

LEVERAGING MULTI-STACKING GRANTS & PARTNERSHIPS

Multi-Stacking Grants in Practice

Case Study: Tavares

Public Works Transportation Training & Innovation Center

A 35-minute municipal guide to multi-stacking funding, partnerships, and compliance

35-MINUTE PRESENTATION



INTRODUCTION

One Vision, Multiple Funding Paths

WHAT THIS GUIDE COVERS

Build one coherent project story, then fund each component separately.

Seven steps connect each funding source to an eligible project component and a documented partner role.

VISION → BRAND → STACK

One vision creates the story; the stack funds the parts

Vision + project brand

Tavares needed to replace an undersized, flood-vulnerable campus and address a regional shortage of emergency-vehicle mechanics.

The brand gives different partners one compelling public story to support.

Multi-stack architecture

Translate that shared vision into separate fundable components, budgets, partners, and evidence trails.

Each funding source advances one part of the vision without paying the same cost twice.

CASE STUDY • ACTUAL BUDGET

ALL DOLLAR VALUES IN MILLIONS

Tavares assembled \$22.98M across eight funding sources

\$22.98M

AVAILABLE FUNDING

\$17.48M grants • 76%

\$5.50M local/revenue • 24%

Identified uses

\$19.30M construction contract
\$2.204M design and related services

Funding sources listed in the workbook

■ State of Florida DEO	\$6.000M	■ ARPA grant	\$3.100M
■ State workforce appropriation	\$4.000M	■ LCWA grant – stormwater ponds	\$0.105M
■ Lake County workforce development	\$3.500M	■ Solid Waste Reserves	\$1.000M
■ Lake County CDBG – fleet shop & school equipment	\$0.775M	■ City portion	\$4.500M

Identified balance after design and construction: \$1.476M

Lake Tech contribution represented within workforce grants: \$7.50M

THE MULTI-STACKING GUIDE

Step 1 — Define the vision and project brand

Solve two needs with one North Star

Create a resilient operations center while building a regional workforce pipeline.

- **Vision**
A hardened municipal operations center plus skilled technicians
- **Project brand**
Public Works Transportation Training & Innovation Center
- **Proof**
Opened in 2024 after more than five years of planning

A clear brand holds the story together while the funding remains separate.

THE MULTI-STACKING GUIDE · TAVARES SOURCE MAP

Step 2 — Assign every source to a project component

SOURCE + AMOUNT (\$M)		HOW IT APPLIED TO THE TAVARES PROJECT	ROLE IN THE STACK
■ State of Florida DEO grant	\$6.000M	Construction supporting the operations and workforce campus	Grant
■ State workforce appropriation	\$4.000M	Lake Tech training facilities, shared space, and equipment	Grant
■ Lake County workforce grant	\$3.500M	Workforce-training space, programs, and specialized equipment	Grant
■ Lake County CDBG grant	\$0.775M	Equipment for the city fleet shop and Lake Technical College training school	Grant
■ ARPA grant	\$3.100M	One-time matching and gap funding for the Public Works campus	Grant
■ LCWA grant	\$0.105M	Stormwater ponds, retention, and watershed-protection improvements	Grant
■ Solid Waste Reserves	\$1.000M	Solid-waste operations component and supporting project costs	Enterprise account
■ City portion	\$4.500M	Local share, shared scope, and remaining eligible project costs	Local funding

Multi-stacking works when every source has a defined scope, eligible cost, outcome, and evidence trail.

PARTNER ALIGNMENT

Step 3 — Match partners to the vision

City of Tavares

Site, operations requirements, local funding, and long-term facility management.

Lake Technical College

Co-developed training spaces and operates the workforce program.

LCWA

Defines stormwater and watershed outcomes for the environmental component.

Industry advisors

Validate workforce demand, shape curriculum, and provide letters of support.

Each partner strengthens the brand—and opens a mission-aligned funding pool.

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Step 4 — Use the right agreement at the right time

MOU

Best when

Partners are aligning purpose, scope, and principles.

- Shared goals and public value
- Intended contributions
- Planning and information-sharing
- Path to later approvals

MOA

Best when

Partners are assigning concrete operating responsibilities.

