



BUILDING OUR NATION'S COMMUNITIES:
HELP FOR TODAY, HOPE FOR TOMORROW



PROPOSAL FOR RFP# 2023-028
GRANT MANAGEMENT & CONSULTING SERVICES

**NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS
TXSHARE COOPERATIVE PURCHASING PROGRAM**

June 22, 2023

TXShare

Your Public Sector Solutions Center



REQUEST FOR PROPOSALS For GRANT MANAGEMENT & CONSULTING SERVICES RFP # 2023-028

Sealed proposals will be accepted until **2:00 PM CT, Thursday, June 22, 2023**, and then publicly opened and read aloud thereafter.

GrantWorks, Inc.
Legal Name of Proposing Firm

Bruce J. Spitzengel President
Contact Person Title

512-420-0303 bruce@grantworks.net
Telephone Number E-Mail Address

2201 Northland Drive Austin, Texas 78756
Street Address of Principal Place of Business City/State Zip

2201 Northland Drive Austin, Texas 78756
Complete Mailing Address City/State Zip

Acknowledgment of Addenda: #1 ☒ #2 ☐ #3 ☐ #4 ☐ #5 ☐

By signing below, you hereby certify that the information contained in this proposal and any attachments is true and correct, and may be viewed as an accurate representation of proposed services to be provided by this organization. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract. And furthermore that I certify that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.


Authorized Signature



Bruce J. Spitzengel
President
Cell: 713-252-5872
Email: bruce@grantworks.net

June 22, 2023

Mr. Charlie Oberrender
North Central Texas Council of Governments
Centerpoint II
616 Six Flags Drive
Arlington, Texas

Subject: Request for Proposal 2023-028: Grant Management and Consulting Services for TXShare Cooperative Purchasing Program

Dear Mr. Oberrender:

It is our understanding that the North Central Texas Council of Governments (NCTCOG) is seeking qualified providers of Grant Management and Consulting Services for local, state, and federally funded grant projects to participate in the TXShare Cooperative Purchasing Program. As described in the Request for Proposals, the purpose of the TXShare program is to allow public sector entity members to utilize awarded TXShare contracts without going through a separate publicly advertised solicitation. We understand and accept the following program terms:

- ✓ As a TXShare contractor, GrantWorks will track engagements resulting from TXShare participation and provide management reports to NCTCOG on a quarterly basis.
- ✓ As a TXShare contractor, GrantWorks agrees to remit an administration fee of 2% of TXShare sales to NCTCOG on a quarterly basis.

GrantWorks is Texas' foremost application and grant management services provider, with a history of securing and administering more than \$8 billion in assistance for hundreds of localities across thousands of grant contracts. Our goal is to free local governments from cumbersome paperwork while providing timely and accurate decision-making information to help you plan for your current and future needs.

Established Team – GrantWorks' 400 employees have experience covering all aspects of grant management, including applications, project development, environmental review, compliance assurance, and implementation of funded construction projects. Our established team operates from 8 primary offices and 77 field locations throughout the State, and is immediately available to provide detailed guidance and effective project management services to TXShare member entities.

Highly Qualified Staff – GrantWorks hires skilled and experienced employees—over 30% of our staff hold a master's degree in relevant disciplines such as law, city planning, engineering, business administration, and construction management. More than a dozen team members have joined GrantWorks after successful careers in state and local government or grant-related consultancy. As a company, we have a culture of continuous improvement that extends to our team through regular training, sponsored certification, and abundant opportunity for professional development and growth.

Proven Experience – GrantWorks has a 43-year history of service to Texas communities. The breadth of our experience is demonstrated by the range and variety of grant types we help secure, the quality and consistency of our compliance expertise, and our extended track record of delivering grant-funded

projects on time and within budget. The reputation we have earned over four decades grant administration excellence has made us a trusted advisor and a respected provider and partner to local entities and State agencies alike.

Implementation Excellence – Our team of professionals includes project managers, grant administrators, planners, and a broad team of subject matter experts specializing in hazard mitigation, disaster recovery, labor standards, environmental review, procurement, applications, construction management, fair housing, and field-based client services. Proprietary tools such as GrantWorks 20/20®—our grant-specific project and data management software—and detailed work plans that have been vetted and refined across hundreds of projects enable GrantWorks to successfully manage hundreds of grants across various programs simultaneously.

Commitment – We are dedicated to community development through public works construction and believe these improvements are essential to strengthening the Texas communities we call home. We are known across the state for our commitment to providing the highest-quality administration and implementation services available, and we extend this pledge to you. This practice is reflected in our numerous long-standing client relationships, our dedication to staff training and certification, and our continuous involvement at every step of the grant process.

We look forward to helping TXShare members create, fund, and implement well-run, efficient, and successful projects. We appreciate your consideration of our firm.

Yours sincerely,

GRANTWORKS, INC.



Bruce J. Spitzengel
President

TAB B - EXECUTIVE SUMMARY

Executive Summary

GrantWorks is organized into focused practice areas defined primarily by the types of grants and services provided, or as in the case of State Run Programs, the contracting entity. Our proposal to NCTCOG for Grant Management and Consulting Services for the TXShare Cooperative Purchasing Program outlines the qualifications, key personnel, and organization for our various areas of practice. We have also included organizational representations and a summary of qualifications for leadership and key contributors by practice area in the following sections:

- C.6.1 Application Services
- C.6.2 Community Development
- C.6.3 FEMA Services
- C.6.4 Economic Development
- C.6.5 American Rescue Plan Act
- C.6.6 Housing
- C.6.7 State-Run Programs

To best illustrate GrantWorks' qualifications and capability to support the wide range of potential projects, grants, funding sources, and delivery models that may result from this solicitation, this proposal outlines our organizational experience and staff by Area of Practice in **Tab C, Experience & Key Personnel**.

Our firm is financially stable, adequately capitalized, and will perform all services this Request for Proposal (RFP) requires. GrantWorks has sufficient financial strength, resources, and capability to accomplish and finance the work satisfactorily. We provide the best service and meet the highest standards in all we do. Our long-standing client relationships, dedication to staff training and certification, and involvement at every step of your program's process reflect our performance quality. GrantWorks can provide additional resumes and project examples, total annual billings, financial references, and financial statements upon request.

GrantWorks Compliance with Terms of RFP

GrantWorks is a U.S.-based company that complies with all applicable rules and regulations of federal, state, and local governing entities. GrantWorks understands and can meet all requirements identified in the Request for Proposals. Our firm is financially stable, well-capitalized, and exceedingly capable of performing federally compliant grant administration and all services described in the NCTCOG solicitation. GrantWorks has never been a part of any criminal charges, civil lawsuits, or dispute resolution. We understand and accept the terms of the RFP without exception.

Point -of-Contact

Bruce J. Spitzengel
President

Cell: 713-252-5872

Email: bruce@grantworks.net

TAB C - EXPERIENCE & KEY PERSONNEL

Experience & Key Personnel

C.1 About GrantWorks

At the heart of everything we do is our mission to build stronger, smarter, and more resilient communities. GrantWorks provides comprehensive management and administration services that span the entire grant life cycle—from project development and grant writing, through planning, implementation, and fully compliant closeout. We develop meaningful partnerships with our public-sector clients, always seeking collaborative and creative opportunities to solve complex community challenges. Our growing workforce of 400+ full-time employees—half of whom operate out of our 77 field locations—have helped more than 625 state, county, and city government entities secure and manage over \$8 billion in federal and state assistance.

GrantWorks was founded by Bruce Spitzengel in 1979 with the goal of helping local governments fund and implement Community Development Block Grants (CDBG) infrastructure and comprehensive planning projects. Over a span of 43 years, GrantWorks has cultivated a proven combination of talented and qualified **people**, efficient and effective **processes**, and industry-leading **tools** and technology to become one of the nation's leading providers of grant services.

C.1.1 UNIQUE QUALIFICATIONS

PEOPLE

GrantWorks is a firm of highly qualified planning, administrative, and project management professionals. Continuous improvement is a cornerstone of our culture, and we extend it to our staff through regular training, sponsored certification, and abundant opportunity for professional development and growth.

Over 30% of GrantWorks employees hold a master's degree in law, city planning, engineering, business administration, construction management, public administration, and other relevant fields. Many have joined GrantWorks after successful careers in local, state, and federal government or grant-related consultancy. At least 40% of our staff hold professional accreditations and certifications such as:



The quality and capacity of the GrantWorks team is reflected in our enduring partnerships with communities throughout the State of Texas. Below are just a few examples of how GrantWorks' skilled staff offers unrivaled expertise and technical excellence:

- ▶ 100+ experienced project managers
- ▶ In-house project support teams specializing in GIS/Mapping, Environmental Science, Planning, Labor Standards, URA/ Acquisition, Procurement, and Construction Management.
- ▶ Executive-level subject matter experts with advanced proficiency in Uniform Guidance (2 CFR 200), disaster recovery and mitigation strategies, the Stafford Act, community and economic development, American Rescue Plan Act (ARPA), fair housing, Supplemental Appropriations Bills, and more.

PROCESSES

We implement systematic processes designed to promote technical accuracy and quality across the life of the grant. Tried and true work plans that have been defined and refined over thousands of grant contracts map the path to administrative and implementation excellence. GrantWorks' project management methodology based upon industry-standard best practices, proven processes, meticulous controls, and frequent and timely communications.

TOOLS

GrantWorks leverages over 40 years of grant management experience to provide our clients with the tools and resources they need to fully realize their development objectives. Customizable templates expedite administrative tasks, checklists and work plans that are standardized to meet grant-specific requirements, and GW 20/20—our powerful grant-focused management system—facilitate accuracy, efficiency, and compliance assurance through the entire grant life cycle.

C.2 Key Personnel

C.2.1 PROJECT STAFFING

Project Managers and key contributors are assigned to projects for the life of the engagement. Having a highly skilled, multi-disciplinary support team helps us optimize staffing efficiency by allocating and adjusting resources in direct response to project demand.

The breadth of potential projects, grants, funding sources, and delivery models that may result from this solicitation makes it difficult for us to identify a specific project delivery team. **Figure 1** is a high-level illustration of GrantWorks' corporate structure. Full resumes of GrantWorks staff identified in this proposal are included in **Attachment H**.

