT FORMULA PROGRAM (PROMOTING RESILIENT OPERATIONS FOR TRANSFORMATIVE, EFFICIENT & COST-SAVING TRANSPORTATION)



U.S. DEPARTMENT OF TRANSPORTATION (USDOT)

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

\$7.3B

WHY IT MATTERS

The IIJA establishes the PROTECT formula program which creates a new \$7.3B state formula program to enhance the resiliency of infrastructure assets in the face of extreme weather events. Eligible forms of transportation include highways, public transit, and ports, and projects that improve coastal infrastructure and evacuation routes in the face of severe weather and natural disasters, particularly to address flood risks.

WHO APPLIES?

State DOTs

NON-FEDERAL MATCH REQUIRED? No

NEW PROGRAMS

DIRECT FEDERAL SPENDING

NEW ENERGY DEMONSTRATION PROJECTS (10 PROGRAMS, + CREATION OF NEW OFFICE)



U.S. DEPARTMENT OF ENERGY

OFFICE OF CLEAN ENERGY DEMONSTRATIONS (NEW)

\$21.5B

WHY IT MATTERS

The IIJA creates an Office of Clean Energy Demonstrations within the Department of Energy. This office will appropriate substantial funds across various timelines to advance demonstration projects of multiple energy sources, including \$8B for clean hydrogen hubs, \$3.5B for carbon capture and storage, \$2.5B for advanced nuclear reactors, \$500M for industrial emissions control, and a variety of other energy sources at smaller amounts. The locations of these demonstration projects remains to be determined at the time of publication. By drawing on location strengths, such as certain geographical features, workforce characteristics, or anchor institutions — or by identifying potential for growth — cities can use these funds to position themselves as growth and innovation hubs for clean industries.

WHO APPLIES?

More information to follow

NON-FEDERAL MATCH REQUIRED? Yes

TIMELINE: Various (4-5 years)



INDEX OF ADDITIONAL IIJA PROGRAMS

REAUTHORIZED PROGRAMS

COMPETITIVE

PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Federal-State Partnership for Intercity Passengers Rail Grants	DOT	\$36B	No
Capital Investment Grants Program	DOT	\$8B	No
Nationally Significant Freight and Highway Projects (INFRA Program)	DOT	\$8B	Yes
Consolidated Rail Infrastructure and Safety Improvement Grant	DOT	\$5B	Yes
Transportation Infrastructure Finance and Innovation Act (TIFIA)	DOT	\$1.25B	Yes
Nationally Significant Federal Lands and Tribal Projects Program	DOT	\$1.77B	No
Highway Research and Development Program	DOT	\$735M	Yes
Highway Trust Fund: Technology and Innovation Deployment Program	DOT	\$550M	No
Highway Trust Fund: Intelligent Transportation System Program	DOT	\$500M	Yes
Highway Trust Fund: University Transportation Centers	DOT	\$405M	No
Smart Grid Investment Grant Program	DOE	\$3B	Yes
Industrial Research and Assessment Centers	DOE	\$550M	No
Water Infrastructure Financing and Innovation Act (WIFIA)	EPA	\$375M	Yes
Lead Contamination in School Drinking Water	EPA	\$200M	No
National Flood Insurance Fund	DHS	\$3.5B	No

FORMULA

PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Additional Increases in FTA Formula Programs	DOT	\$27.2B	No
National Highway Freight Program	DOT	\$7.15B	No
Federal Lands and Tribal Transportation Program	DOT	\$3B	No

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PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Enhanced Mobility for Seniors and Individuals with Disabilities Program	DOT	\$2.19B	Yes
Territorial and Puerto Rico Highway Program	DOT	\$1.14B	No
Highway Trust Fund: Training and Education	DOT	\$127M	No
Federal Lands Access Program	DOT	\$1.49B	No
Power Marketing Administration Transmission Borrowing Authority (Direct Federal Spending)	DOE	\$10B	No
Weatherization Assistance Program	DOE	\$3.5B	No
Columbia Basin Power Management	DOE	\$1.11B	No
Energy Efficiency and Conservation Block Grant Program	DOE	\$550M	Yes
State Energy Program	DOE	\$500M	No
Western Water Infrastructure — Aging Infrastructure	DOI	\$3.2B	No
Western Water Infrastructure — Rural Systems	DOI	\$1B	No
Western Water Infrastructure — Water Desalination	DOI	\$225M	No
Western Water Infrastructure — Dam Safety	DOI	\$500M	No
Sewer Overflow and Stormwater Reuse Municipal Grants	EPA	\$1.4B	Yes
Assistance to Small and Disadvantaged Communities Drinking Water Grant Program	EPA	\$510M	No
Low-Income Home Energy Assistance Program (LIHEAP)	ННА	\$500M	No

NEWLY-ESTABLISHED PROGRAMS

COMPETITIVE

PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Railroad Crossing Elimination Program	DOT	\$3B	Yes
Rural Surface Transportation Grant Program	DOT	\$2B	Yes
Ferry Service for Rural Communities	DOT	\$1B	No
Active Transportation Infrastructure Investment Program	DOT	\$1B	Yes

PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Culvert Removal, Replacement, and Restoration Grant Program	DOT	\$1B	Yes
Transportation Resilience and Adaptation Centers of Excellence	DOT	\$500M	No
Healthy Streets Program	DOT	\$500M	Yes
Reduction of Truck Emissions at Ports Program	DOT	\$250M	No
Invasive Plant Elimination Program	DOT	\$250M	No
Civil Nuclear Credit Program	DOE	\$6B	No
Energy Infrastructure Federal Financial Assistance Program	DOE	\$5B	Yes
Battery Material Processing Grant Program	DOE	\$3B	No
Battery Manufacturing and Recycling	DOE	\$3B	Yes
Transmission Facilitation Program	DOE	\$2.55B	No
Carbon Dioxide Transportation Infrastructure Finance and Innovation Act (CIFIA)	DOE	\$2.1B	Yes
Energy Improvement in Rural or Remote Areas	DOE	\$1B	Yes
Advanced Energy Manufacturing and Recycling Grant Program	DOE	\$750M	No
Battery and Critical Mineral Recycling	DOE	\$550M	Yes
Cost Effective Building Energy Codes Implementation for Efficiency and Resilience	DOE	\$225M	No
Assistance to Small and Disadvantaged Communities Drinking Water Grant Program	EPA	\$250M	No
Connection to Publicly Owned Treatment Works	EPA	\$200M	Yes

FORMULA

PROGRAM NAME	AGENCY	AMOUNT	CAN CITIES APPLY DIRECTLY?
Carbon Reduction Program	DOT	\$6.4B	No
Energy Efficiency Revolving Loan and Capitalization Grant Program	DOE	\$250M	No
Western Water Infrastructure — Water Reuse and Recycling	DOI	\$1B	Yes
Western Water Infrastructure — Water and Groundwater Storage	DOI	\$1.15B	No





THE UNITED STATES CONFERENCE OF MAYORS



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Lindy Institute for Urban Innovation

THIS GUIDE WAS CREATED BY ACCELERATOR FOR AMERICA A, DREXEL UNIVERSITY'S NOWAK METRO FINANCE LAB, AND THE U.S. CONFERENCE OF MAYORS. THE OXFORD URBANISTS PROVIDED INVALUABLE RESEARCH SUPPORT. WE THANK THEM FOR THEIR HELP IN ENSURING THIS GUIDE IS MAXIMALLY BENEFICIAL TO LOCAL LEADERS ACROSS AMERICA.

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