- Defined roles and deliverables
- Cost and resource commitments
- Governance and decision rights
- Reporting, term, and exit

Neither form replaces procurement, grant terms, or counsel review.

DELIVERY AGREEMENT

Step 5 — Lock in roles and costs

Purpose + scope

Which spaces, programs, assets, and outcomes are included?

Costs + resources

Who pays, provides staff, insures assets, and covers overruns?

Term + change

How are amendments, disputes, defaults, and exit handled?

Roles + approvals

Who co-designs, approves, procures, operates, and maintains?

Records + reporting

Who holds source documents and submits grant reports?

Ownership + use

City operates the facility; Lake Tech sustains the training program.

FUNDING NARRATIVE • SAME FACTS, DIFFERENT EMPHASIS

One project can answer four funder mandates

WORKFORCE

Regional technician shortage • training capacity • credentials • job pipeline

RESILIENCE

Hardened operations center • continuity of services • faster storm recovery

ECONOMIC DEVELOPMENT

Skilled labor supply • shared public infrastructure • employer capacity

ENVIRONMENTAL

Stormwater controls • retention basins • watershed protection outcomes

Keep the master scope and facts consistent; change only the emphasis and evidence.

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Step 6 — Build the compliance firewall before award

One central award record: agreement • approved budget • terms • procurement • contracts • invoices • approvals • performance

1. Scope + award map

Tie every funded component to plans, eligibility, award terms, and the approved budget.

2. Cost codes

Create independent GL strings, invoice coding, and reconciliation paths.

3. Time + approvals

Document effort and separate initiation, approval, payment, and review duties.

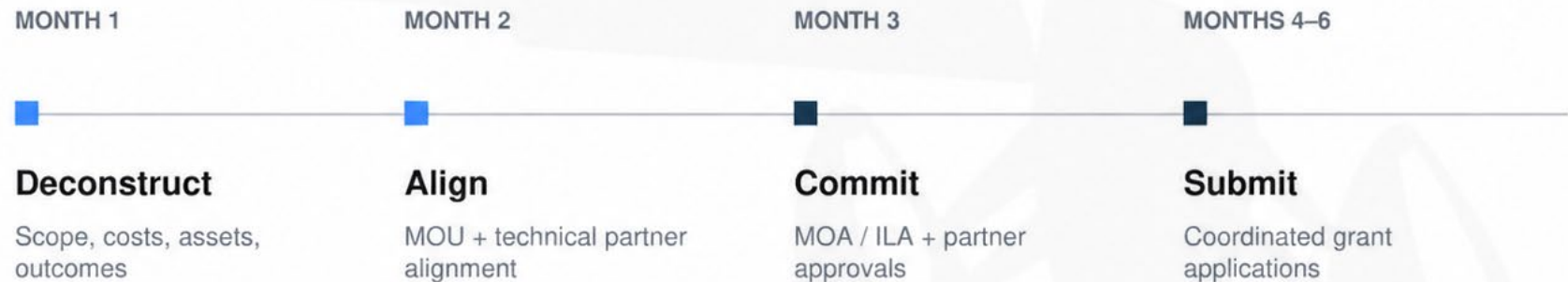
4. Assets + closeout

Tag and restrict assets; reconcile balances, disposition, and lessons learned.

Zero double-dipping depends on traceable costs—not good intentions.

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Step 7 — Coordinate agreements, budgets, and deadlines



**Gate: applications, budgets, agreements, and outcomes must tell the same story.
Carry the same record through award, implementation, reporting, and closeout.**

SEVEN-STEP FRAMEWORK

The seven steps connect one project story to every funding source

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|-----------|--|-----------|---|
| 01 | Define the vision and project brand | 05 | Lock in roles and costs |
| 02 | Assign every source to a project component | 06 | Build the compliance firewall before award |
| 03 | Match partners to the vision | 07 | Coordinate agreements, budgets, and deadlines |
| 04 | Use the right agreement at the right time | | |

Carry the same scope, partner roles, eligible costs, and evidence through every application and agreement.