GRANTWORKS SERVICES

- Grant Writing and Application Development
- Grant Administration and Management
- Program/Project Management
- Marketing and Outreach
- Intake (for Program Participants)
- Project Eligibility Reviews
- Home Elevation Scopes
- Beneficiary Eligibility Determinations
- Feasibility Reviews
- Cost Estimates
- Reviews for Duplication of Benefits (DOB)
- Records and Data Management
- Federal and State Procurement
- On-Site Davis-Bacon Labor Standards
- Uniform Act Compliance (Acquisition)
- Environmental Review and Clearance
- Mapping/GIS
- Construction Management
- Federal, State, and Local Compliance
- Reporting, Audit, and Monitoring Support

AREAS OF EXPERTISE

- Infrastructure
- Housing
- Community & Economic Development
- Transportation
- Public Buildings & Facilities
- Disaster Recovery
- Planning
- Mitigation
- Resiliency
- Broadband
- Coastal Protection

C.2.2 GRANTWORKS ORGANIZATION

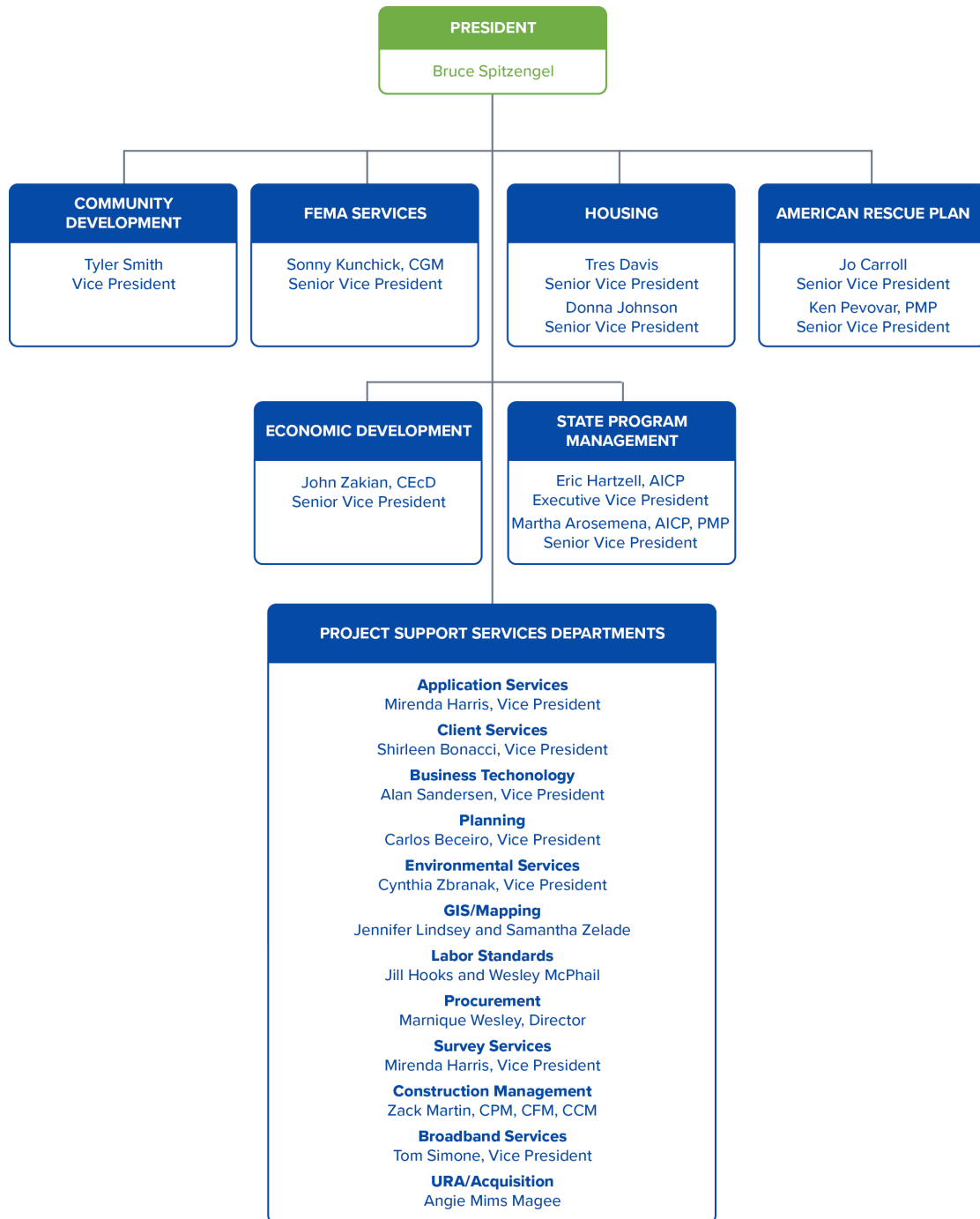


Figure 1. GrantWorks Organization

C.2.3 PROJECT ROLES & RESPONSIBILITIES

Well-defined roles and responsibilities simplify contract oversight and ensure accountability. We outline key staff roles and responsibilities in **Figure 2**.

Figure 2. Project Roles & Responsibilities.

| Staff Member/Position | Minimum Qualifications | Project Role and Responsibilities |
|--|---|--|
| Principal-in-Charge | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Commits resources to meet project needs and scope of work |
| Lead Project Manager | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Directs the work of Project Managers ▶ Leads the development Project Management Plans ▶ Oversees the planning, execution, management, monitoring, controlling, and close-out ▶ Leads planning project management, including setting deadlines, prioritizing tasks, and assigning team members to various deliverables |
| Technical Advisors/Subject Matter Experts | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Identifies, guides, and advises on performed work ▶ Keeps current on grant-specific guidance and cross-cutting compliance requirements ▶ Provides expertise on grant management best practices, specific compliance needs, i.e., URA, Davis-Bacon, procurement, etc. |
| Policy Development & Compliance Manager | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Identify and track compliance needs based on project requirements i.e., URA, Environmental, Davis-Bacon, procurement, etc. |
| Project Managers | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Responds to the scope of work to address issues and provide guidance ▶ Serves as the primary liaison for individual projects ▶ Develops/reviews project schedules and milestones ▶ Tracks progress and achievement of project milestones ▶ Develops and maintains audit-ready project files ▶ Completes project closeout procedures |
| Program Quality Manager | <ul style="list-style-type: none"> ▶ Five years of grant management or related experience ▶ Available during normal working hours | <ul style="list-style-type: none"> ▶ Works with Program Director/Project Manager to design and implement, an appropriate QA program ▶ Implements processes to accurately input forms, requirements, schedules, into the GW 20/20 management platform ▶ Assists Program Manager in monitoring compliance |

Figure 2. Project Roles & Responsibilities.

| Staff Member/Position | Project Role and Responsibilities |
|--|--|
| Procurement Managers | <ul style="list-style-type: none"> ▶ Helps the client buy products or services ▶ Reviews/develops/manages the procurement policies/processes ▶ Develops/reviews procurement documents/packages for the engineer, contractors, and subrecipients |
| Financial Managers | <ul style="list-style-type: none"> ▶ Assists in planning, coordinating, and supervising the accounting and budgeting operations related to program funding. ▶ Supervises financial staff. ▶ Ensures funding and reimbursement requests follow state and federal guidelines. |
| Financial Analyst | <ul style="list-style-type: none"> ▶ Analyzes financial data, prepares reports, completes forms, assists reimbursement requests as directed by Financial Manager ▶ Supports project teams with financial functions |
| Data Management & Reporting Manager | <ul style="list-style-type: none"> ▶ Creates Client-dedicated grant administration platform ▶ Establish and manage recordkeeping system ▶ Works with the Program Manager to identify reporting requirements based on project types ▶ Develops templates to gather and analyze data from the Client ▶ Assists the Client with the development and submittal of reports |
| Environmental Scientist | <ul style="list-style-type: none"> ▶ Provides environmental analysis of project sites. Identifies the need for any special permits. Communicates with state agencies to secure appropriate clearances. |
| Labor Standards Specialist | <ul style="list-style-type: none"> ▶ Develops, advises, and monitors Davis-Bacon and prevailing wage requirements based on project needs |
| GIS/Mapping Analyst | <ul style="list-style-type: none"> ▶ Provides GIS/mapping support for project needs |
| Construction Manager | <ul style="list-style-type: none"> ▶ Provides oversight/compliance services for construction-related project types ▶ Determines need for and provides labor compliance services when applicable |
| URA/Acquisition Manager | <ul style="list-style-type: none"> ▶ Assists with compliance requirements related to the acquisition of real property subject to the Uniform Relocation Action requirements |

C.3 Firm Structure

GrantWorks, Inc. is a C corporation registered with the Texas Secretary of State (Charter No. 1324264) and is authorized to conduct business in the State of Texas. GrantWorks is individually owned by Bruce J. Spitzengel.

C.4 Subcontractors

GrantWorks does not propose to use subcontractors for services provided resulting from this solicitation.

C.5 Litigation/Debarment/Suspension

GrantWorks has never been a part of any criminal charges, civil lawsuits, or dispute resolutions. GrantWorks is not debarred or suspended from the Excluded Parties List System (EPLS) in the System for Award Management (SAM). We have included verification that GrantWorks and the company's principal are not listed through SAM by including a printout of the search results with the record date in **Tab G** of this proposal.

C.6.1

APPLICATION SERVICES

C.6.1 Application Services

Local governments often lack the internal capacity to devote to project development and grant application activities. Our team of top-rated grant writers and grant writing assistants are passionate about turning community needs into compelling project narratives that are expertly aligned with agency funding objectives.

GrantWorks has among the most experienced grant writers in the state, and they are backed by a deep bench of in-house project support specialists with expertise in state and federal procurement, Geographic Information Services (GIS), planning, housing programs, environmental and historical review, URA/Acquisition, beneficiary documentation, and stakeholder engagement—resources our competitors lack.

GrantWorks' application success rates are unparalleled in the State. **Figure 3** illustrates GrantWorks' exceptional funding statistics for CDBG programs administered by TDA, and **Figure 4** illustrates that GrantWorks routinely outperforms overall award rates for GLO-administered Disaster Recovery and Mitigation programs. Our performance demonstrates GrantWorks' ability to effectively coordinate with communities to develop projects with a high probability of funding. GrantWorks has extensive experience securing grants funded and administered by the following federal and state agencies:

Federal Agencies

- ▶ Federal Emergency Management Agency
- ▶ National Oceanic & Atmospheric Administration
- ▶ U.S. Army Corps of Engineers
- ▶ U.S. Department of Housing & Urban Development
- ▶ U.S. Department of Agriculture, Natural Resources Conservation Services
- ▶ U.S. Department of the Treasury
- ▶ U.S. Department of Commerce, Economic Development Administration
- ▶ U.S. Environmental Protection Agency

Texas Agencies

- ▶ Texas Commission on Environmental Quality
- ▶ Texas Department of Agriculture
- ▶ Texas Department of Housing & Community Affairs
- ▶ Texas Department of Transportation
- ▶ Texas Division of Emergency Management
- ▶ Texas General Land Office
- ▶ Texas Parks & Wildlife Department
- ▶ Texas Water Development Board

PERFORMANCE

TDA PROGRAMS

2021-2022 TxCDBG

104 Applications

91% Funded

Colonia Fund Construction (CFC)

4 Applications in 2021

3 Applications in 2022

100% Funded

2021 Downtown Revitalization/Main Street (DRP/MS)

9 Applications

100% Funded

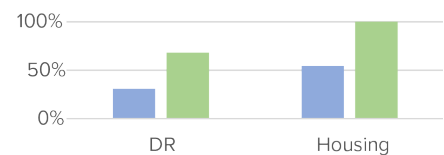
Figure 3. Applications Performance - TDA

GLO PROGRAMS

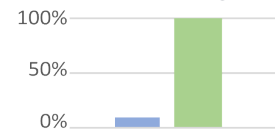
■ % of Total Applications Awarded

■ % of GrantWorks Applications Awarded

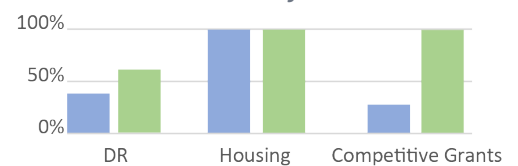
2015 Disaster Recovery



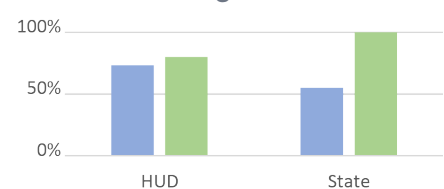
2015 Floods Mitigation (State)



2016 Disaster Recovery



2016 Floods Mitigation



Harvey Mitigation

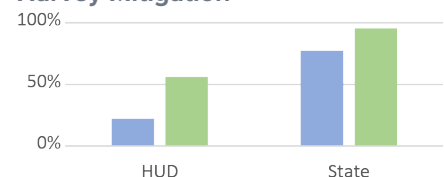


Figure 4. Applications Performance - GLO

GrantWorks Application Services Leadership

Mirenda Harris - Vice President, Application Services



As Vice President, Mirenda manages GrantWorks' Application and Procurement Services Team and has been instrumental in developing application and procurement processes and procedures.

Shawna McElfish - Director, Application Services



Shawna has nine years of grant administration and project management experience. She joined GrantWorks in October 2019 as an Application Specialist, where she wrote grants for community and economic development projects and coordinated with municipalities, chambers of commerce, local businesses, economic development corporations, and other local entities to develop projects for many different types of grant applications. She was promoted to Director of Application Services in August 2021 and helps manage the daily operations of the Application Services Team.

Charles Edwards, RMLO - Director, Application Services



Charles Edwards has over 15 years of grant application and administration experience. Charles joined GrantWorks as a Director of Application Services after owning and operating a community development consulting firm where he applied for and managed state and federal funding for municipal and county governments. Charles has successfully received funding for hundreds of applications through multiple federal and state agencies.

Lenore Helman - Associate Director, Application Services



Lenore Hellman is an exemplary writer, planner, and accountant, adept at prioritizing and delegating project tasks. She is highly organized and detail-focused. Lenore has written grants for two years and is a TxDBG Certified Administrator. Lenore earned an MA in Social Anthropology from the University of St. Andrews and a BS in Deaf Studies from Gallaudet University. She is interested in human behavior and performance, and speaks multiple languages.

Complete Resumes for the Applications Services Leadership Team can be found in **Attachment H - Resumes**.

VICE PRESIDENT, APPLICATION SERVICES

Mirenda Harris

DIRECTORS, APPLICATION SERVICES

Shawna McElfish
Charles Edwards, RMLO

APPLICATION SERVICES

Associate Director, Application Services
Lenore Hellman
Senior Program Manager
Gary Smith
9 Application Specialists
5 Application Assistants
XX Surveys and Community Engagement Support

EXPERIENCE SECURING FUNDING SECURED FROM THE FOLLOWING GRANT PROGRAMS

- Community Development Block Grants (TxDBG, CDBG-DR, CDBG-MIT, CDBG-CV)
- Colonia Construction
- Texas Capital Fund
- Downtown Revitalization/Main Street
- Fire Ambulance and Service Truck
- HOME
- RESTORE Act
- County Transportation and Infrastructure Fund
- Safe Routes to Schools
- Surface Transportation Environment and Planning
- EDA Economic Adjustment Assistance
- EDA Public Works and Economic Assistance Program
- Resilient Community Program
- FEMA PA, HMGP, BRIC, PDM, FMA



C.6.2

COMMUNITY DEVELOPMENT

C.6.2 Community Development

GrantWorks has been assisting local governments with CDBG grant administration since 1979. During our first 15 years in business, community development grant administration was the primary focus of our operations. Over the years, we have completed over 2,000 CDBG projects in more than 450 cities and counties across Texas. Today, we offer application, administration, management, and planning services for a wide variety of TxCDBG-funded programs and project types including infrastructure improvements, disaster relief, coastal management, and parks and wildlife.

Texas Department of Agriculture Community Development Block Grant Infrastructure and Non-Rental Housing

We have successfully assisted local governments with the Texas Department of Agriculture (TDA) Community Development Block Grant program (TxCDBG) since the program's inception in 1983, providing both application and grant administration services to hundreds of communities throughout the State. GrantWorks is a TDA Pre-Qualified Administrative Services Provider, and we currently have 82 employees who are 2023 TxCDBG Certified Administrators.

Texas Community Development Block Grant (CDBG) Infrastructure and Non-Rental Housing Program:

- ▶ Community Development Fund: 940+ projects funded, \$283+ million
- ▶ Texas Main Street/Downtown Revitalization Program: 54+ projects, \$10+ million
- ▶ Texas Capital Fund (Economic Development): 90+ projects, \$50+ million
- ▶ Colonia Construction Fund: 115+ projects administered, \$54+ million
- ▶ Colonia Planning Fund: 50+ projects completed, \$3+ million
- ▶ Disaster Relief Fund: 75+ projects funded, \$24+ million
- ▶ Fire, Ambulance, and Services Truck (FAST) Program: 10+ projects, \$5+ million
- ▶ Planning Grants: 220+ projects funded, completed, or underway, \$8+ million

Texas General Land Office Community Development Disaster Recovery and Mitigation CDBG-MIT 2015 Floods, 2016 Floods, and Hurricane Harvey Round 1 Infrastructure Program:

- ▶ 50+ local government projects funded, \$454 million

CDBG-DR Hurricane Harvey Round 1 Housing and Infrastructure Program:

- ▶ 65+ local government projects funded, \$183+ million
- ▶ Buyouts and Acquisitions – 16 local government projects funded, \$59 + million with no match required

CDBG-DR 2016 Floods Program:

- ▶ 12+ local government projects funded, including multifamily and single-family housing, \$43 million

CDBG-DR 2015 Floods Program:

- ▶ 24+ local government projects funded, including multifamily and single-family housing, \$180+ million

CDBG-DR Hurricane Ike/Dolly Rounds 1, 2.1, and 2.2 Infrastructure and Rental Housing Program:

- ▶ 90+ local government projects funded, \$436 million
- ▶ Projects include the \$100 million City of Galveston infrastructure, \$65 million Galveston Housing Authority Multifamily Rebuild, \$26 million City of Houston infrastructure, and \$26 million Galveston Rental Housing Replacement Programs
- ▶ Complete grant administration and project delivery services

Texas Parks and Wildlife

- ▶ Outdoor/Indoor Recreation and Small Community Parks Program: 70+ projects funded, \$42+ million

Texas Commission on Environmental Quality

RESTORE Act Program:

- ▶ \$10,766,000 Lower San Bernard River Ecosystem Restoration Project, Brazoria County, Texas
- ▶ \$2,237,000 Quintana Beach Public Fishing Pier Project, Brazoria County, Texas
- ▶ \$300,000 A.D. Powers Bayfront Park Kayak Dock Project, City of Seadrift, Texas
- ▶ \$7,500,000 Grant Administration & Project Management Services for Padre Balli and +I.B. Magee Beach Park Improvements, Mustang, and North Padre Islands, Nueces County, Texas

Texas Department of Transportation

- ▶ County Transportation and Infrastructure Fund: 70+ projects administered, \$131+ million
- ▶ Border Colonia Access Program: \$1.3 million
- ▶ Safe Routes to School Program: 25+ projects funded, \$14.5+ million
- ▶ Surface Transportation Environment and Planning: \$1 million
- ▶ Transportation Enhancement Act for the 21st Century: \$2.4 million

Texas Department of Housing & Community Affairs

CDBG-CV Community Resiliency Program:

In January 2022, the Texas Department of Housing & Community Affairs (TDHCA) announced the availability of \$38 million in CDBG CARES Act (CDBG-CV) funds for the Community Resiliency Program. CRP targets projects serving low-to-moderate income (LMI) areas (also rural and small metro communities) to address the impacts of Coronavirus and to improve access to social services and healthcare.

- ▶ 4 local government projects funded, \$13+ million



Examples of Recent Community Development/Infrastructure Projects

GrantWorks has a long history of providing grant writing and grant administration services supporting infrastructure and capital improvement projects. Our Community Development team has more than 60 project management, grant administration, and subject matter experts with extensive experience implementing state and federal grant projects. The breadth of our expertise and the lengthy tenure of our senior staff means that this team has a thorough knowledge of program-specific requirements and cross-cutting federal regulations, including 2 CFR 200, ARPA, the Stafford Act, and Supplemental Appropriations Bills. Several community development projects are highlighted in **Figure 5**.

Figure 5: Recent GrantWorks Community Development/Infrastructure Projects

| | |
|---|--|
| Project: Sidewalk Improvements | Client: City of Trinity, Texas |
| A lack of adequate pedestrian access in the City's high-traffic downtown area was not conducive to economic development. GrantWorks helped secure \$500,000 in assistance from the Downtown Revitalization Program to rehabilitate the Historic District and add sidewalks and ADA compliant ramps to the City center. | |
| Project: First Time Public Sewer Service | Client: Kerr County, Texas |
| GrantWorks assisted the County in securing two grants TxDBG grants totaling \$1,000,000 to provide first-time public sewer service (including septic tank decommissioning) to 156 households in the colonias of Westwood Park, Nickerson Farms, Cypress Park, and Center Point. | |
| Project: Comprehensive Planning | Client: City of Grand Saline, Texas |
| The City of Grand Saline partnered with GrantWorks for the development of TxDBG Planning and Capacity Building (PCB)-funded comprehensive planning studies including base planning activities, base mapping, population studies, housing land use, storm drainage, streets, recreation and open space, central business district, and the development of a long-term capital improvements program. | |
| Project: Schools to Downtown Sidewalk Improvements | Client: City of Elgin, Texas |
| GrantWorks guided the City through the complete grant cycle from securing \$428,000 in TxDOT Safe Routes to School (SRTS)/Transportation Alternatives Set-Aside (TA) funding through construction completion to improve sidewalk access in the City. Activities included coordinating with the selected engineer to develop plans in accordance with TxDOT's specifications and coordinating right-of-way with Union Pacific Railroad. | |
| Project: Fire Safety & Rescue Equipment | Client: City of Marlin, Texas |
| Seeking to update a variety of antiquated fire safety and rescue equipment, including a tanker truck, a brush truck, extrication equipment, and SCBAs (self-contained breathing apparatus), the City of Marlin engaged GrantWorks to assist in securing funding, grant administration, and procurement. The City was awarded a \$491,920 in TDA Fire, Ambulance, and Service Truck (FAST) Fund assistance to cover all but \$5,000 (required match) of the anticipated expenditure. | |

GrantWorks Community Development Leadership

Tyler Smith - Vice President, Community Development



Tyler Smith is GrantWorks' Vice President of Community Development. Tyler manages a team of 65+, helps with project implementation, and provides daily support for the Community Development Department. His team includes directors, regional managers, senior project managers, project managers, assistant project managers, coordinators, and labor standards specialists and assistants. Tyler is a government solution professional with over 10 years of experience as a HUD Technical Assistance Provider, a URA compliance consultant, and a licensed real estate professional.

Maureen Mahoney - Associate Vice President, Community Development



Maureen Mahoney has more than 42 years of grant management experience. She joined GrantWorks in January 2021 as an Application Specialist after 14 years with the State of Texas. Maureen works with local governments to develop projects and grant applications that address needed water, wastewater, street, housing, and drainage system improvements and bolster rural economic development for various programs.

Cristal Funderburk, Director, Community Development



Cristal assists with internal process improvement, quality control, labor standards, and mentorship in these roles. Her experience includes managing public infrastructure construction, disaster recovery, parks, housing rehabilitation, and coastal projects. She managed financial and technical project requirements to meet strict thresholds, including requests for proposals/qualifications, construction procurement, review of contractor pay estimates and engineering invoices, contract awards, quarterly status reports, financial status reports, contract amendments, environmental studies, fair housing requirements, labor standards, and project completion reports for grants funded by the HUD and various state programs.

VICE PRESIDENT, COMMUNITY DEVELOPMENT

Tyler Smith

ASSOCIATE VICE PRESIDENT, COMMUNITY DEVELOPMENT

Maureen Mahoney

DIRECTORS, COMMUNITY DEVELOPMENT

Jeff Carillo
Cristal Funderburk
Regan Lenehan

PROJECT MANAGEMENT

1 Training & Quality Assurance Manager
6 Regional Managers
6 Senior Project Managers
29 Project Managers
Assistant Project Managers
5 Project Coordinators



Jeff Carrillo, Director, Community Development



Jeff Carrillo assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers. Jeff manages numerous CDBG-funded grants, including Community Development, Colonia, and Downtown Revitalization Programs through the Texas Department of Agriculture and disaster recovery through the Texas General Land Office. He has also managed Texas Infrastructure Fund grants through the Texas Department of Transportation. Jeff has successfully managed over 50 federally funded projects, shepherding them through the entire grant administration cycle, from contract execution to closeout.

Regan Lenehan, Director, Community Development



Regan currently trains and oversees a team of Community & Economic Development Project Managers, providing technical assistance on CDBG grants funded by the Texas Department of Agriculture and the Texas General Land Office. She specializes in Community Development, Colonia Construction, Main Street, Downtown Revitalization, and Disaster Recovery/Mitigation contracts.

Regan is a TxCDBG-certified administrator and has successfully managed over 75 projects. Her experience includes public infrastructure, private property rehabilitation, economic development, main street, and disaster recovery. She has also managed the Texas Infrastructure Fund and Safe Routes to School grants through the Texas Department of Transportation.

Complete Resumes for the Community Development Leadership Team can be found in **Tab H - Resumes**.



SERVICE CONNECTIONS, CENTER POINT WASTEWATER COLLECTION PROJECT, KERR COUNTY, TEXAS

THE CHALLENGE

Severe health and safety concerns stemmed from the failing septic systems in densely populated areas of eastern Kerr County—specifically around Center Point and the surrounding colonias. Approximately 900 households lacked public sewer service and relied on septic and other on-site systems—many of which are installed on small (under one acre) lots in close proximity to the Guadalupe River and its tributary streams.

While the new \$32 million Center Point-East Kerr County Wastewater Collection System (currently under construction) could alleviate the human and environmental health risks, the low- and moderate-income residents of the colonias in this area need assistance to pay for connections from their homes to the systems.

THE SOLUTION

The County secured funding to install 73 first-time sewer service connections and related septic tank mitigation for income-eligible low- and moderate-income households located in the designated colonia areas as they receive access to new sewer collection services.

In addition to providing project management services to implement the connections, Kerr County tasked GrantWorks with ensuring all residents had the opportunity to apply for connections support. The project team designed a year-long public outreach campaign that including mailings, signage, and monthly outreach sessions so residents could learn about the project and fill out the necessary paperwork in one sitting.

THE RESULTS

As the project was delayed by the pandemic, supply chain issues, and several instances of severe weather, GrantWorks worked diligently to keep homeowners informed of changing timelines and the phased nature of the work. The project team was able to secure an extension from the TDA and completed the project within budget.

CLIENT:

Kerr County, Texas

GRANT PROGRAMS:

Texas Department of Agriculture,
Community Development Block
Grant - Colonia Economically
Distressed Areas Program Fund
(CEDAP)

GRANT AMOUNT:

\$1 million

CONTRACT DATES:

November 2015 - April 2022

SERVICES:

- ✓ Project Eligibility/Feasibility Review
- ✓ Grant Administration
- ✓ Financial Management
- ✓ Project Management
- ✓ Recordkeeping & Data Management
- ✓ Environmental Review & Clearance
- ✓ Construction Management
- ✓ On-Site Labor Standards
- ✓ Marketing
- ✓ Community Outreach
- ✓ Surveys
- ✓ Project Closeout

C.6.3

FEMA SERVICES

C.6.3 FEMA Services

FEMA Assistance is a core business.

Our mission to build stronger, smarter, more resilient communities is at the heart of everything we do, and we are dedicated to helping communities reconstruct, repair, rebuild, and rebound from disaster events.

Our team will help create well-run, efficient, and successful programs that comply with all state and federal requirements. We will guide communities through every step of the PA and HMA grant processes, ensuring that local priorities and goals are successfully achieved through effective and efficient grant management. Years of experience and an organized project approach allows us to deliver cost-efficient results and help small governments maximize the impact and value of federal assistance. Key differentiators that sets GrantWorks apart from the competition include:

- ▶ Dedicated FEMA Services team headed by a former FEMA leader with expertise in hazard mitigation and emergency response planning.
- ▶ Specialized project management team comprised of dedicated Hazard Mitigation Project Managers and Public Assistance Project Managers skilled at all aspects of project formulation and Project Worksheet development, support, and submittal.
- ▶ A highly-experienced Hazard Mitigation Planners with 40+ years of diverse application, planning, and management experience, allowing them to approach each community's issues and solutions from a variety of perspectives.
- ▶ In-house mapping services with expertise producing and generating digital and printed maps using GIS, CAD, and other graphics software to support preliminary environmental, planning, and other project services.
- ▶ Extensive experience working with state agencies including TDEM and GLO to facilitate funding, manage necessary changes to scope and schedule, and deliver fully compliant administration and documentation support.

GrantWorks has successfully assisted local governments with numerous state and federal HMA grant programs, including FEMA's HMGP, PDM, BRIC, and FMA programs. **Figure 6** summarizes recent FEMA program experience. The project briefs in **Figure 7** on the following page outlines specific projects, and more complete project descriptions are detailed in the case studies and project descriptions included in subsequent sections of this submittal.

Figure 6: GrantWorks FEMA Program Experience Summary

| Project Type | Experience | Value |
|--|--------------|----------------|
| FEMA Public Assistance: | 8 Contracts | \$80+ million |
| FEMA Hazard Mitigation: | | |
| Homeowner Elevations & Reconstructions | 4 Contracts | \$65+ million |
| Hazard Mitigation Plans (single and multiple jurisdiction) | 36 Contracts | \$3.2 million |
| Critical Facility Generators | 31 Contracts | \$12.1 million |
| Warning Siren Systems | 8 Contracts | \$428,489 |
| Drainage Infrastructure | 5 Contracts | \$6.8 million |

Figure 7: Recent GrantWorks FEMA Projects

| | |
|--|---|
| Project: FEMA Public Assistance | Client: Towns of Bayside, Refugio and Woodsboro, Texas |
| Hurricane Harvey hit Refugio County hard. More than half of the structures in 818-square-mile rural coastal region were damaged or destroyed by the storm's 130-mph winds and torrential rainfall. The extent of the damage was overwhelming and these small towns struggled to document damage, coordinate resources, develop projects, and apply for assistance. GrantWorks is providing ongoing comprehensive consulting services to assist in the implementation of \$29 million in FEMA PA funding, including damage inventories, participating in site visits, working alongside engineers to develop Project Worksheets, and coordinating with FEMA, TDEM, and GLO. | |
| Project: Stormwater Alleviation | Client: City of Rockport, Texas |
| GrantWorks assisted the City in securing over \$1.9 million in federal funding for a two-phase stormwater drainage project and is providing grant administration services through project closeout. Phase 1 included the evaluation of existing and potential drainage conditions, and planning and design of the improvement projects. Phase 2 will include project implementation, construction, and closeout. Phase 2 will commence pending FEMA review and approval of engineering and design. | |
| Project: Single-Family Home Reconstructions and Elevations | Client: Brazoria County, Texas |
| GrantWorks is working closely with the County to implement a \$30 million FEMA HMGP Grant administered by TDEM for single-family home reconstructions and elevations. We are helping the County identify and select eligible at-risk properties and obtain all documentation and data required to apply for funding successfully. As part of its grant administration services, our experienced staff is providing homeowner assistance, helping to procure contractors, draft necessary contracts and agreements, and manage the grant scope, schedule, and budget for elevations and reconstructions of 300 homes. | |
| Project: Critical Facility Generators | Client: City of Wharton, Texas |
| GrantWorks assisted the City of Wharton in securing \$1.78 million in HMGP funding to ensure the operation of wastewater treatment plans and water wells during power outages. This project benefits the environment by decreasing the chances of sewage backup and increasing public sanitation efforts. The project also increases resiliency and economic recovery after an event. | |
| Project: Emergency Generators | Client: City of Victoria, Texas |
| GrantWorks assisted the City in securing a \$1 million grant for generators to ensure continuous, uninterrupted electrical power for the Police Department and Community Center/Shelter. The project provides resilience in the event of wind hazards or other power loss and helps the City avoid the loss-of-use impact on police and the community facilities. It benefits 62,592 City and County residents. | |
| Project: Hazard Mitigation Planning | Client: Town of Combes, Texas |
| GrantWorks assisted the Town of Combes secure funding and develop a Multi-Jurisdictional Hazard Mitigation Plan with participants including the City of Los Indios, Yoakum County Drainage District #3, Yoakum County Drainage District #5, Harlingen Irrigation District #1, and Adams Garden Irrigation District. | |

GrantWorks FEMA Services Leadership

Sonny Kunchick - Vice President, Community Development



Sonny has extensive Hazard Mitigation and Emergency Response Planning experience, working at the local, state, and federal government levels to help communities understand and address their vulnerabilities to natural hazards. As a former FEMA employee, Sonny is a Subject Matter Expert on a variety of grant programs including BRIC, FMA, PDM, and 406 Mitigation. Sonny has managed and supported hundreds of mitigation projects totaling over \$300 million. He has been deployed to over 50 Federally Declared Disasters with the goal of building stronger, safer, more resilient, and adaptable communities.

Carolina Castro- Director, Hazard Mitigation



Carolina Castro joined GrantWorks as a Hazard Mitigation Project Manager. GrantWorks promoted Carly to Senior Hazard Mitigation Project Manager in May 2022 and Director of Hazard Mitigation in April 2023. Carolina has experience developing hazard mitigation applications and working with communities to manage their approved mitigation projects. As a Project Manager, she facilitates conversations between stakeholders, technical professionals, and state and federal agents. She works with community representatives to identify their needs and suitable paths through available hazard mitigation assistance programs.

Timothy Munk, Director, Public Assistance



Tim Munk has over 15 years of engineering, construction, and disaster recovery experience. He has prepared and overseen the preparation of hundreds of Project Worksheets in all categories of work. Tim has worked with local, county, and state governments, including road departments, utilities, school boards, emergency responders (local and state police and fire departments and the national guard), and private nonprofits, and has written plans, evaluated risks, and conducted exercises for jurisdictions throughout Texas, Louisiana, Massachusetts, Colorado, Oklahoma, and California. He has a vast knowledge of federal regulations, policies, and laws applicable to the PA program, including the new Public Assistance Delivery Model.

Complete Resumes for the FEMA Services Leadership Team can be found in **Tab H - Resumes**.

SENIOR VICE PRESIDENT OF FEMA SERVICES

Sonny Kunchick, CGM, CEM

PROJECT DELIVERY SUPPORT SERVICES

Director of Hazard Mitigation
Carolina Castro

Director of Public Assistance
Timothy Munk

6 Hazard Mitigation Project Managers

3 Public Assistance Project Managers

3 Hazard Mitigation Planners

5 GIS/Mapping Support

EXPERTISE WITH FEMA-GRANT RELATED MANAGEMENT SYSTEMS AND TOOLS

- ✓ GLO TIGR - Texas Integrated Grant Reporting
- ✓ TDEM GMS - Grants Management System
- ✓ FEMA Grants Portal for Public Assistance Funding
- ✓ FEMAGO - FEMA Grants Outcomes
- ✓ eGrants on-line grants management system
- ✓ NEMIS - National Emergency Management Information System
- ✓ ADMS - Automated Debris Management System
- ✓ FEMA BCA - Benefits-Cost Analysis
- ✓ FEMA EHP - Environmental and Historic Preservation



HURRICANE HARVEY FEMA PUBLIC ASSISTANCE

TOWNS OF BAYSIDE, REFUGIO, AND WOODSBORO, TEXAS

THE CHALLENGE

Hurricane Harvey hit Refugio County hard. More than half of the structures in 818-square-mile rural coastal region were damaged or destroyed by the storm's 130-mph winds and torrential rainfall. The extent of the damage was overwhelming, and these small towns struggled to document damage, coordinate resources, develop projects, and apply for assistance.

THE SOLUTION

Following Hurricane Harvey, GrantWorks provided comprehensive consulting services to assist with FEMA PA projects for the Towns of Bayside, Refugio, and Woodsboro, Texas. Our scope included assisting the towns with damage inventories, project development and scoping, coordinating with the state agency and FEMA, participating in site visits, and implementing FEMA PA and HMA projects. GrantWorks reviewed procurement documents for compliance, attended hundreds of site visits alongside FEMA to identify the damage, reviewed project eligibility for FEMA PA and 406 Hazard Mitigation funding, and confirmed costs to repair. GrantWorks assisted our clients with combining insurance funds to help with repairs and working with a foundation to help offset costs.

THE RESULTS

GrantWorks worked within the parameters of FEMA's new PA Delivery Model and used the Grants Manager/Grants Portal for the first time during a major disaster. The new system had shortfalls in developing complete site evaluations and project scopes. GrantWorks coordinated the effort to bring together the FEMA Site Inspectors, Program Delivery Managers, and local engineering consultants in developing clear scopes for each project to properly evaluate and price them for the grant applications.

Regarding large projects, there were disconnects between what was developed at the field level within FEMA and their regional processing center causing confusion as to what policy was appropriate in evaluating each project's scope of work. In each case, we formulated the project scopes with the local engineering consultants to present to FEMA at the regional level for approval. In many cases, GrantWorks accomplished this only after we developed projects based on our interpretation of FEMA's policy and presented them for approval. This approach allowed us to keep the projects moving forward while waiting for regional approval allowing them to be processed by FEMA at the field level.

CLIENTS:

Towns of Bayside, Refugio, and Woodsboro, Texas

GRANT PROGRAM:

FEMA Public Assistance

GRANT AMOUNT:

\$29 million

CONTRACT DATES:

September 2017 – Present

SERVICES PROVIDED:

- ✓ Application Preparation
- ✓ Grant Administration
- ✓ Project Management
- ✓ Damage Assessments
- ✓ Project Scoping
- ✓ Stakeholder Coordination
- ✓ 2 CFR 200 Compliance
- ✓ Procurement
- ✓ Financial Management
- ✓ Document Management
- ✓ Environmental Services
- ✓ Construction Management
- ✓ Labor Standards
- ✓ Monitoring & Reporting
- ✓ Closeout

C.6.4

HOUSING

C.6.4 Housing

HOME Investment Partnerships Program

Funded by the U.S. Department of Housing and Urban Development (HUD), and administered by the Texas Department of Housing and Community Affairs (TDHCA), the HOME Investment Partnerships Program is designed exclusively to expand the supply of safe, affordable housing in low-income communities. HOME funds are awarded annually to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

GrantWorks has provided efficient program management on more than **150 HOME Program** contracts totaling more than **\$220 million**. We support this important program by providing turnkey program management services—from program marketing and title clearance, to design coordination and inspections—always ensuring compliance with a wide variety of housing standards:

- ▶ Texas Minimum Construction Standards
- ▶ International Residential Code
- ▶ TREC inspection
- ▶ HUD Uniform Physical Condition Standards
- ▶ Fair Housing and Accessibility requirements
- ▶ EPA Renovation, Repair and Painting
- ▶ Final Rule, National Electric Code, Energy Star and WaterSense programs

Our experience managing the rehabilitation and reconstruction of nearly 3,000 single-family homes has helped us develop and hone the comprehensive and cost-effective housing implementation strategies necessary to undertake grant-funded housing-related activities. Our effective program management approach is designed to:

- ▶ Support elected and appointed officials
- ▶ Coordinate with client staff reduce required client personnel involvement to a minimum
- ▶ Maximize the use of local contractors, subcontractors, and labor
- ▶ Maintain positive relationships with residents obtaining program benefits
- ▶ Ensure program compliance with local, state, and federal requirements

GRANTWORKS HOME PROGRAM MANAGEMENT COMMITMENT

- ✓ Provide experienced and qualified personnel dedicated to expanding the availability and access to safe, decent homes in low-income communities
- ✓ Identify program requirements and satisfy the requirements in an expeditious, thorough, and satisfactory manner
- ✓ Maintain regular and frequent coordination meetings
- ✓ Recognize the client's needs and maintain the flexibility necessary to meet any requirements presented during the program

HUD Technical Assistance Provider Since 2014



To facilitate the accessibility of HUD grant programs and resources, the agency contracts with national and regional firms to provide technical assistance support.

As a HUD Technical Assistance Provider, GrantWorks helps Texas communities implement HUD-funded planning, community develop, housing, disaster recovery and mitigation programs.



Texas Department of Housing and Community Affairs

Texas HOME Non-Rental Housing Program:




The HOME Homeowner Rehabilitation Assistance (HRA) program funds rehabilitation, reconstruction, or new construction of homes that have been deemed uninhabitable as the result of a disaster.

- ▶ 600+ contracts awarded to cities, counties, and nonprofits for \$220+ million
- ▶ 3,300+ substandard houses rehabilitated or reconstructed
- ▶ GrantWorks provides end-to-end grant administration and project delivery services including:
 - > Application development, beneficiary income verification, project eligibility assessment
 - > Procurement, acquisition-ion, environmental review
 - > Financial management, draw, change order, pay estimates, amendments
 - > Compliance, duplication of benefit analysis, audit, and monitoring support

Figure 8: Examples of Recent HOME Projects

| | |
|--|---|
| Project: Reconstruction/Rehabilitation of Owner-Occupied Housing | Clients: City of Victoria, City of Seadrift, and City of Pasadena, Texas |
| GrantWorks has successfully administered nearly 44 HOME single-family housing rehabilitation/reconstruction contracts throughout Texas, totaling more than \$14.1 million in funding. | |
| Project: Single Family Home Construction | Client: Refugio County, Texas |
| GrantWorks completed the construction of 30 single-family homes in both incorporated and unincorporated communities in the County, providing financial management, bidding, construction oversight, and inspection services. Additionally, we reconstructed more than 50 homes as part of the HAP program. | |
| Project: Reconstruction/Rehabilitation of Owner-Occupied Housing | Client: Bee County, Texas |
| GrantWorks has completed several HOME contracts in Bee County. We have rehabilitated and reconstructed 64 homes in incorporated and unincorporated communities throughout the County. Our services included but were not limited to financial management, bidding, construction oversight, and inspections. Through the HAP Program, GrantWorks has also reconstructed 30 homes in the County. | |
| Project: Reconstruction/Rehabilitation of Owner-Occupied Housing | Client: City of Wharton, Texas |
| Under the City of Wharton HOME grants, GrantWorks helped the City reconstruct 24 single-family homes and provided all necessary grant administration services, including but not limited to financial management, preparation of required environmental clearance documents, construction bidding, oversight, and inspections. GrantWorks is currently managing a HOME program with the City of Wharton and a HAP for the 2016 Floods. GrantWorks staff recently held an application intake session, during which 64 homeowners applied for HOME Disaster Relief Assistance. | |

GrantWorks HOME Leadership

| Tres Davis, Senior Vice President | |
|---|---|
|  | Tres has been with GrantWorks since 2000. Before that, he worked for the Texas Department of Housing and Community Affairs (TDHCA) HOME Program for seven years, gaining a significant understanding of how a state agency operates. He also worked as a Construction Manager for Brighton Homes, was a Certified Lead-Based Paint (LBP) Inspector, and earned an MS in Construction Management from Texas A&M. |
| Donna Johnson, Senior Vice President | |
|  | Donna has been working as a Housing Specialist with GrantWorks since 2003 and is responsible for oversight of construction for more than 300 homes rehabilitated and reconstructed (new home construction) using her substantial construction management knowledge and experience. In addition, Donna completed IRC 2012 Code training. She formerly worked for Vann & Associates grant management firm. |
| Christopher Reynolds, Project Manager/Construction Manager | |
|  | Chris, who joined GrantWorks in 2018, is responsible for project management, construction management, and oversight. He is a TREC Certified Inspector, ICC Certified UPCS Inspector, and HUD Certified Inspector. Chris has worked in the construction and inspection industry for over 20 years. Chris attended Texas State University. |

SENIOR VICE PRESIDENTS OF TEXAS HOUSING PROGRAMS

Tres Davis
Donna Johnson

PROJECT DELIVERY SUPPORT SERVICES

Project Manager/Construction Manager
Christopher Reynolds
3 Case Management Specialists
1 Closeout Specialist
1 Application Coordinator

Complete Resumes for the HOME Leadership Team can be found in **Tab H - Resumes**.

Detailed Work Plan for the Administration of HOME Programs

A. Establish a Recordkeeping System:

Develop a recordkeeping system consistent with program guidelines, including establishing a filing system and assistance with necessary forms, financial management of the draw process, and procedural requirements for file maintenance

B. Completion of Environmental and Special Conditions

Assist and advise the client in conducting all procedural steps necessary to obtain TDHCA/federal environmental clearance for each project

C. Completion, Approval, and Implementation of Policies and Procedures:

- ▶ Assist and advise the client in writing and establishing policies and procedures, ensuring that we administer the HOME contract in a fair and non-discriminatory process



- ▶ Establish procedures for outreach and public notifications for assistance, program qualifications, date, time, and location to submit applications
- ▶ Conduct application intake, determine eligibility and process all required documents
- ▶ Assist in maintaining compliance with fair housing, affirmative marketing, and equal employment opportunity regulations
- ▶ Assist in maintaining Section 504 requirements

D. Completion of the Bid/Contract Award Process:

- ▶ Assist and advise the client and homeowners with satisfying the federal procurement procedures, bid solicitation, and the qualifying and selection of the lowest qualified bidder for contract award.

E. Completion of Construction

- ▶ Prepare Contractor Qualification Guidelines and screen applicants for program qualification
- ▶ Establish application process, application intake, and screen applicants and homes for feasibility and qualifications (initial scoring only, not work write-up)
- ▶ Prepare a scoring and ranking list for administrator review and approval
- ▶ Manage the dispute resolution process as needed
- ▶ Serve as liaison for the client during any construction-monitoring visit by staff representatives from either TDHCA or HUD

F. Filing of all Required Close-out Information:

- ▶ Assist the client with preparing, obtaining, and submitting all documents necessary to close-out the contract, including, but not limited to:
 - › Project Completion Reports
 - › Contractor HUB Reports
 - › Davis-Bacon (Labor Standards) Monitoring, where needed
 - › Match Documentation
 - › Certification of Contract Completion review

Soft-Cost Project Management Services

A. Plans/Work Write-Up:

- ▶ Provide plans and specifications for homes to be reconstructed
- ▶ Perform work write-up on each home approved for rehabilitation
- ▶ Justify reconstruction for each home approved for reconstruction

B. Specification Manual and Preparation:

- ▶ Prepare and provide a specification manual for homes to be reconstructed
- ▶ Prepare and provide a specification manual for homes to be rehabilitated

C. Cost Estimate:

- ▶ Prepare cost estimates for homes approved for rehabilitation
- ▶ Prepare cost estimates for homes approved for reconstruction

D. Initial Inspection:

- ▶ Perform initial inspection to determine feasibility or rehabilitation vs. reconstruction
- ▶ Prepare TDHCA initial inspection forms, as required by the program

E. Legal Filings and Recordation Fees:

- ▶ As needed

F. Surveys, Title Search, and/or Insurance:

- ▶ Facilitate as needed

G. Schedule of Values:

- ▶ Prepare and submit a schedule of values to the Department as required for each draw

H. Environmental Review and Site-Specific Clearance:

- ▶ Prepare and submit site-specific environmental reviews for clearance, as required by the Department

I. Pre-Construction Conference:

- ▶ Conduct a pre-construction conference with the homeowner, contractor, and administrator in attendance

J. Progress Inspections:

- ▶ Conduct progress inspections in sufficient quantity to ensure compliance with Texas minimum construction standards, local codes, and adopted construction specifications

K. Final Inspection and Punch List

- ▶ Conduct inspection to determine punch-list items
- ▶ Inspect to ensure that the contractor has addressed all punch-list items
- ▶ Conduct final inspection

L. General:

- ▶ It is specifically understood that GrantWorks neither warrants nor guarantees the work of any rehabilitation or reconstruction. The Construction Contractor will fully satisfy the housing assistance recipient, and said work will be free of defects in workmanship. GrantWorks will recommend replacing or withholding payments should the Construction Contractor's work not comply with contract specifications. It is expressly understood and agreed that GrantWorks will not provide either personally or by contract any professional or technical services requiring a license by the State of Texas and/or client, other than progress inspections, in any phase or aspect of the foregoing; rather, GrantWorks will advise the client of Baird on the need for such services in furtherance of the planned objectives of the client's program.



HOME PROGRAM, SINGLE-FAMILY REHABILITATION ASSISTANCE

MULTIPLE CLIENTS, TEXAS

HOME INVESTMENT PARTNERSHIP PROGRAM

Funded by the U.S. Department of Housing and Urban Development (HUD), and administered by the Texas Department of Housing and Community Affairs (TDHCA), the HOME Investment Partnerships Program is designed exclusively to expand the supply of safe, affordable housing in low-income communities. TDHCA awards grants on an annual basis through a state-wide competitive process. Eligible activities under the HOME Program include Homeowner Reconstruction, Homebuyer Assistance, Tenant-Based Rental Assistance, Single Family Development, and Multifamily Development.

GrantWorks has administered 150+ HOME reconstruction single-family housing contracts totaling more than \$220 million in funding. We provide turnkey services for each client (counties and municipalities) from program design through project closeout. Our services include documenting compliance with a wide variety of housing standards.

Since 1993, GrantWorks has continued our excellent long-standing working relationships with TDHCA, county governments, municipal officials and staff, and homeowners.

GrantWorks has been consistently recognized by communities, homeowners, and the state have consistently recognized GrantWorks for the efficiency, compassion, quality, and speed with which we have delivered the services. GrantWorks has provided excellent customer services, as evidenced by numerous letters of appreciation from homeowners across the state.

CLIENT:

Multiple Clients, Texas

GRANT PROGRAMS:

Texas Department of Housing & Community Affairs, HOME Investment Partnership Program

GRANT AMOUNT:

\$220 million

SERVICES:

- ✓ Program Guidelines and Specifications
- ✓ Marketing and Program Outreach
- ✓ Homeowner Application Intake
- ✓ Eligibility Determination
- ✓ Case Management
- ✓ Title Clearance
- ✓ Environmental Review and Clearance
- ✓ Determine Base Flood Elevations
- ✓ Prepare Cost Estimates and Scope of Work
- ✓ Initial Site Inspection
- ✓ Construction Oversight
- ✓ Document Program Compliance
- ✓ Financial Management
- ✓ Audit/Monitoring Support
- ✓ Project/Program Closeout

C.6.5

AMERICAN RESCUE PLAN ACT

C.6.5 American Rescue Plan Act

GrantWorks began offering administration and advisory services to municipalities awarded funds through pandemic relief programs as soon as the first major economic stimulus bill, the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020—was signed into law March 27, 2020. In anticipation of broader federal response, GrantWorks' leadership began studying federal Coronavirus recovery planning and legislative activity.

When Congress passed the American Rescue Plan Act (ARPA) of 2021—a \$1.9 trillion stimulus package that included \$350 billion in State and Local Fiscal Recovery Funds (SLFRF)—GrantWorks was positioned and prepared to immediately support our state and local government clients.

Recognizing the administrative complexity required in the administration of ARPA funds, GrantWorks created a new internal organization 100% dedicated to helping communities manage ARPA grants. We assembled a cross-functional team of 40 seasoned, multi-disciplinary professionals, guided by four executive-level subject matter experts, and supported by the broad expertise of GrantWorks' resource pool of technical specialists focused on 2 CFR 200 compliance, labor standards, environmental compliance, GIS mapping, broadband services, grant writing, financial management, stakeholder engagement, data management and reporting.

This team built a framework of ARPA-specific project management tools and best practices and a comprehensive library of template documents, forms, contracts, and tools designed to address the unique opportunities and challenges that ARPA presents. Clients receive comprehensive grant administration support, guidance on project selection and eligibility, 2 CFR 200 procurement assistance, environmental review services, construction management, labor standards monitoring, and a full range of reporting, and financial process support for construction projects. GrantWorks also assists clients in analyzing and identifying loss revenue for ARPA eligibility, subrecipient management, and developing policies/procedures for and implementation of non-construction projects.

GrantWorks provides comprehensive professional administration, project selection, and implementation services to manage the 2021 American Rescue Plan (ARPA) funding from the U.S. Department of the Treasury (U.S. Treasury). Managing a complex Coronavirus recovery fund requires a cross-functional team of

MORE CITIES & COUNTIES

*have turned to GrantWorks
for ARPA grant administration
than any firm in the United States.*



\$900M
in recovery funds
being managed



180
city and county
clients nationwide

800+
projects underway



Experience by Project Type

- 472** Lost Revenue/Government Services Projects
- 228** Construction Projects
(Infrastructure & Buildings)
- 174** Equipment Purchases
- 173** Water/Wastewater Improvements
- 94** Projects with Subrecipients
- 70** Projects with Beneficiaries
- 53** Public Health/Negative Impact Response
- 43** Engineering Service Projects
- 14** Premium Pay Programs
- 10** Broadband

experienced, multi-disciplinary professionals led by an effective manager with the right tools and support system. The briefs in **Figure 9** provide a example of the breadth of the more than 800 ARPA projects GrantWorks has underway:

Figure 9: Examples of ARPA Projects

| | |
|--|---|
| Project: Middle Mile Broadband Infrastructure | Client: City of Brownsville, Texas |
| <p>With 67% of Brownsville households lacking access to cable, DSL, or fiber broadband, the City of Brownsville has been ranked the “least connected city in the U.S.” by the National Digital Inclusion Alliance (NDIA) since 2016. The City is using \$19.5 million—the largest share of their State and Local Fiscal Recovery Funds (SLFRF) —to install a 95-mile underground “middle-mile” fiber infrastructure that will connect 100% of Brownsville’s population of 189,000 to accessible and affordable broadband service. The over-arching goal is to substantially increase social and economic resilience in this historically under served community.</p> | |
| Project: Wastewater Treatment Plant Improvements | Client: City of Vernon, Texas |
| <p>The city will be utilizing ARPA funding for Improvements of the Wastewater Treatment Plant. Improvements of the plant allow for proper wastewater treatment ensuring that chemical compounds and pathogens in wastewater do not harm the health of animals, plants and birds that live in or near the water and prevent contamination of crops and drinking water. Wastewater, properly treated, is a source of water for many purposes therefore proper treatment allows the maximum amount of water to be reused instead of going to waste.</p> | |
| Project: Grant Program for Community Nonprofits | Client: Johnson County, Texas |
| <p>Johnson County sought assistance with program design best practices, needs identification for entities requesting funding, as well as compliance oversight for their project considerations to implement the entity’s \$34.1 million ARPA allocation. Among the 40 ARPA projects the County has selected, is to provide grant support area non-profits. GrantWorks has provided comprehensive program management for this \$9 million beneficiary program including developing policies and procedures, applications, and subrecipient support and oversight.</p> | |
| Project: Multi-purpose Community Center | Client: City of Gun Barrel City, Texas |
| <p>The city council unanimously backed use of ARPA funding on a project that would have a community-wide impact—the construction of a multi-purpose community center. The new facility will be built on public property adjacent to the fire department, police station, and city park. The community center will include a senior center, youth sports facilities, meeting space and classrooms, and a COVID-19 testing and vaccination facility. This center will be Gun Barrel City’s first public-use space.</p> | |
| Project: Premium Pay for Essential Workers | Client: Wood County, Texas |
| <p>The funds will be awarded to Quitman Hospital, LLC to reimburse for premium pay that was provided to employees during the height of the pandemic in order to staff beds in the ICU, as well as to provide EMS services. The premium pay reimbursed by this award was provided to employees at UT Health Quitman.</p> | |

GrantWorks ARPA Leadership

Jo Carroll, Senior Vice President



Jo Carroll is a nationally acclaimed HUD CDBG and housing expert with extensive management and administrative experience in local, state, and federal programs that revitalize communities, assist low-income and special needs families, and redevelop housing, infrastructure, and public facilities. She is a National “HUD Best Practices” winner for Housing, Public Services, and Minority Business Participation.

Ken Pevovar, Senior Vice President



Ken Pevovar has 16 years of experience managing public infrastructure, FEMA, and CDBG-DR projects in every life cycle stage, from initiation to close-out. Ken has diverse training in construction, education, and management. He is a PMI-certified project manager with significant infrastructure experience from designing and installing city and county communications/network operations centers and a pipeline and metering station project for a proposed power plant. His expertise in disaster recovery began as a Red Cross Disaster Services volunteer and shelter manager.

Greg Aiello, PE, Senior Director, ARPA



Greg Aiello, PE, is a Professional Engineer with over 20 years of experience leading high-profile projects related to disaster recovery, commercial construction, and transportation engineering. He is an effective communicator who believes that clear messaging and a consistent workflow are the keys to navigating comprehensive programs. He is adept at problem-solving, developing new reporting and program policies, and process re-engineering for greater efficiency.

Fred Morris, AICP, Director, ARPA



Fred is a seasoned professional with many years of experience in team building and personnel management. He has managed diverse teams of planners, building and code officials, administrative staff, and field personnel. His experience with state and federal grant management includes EPA Superfund Clean-ups; TxDOT Enhancement Grants for historic rehabilitations, public improvements, and trail systems, and SRTS and CDBG. He has designed and implemented local grant programs assisting in property improvements and reinvestment in neighborhoods.

SENIOR VICE PRESIDENTS, ARPA SUBJECT MATTER EXPERTS

Jo Carroll
Ken Pevovar, PMP

PROJECT DELIVERY SUPPORT SERVICES

Senior Director, ARPA
Greg Aiello, PE
Director, ARPA
Fred Morris, AICP
18 Project Managers
3 Assistant Project Managers
2 Procurement Specialists
1 ARPA Planner
2 Environmental Scientists
2 Labor Standards Specialists
2 GIS/Mapping Support
2 Construction Management Support

Complete Resumes for the ARPA Leadership Team can be found in
Tab H - Resumes.



AMERICAN RESCUE PLAN ACT OF 2021 GRANT ADMINISTRATION

CITY OF BROWNSVILLE, TEXAS

BACKGROUND

The City of Brownsville received a \$65.2 million ARPA funding to combat adverse impacts of Coronavirus and strengthen community resources in the South Texas city. GrantWorks is assisting the City by providing comprehensive professional grant administration, project selection, and project implementation services related to this transformational federal investment in the City.

GrantWorks provided key technical guidance to help the City and stakeholders (including subrecipients and beneficiaries) understand the complicated ARPA legislation and eligible use of funds. Our team assisted in project selection and design and identified existing municipal priorities that qualified for funding under ARPA.

In addition to the broadband initiative, the City has approved major projects that range from government services and public health response, to addressing water and sewer infrastructure needs throughout the community. Most of these projects are in the engineering and design phase, including:

- ▶ 95-mile underground “middle-mile” fiber infrastructure that will connect 100% of Brownsville’s population of 189,000 to accessible and affordable broadband service, \$19.5 million
- ▶ Downtown Water & Wastewater Improvements, \$14.5 million
- ▶ Los Tomates Regional Detention Facility & Nature Preserve, \$11.5 million
- ▶ Gladys Porter Zoo Water & Wastewater Improvements, \$5.5 million
- ▶ Cultural & Tourism Beneficiary Grants, \$2.62 million
- ▶ COVID-19 Public Health Response, \$650,000

CLIENT:

City of Brownsville, Texas

GRANT PROGRAMS:

American Rescue Plan Act of 2021
Allocation

GRANT AMOUNT:

\$62.5 million

SERVICES:

- ✓ ARPA Grant Administration
- ✓ Project Management
- ✓ 2 CFR 200 Procurement
- ✓ Financial Management
- ✓ Environmental Services
- ✓ Data Tracking & Reporting
- ✓ Acquisition & URA
- ✓ Stakeholder Coordination
- ✓ Recordkeeping
- ✓ Planning
- ✓ Davis-Bacon Labor Standards Monitoring
- ✓ Construction Management
- ✓ Closeout

C.6.6

ECONOMIC DEVELOPMENT

C.6.6 Economic Development

GrantWorks has managed a wide range of economic development awards for both construction and non-construction projects (as demonstrated in **Figure 10** on the following page) such as site development, workforce development, small business loan programs, manufacturing, technology, strategic planning, and disaster recovery and resilience planning focused on mitigating economic impacts.

GrantWorks has an experienced team of economic development practitioners. Their diverse backgrounds—including EDA experience, economic development organization leadership, and community and municipal government roles—enable them to provide specialized support tailored to the specific attributes of varying project types. But perhaps the biggest asset is a team-wide mastery of the unique requirements associated with U.S. Department of Commerce Economic Development Administration grants, such as:

- ▶ Submittal of an EDA-compliant Grant Management Plan
- ▶ Semi-annual narrative reporting, SWOT analysis
- ▶ GPRA reporting
- ▶ SOW or staffing plan amendments
- ▶ EDA Fraud Prevention and Abuse Certification

UNDERSTANDING EDA INVESTMENT PRIORITIES

EDA experience and expertise enables us not only to secure funding, but also deliver required reporting and fully support any requests for changes in project scope, schedule, or budget. Our economic development team is proficient in communicating how potential and funded projects represent wise stewardship of public investment according to the seven investment priorities established by the agency:

1. Advancing Equity across America through investments that directly benefit under-served populations.
2. Tech Based ED Projects foster regional knowledge ecosystems that support entrepreneurs and start-ups, including the commercialization of new technologies
3. Recovery & Resiliency projects build economic resilience to and long-term recovery from economic shocks.
4. Environmentally Sustainable Development projects help the climate crisis through green development.
5. Workforce Development supports the hiring and skills needs of the business community, that result in well-paid, high-quality jobs.
6. Exports & FDI support projects that enhance or build community assets to support growth in U.S. exports or increased foreign direct investment.
7. Manufacturing encourages competitiveness and growth of domestic suppliers or domestic production of innovative, high-value products and production technologies.

Figure 10: Recent GrantWorks Economic Development Projects

| | |
|---|--|
| Project: Northshore Regional Resiliency Collaborative | Client: St. Tammany Corporation, Louisiana |
| <p>St. Tammany Parish Corporation secured a \$400,000 EDA Economic Adjustment Assistance grant to fund the creation and operation of the Northshore Regional Resiliency Collaborative (NRRC). NRRC will provide technical assistance programming, business continuity workshops, implementation of a regional workforce development and talent retention strategy, and business retention and formation opportunities in a five-parish region north of Lake Pontchartrain in Southeast Louisiana.</p> | |
| Project: Rockport Center for the Arts | Client: City of Rockport, Texas |
| <p>Much of downtown Rockport was decimated by Hurricane Harvey. With a local economy dependent on tourism, restoring the infrastructure to support and attract visitors was critical. City leaders recognized the community's connection to art could be a key element of their long-term recovery plan. The construction of a new cultural center was already planned prior to the hurricane, but this project was now viewed as an opportunity to anchor downtown economic revitalization. Funded in part by a \$5 million EDA grant, the new RAC was designed to help the City retain its existing workforce of artists and entrepreneurs and bolster tourism.</p> | |
| Project: San Angelo Industrial Park | Client: City of San Angelo Development Corporation (COSADC) |
| <p>The EDA awarded a \$1.25 million grant to the City of San Angelo to complete the necessary infrastructure improvements to support the development of additional industrial lots in the San Angelo Business and Industrial Park. The EDA funded project extended water and road infrastructure to double the acreage available for commercial development. This project has promoted economic growth by providing adequate utility service to the Industrial Park, making it more attractive to potential businesses and generating utility and ad valorem revenue.</p> | |
| Project: Workforce Development & Entrepreneurship Center | Client: Aransas County, Texas |
| <p>The U.S. Department of Commerce, Economic Development Administration (EDA) awarded a \$1.7 million grant to Aransas County to create a workforce development and entrepreneurship center at Del Mar College to support skilled job creation and regional economic diversification. The new center will provide the high-skills training businesses in the region need to grow and thrive. The project's location near a Tax Cuts and Jobs Act Opportunity Zone will help drive private investment into the region. The center will have 16,000-square-feet of classrooms, laboratories, and additional space. GrantWorks is providing acquisition assistance and grant administration for this project. After the purchase of the building, GrantWorks is providing construction oversight, ensuring the project stays on schedule and complies with all grant requirements. GrantWorks will also oversee all hiring processes and review all costs associated with the project.</p> | |
| Project: Water Line Expansion | Client: City of Vernon, Texas |
| <p>The City of Vernon's waterline is the single source of water for businesses that operate within the community. An existing business that relies heavily on the water source is Tyson Foods. With contributing over 900 jobs to Vernon's private sector workforce, the meat packaging facility will heavily benefit from a reliable water supply for daily operations. GrantWorks helped the City secure \$1.9 million in EDA grant funding to expand the water line capacity serving the business and residential communities alike.</p> | |

GrantWorks Economic Development Leadership

John Zakian, Senior Vice President, Economic Development



John Zakian has held top executive positions in city and county management, a non-profit chief executive creating economic development organizations, and a chief executive in a community development agency. He has specialized experience in capital project management and financing, post-disaster economic development strategy implementation, and non-profit capacity-building action and business plans. John also has specialized expertise in city and county government functions, grant procurement and management, public sector financing, post-disaster economic recovery plans and strategies, creating non-traditional revolving loan funds, and creating redevelopment and development plans.

Renee Wott, MPA, Vice President, Economic Development



Before joining GrantWorks, Renee was an Economic Development Specialist with the U.S. Department of Commerce, Economic Development Administration. In this position, she managed the grants monitoring process (pre- and post-award) of various grant recipients and programs of over \$50 million in federal funding. Renee has extensive knowledge of the Code of Federal Regulations (CFR) and federal grant compliance and guidelines which will directly inform her review of daily activities for compliance, the implementation of quality control, invoice review, and staff management.

Jason Avelar, Senior Economic Development Project Manager



Jason Avelar is dedicated to telling stories using accurate data through economic research that drives economic development in his region. He has served as a liaison for small businesses and entrepreneurs in the Baton Rouge Area by advocating for business-friendly policy, and worked provided oversight for the Texas General Land Office's Economic Revitalization Program.

Tyler Engle, MBA, Economic Development Project Manager



Tyler brings broad-ranging expertise in local government operations and success in economic development projects and programs established in coordination with local, state, and federal entities. His experience includes managing state and federal grant portfolios and monitoring and ensuring project progress and success.

SENIOR VICE PRESIDENT, ECONOMIC DEVELOPMENT

John Zakian

VICE PRESIDENT, ECONOMIC DEVELOPMENT

Renee Wott, MPA

PROJECT MANAGEMENT

Senior Project Manager

Jason Avelar

Project Manager

Tyler Engle, MBA

Complete Resumes for the Economic Development Team can be found in **Tab H - Resumes**.



ROCKPORT CENTER FOR THE ARTS

CITY OF ROCKPORT, TEXAS

BACKGROUND

In 2017, Hurricane Harvey made landfall in the City. The storm's 130-mile-per-hour winds destroyed homes, businesses, and integral community resources, including the county courthouse, local high school, and Rockport Center for the Arts (RCA).

The hurricane decimated much of downtown Rockport. With a local economy dependent on tourism, restoring the infrastructure to support and attract visitors was critical.

City leaders recognized the community's connection to art could be a key element of their long-term recovery plan. A new cultural center building had been planned before the hurricane, but was viewed as an opportunity to anchor downtown economic revitalization after the storm.

The project was funded partly by a \$5 million grant from the U.S. Department of Commerce Economic Development Administration (EDA), with a \$3.7 million non-federal match. The balance was raised by the Rockport Art Association capital campaign.

The new RCA was designed to help the City retain its existing workforce of artists and entrepreneurs and bolster tourism. Strategically located within blocks of an Opportunity Zone designated under the 2017 Tax Cuts and Jobs Act, the RCA adds value to existing incentives for private investment in the downtown area.

WORK PERFORMED

The RCA and the City of Rockport retained GrantWorks to administer the EDA grant and related funds with project management, 2 CFR 200 procurement, land acquisition, stakeholder coordination, site work, demolition and removal of existing structures, and construction management services.

GrantWorks was also working with Aransas County on a broader, regional recovery effort. This allowed the project team to coordinate with other projects underway in the area, including the construction of a downtown multi-use parking lot that will be shared with the RCA, and street improvements around the facility.

CLIENTS:

City of Rockport, Texas &
Rockport Center for the Arts

GRANT PROGRAMS:

EDA Economic Adjustment
Assistance Grant

GRANT AMOUNT:

\$5 million

SERVICES:

- ✓ EDA Grant Administration
- ✓ Project Management
- ✓ 2 CFR 200 Procurement
- ✓ Financial Management
- ✓ Environmental Services
- ✓ Data Tracking & Reporting
- ✓ Acquisition & URA
- ✓ Stakeholder Coordination
- ✓ Recordkeeping
- ✓ Planning
- ✓ Davis-Bacon Labor Standards Monitoring
- ✓ Construction Management
- ✓ Closeout

C.6.8

STATE RUN PROGRAMS

C.6.8 State-Run Programs

GrantWorks is a trusted grant program management partner for the Texas General Land Office (GLO), supporting the agency on the administration of a number of state-run Disaster Recovery and Hazard Mitigation programs. GrantWorks' 80+ member GLO team provides support on six state-led and 24 subrecipient-led programs. GrantWorks staff actively apply policies outlined in the Implementation Manual and update processes and procedures to conform with the latest GLO and HUD guidance. The State-Run Programs team supports the following grants:

- ▶ Texas Homeowner Assistance Program (HAP)
- ▶ Homeowner Assistance and Reimbursement Program (HARP)
- ▶ Economic Revitalization Program
- ▶ Affordable Rental Program

CDBG-DR 2018 South Texas Floods and 2019 Lower Rio Grande Valley Floods Program:

- ▶ State-level Housing Assistance and Reimbursement Program in South Texas counties, \$66+ million

CDBG-DR Hurricane Harvey Round 1 Housing and Infrastructure Program:

- ▶ State-level oversight of major sub-recipients in implementing Homeowner Reimbursement, Affordable Rental, and Economic Revitalization Program Funds, \$3+ billion
- ▶ State-level Housing Assistance Program in Coastal Bend and Central/Golden Crescent Regions \$643+ million

CDBG-DR Hurricane Ike/Dolly Rounds 1, 2.1, and 2.2 Infrastructure and Rental Housing Program:

- ▶ 90+ local government projects funded, \$436 million
- ▶ Projects include the \$100 million City of Galveston infrastructure, \$65 million Galveston Housing Authority Multifamily Rebuild, \$26 million City of Houston infrastructure, and \$26 million Galveston Rental Housing Replacement Programs
- ▶ Complete grant administration and project delivery services

Our specialized CDBG-DR staff have been the primary vendor supporting GLO's Hurricane Harvey CDBG-DR program implementation and the consultant-of-record for over 150 CDBG-DR Harvey and CDBG-MIT local government clients. Eric Hartzell and Martha Arosemena's decades-long experience applying for and managing CDBG and CDBG-DR funded projects at the local level was further honed when helping develop the GLO's original Hurricane Harvey Implementation Manual and managing GrantWorks' GLO Grant Administration and Project Management team.

EXPERTISE WITH FEMA-GRANT RELATED MANAGEMENT SYSTEMS AND TOOLS

- ✓ GLO TIGR - Texas Integrated Grant Reporting
- ✓ TDEM GMS - Grants Management System
- ✓ FEMA Grants Portal for Public Assistance Funding
- ✓ FEMAGO - FEMA Grants Outcomes
- ✓ eGrants online grants management system
- ✓ NEMIS - National Emergency Management Information System
- ✓ ADMS - Automated Debris Management System
- ✓ FEMA BCA - Benefits-Cost Analysis
- ✓ FEMA EHP - Environmental and Historic Preservation

GrantWorks State-Run Programs Leadership

Eric Hartzell, Senior Vice President



Eric Hartzell brings over 26 years of leadership in community and economic development, disaster recovery, affordable housing, and urban planning. His duties include guiding the firm's steady growth while improving the quality and scope of services. Aside from his executive functions, Eric directly creates and oversees dozens of federally funded programs and projects, including CDBG and CDBG-DR infrastructure, single-family, multifamily affordable housing development, economic development programs, comprehensive planning, and Colonia improvements. His significant knowledge base gained from years of directing the GrantWorks main office in Austin, Texas, is a valuable resource in preparing and implementing HUD and other grant programs and projects.

Martha Arosemena, AICP, PMP, Senior Vice President



Martha Arosemena, AICP, PMP, is an experienced Senior Vice President with a demonstrated history of effectively managing co-located and remote teams. She has federal and state grant program management expertise, emphasizing Community Development Block Grant-Disaster Recovery (CDBG-DR) program development and implementation. With over 17 years of CDBG and CDBG-DR experience, Martha provides consultative, project and program implementation, and team management services. Her 26+ years of total work experience includes state, non-profit, and consultative sectors.

Complete Resumes for State-Run Programs Leadership can be found in **Tab H - Resumes**.





HURRICANE HARVEY CDBG-DR GRANT ADMINISTRATION AND PROJECT MANAGEMENT SERVICES TO SUPPORT HARRIS COUNTY AND CITY OF HOUSTON PROGRAMS ADMINISTERED BY TEXAS GENERAL LAND OFFICE

GrantWorks provides comprehensive program management services to implement and oversee 24 subrecipient multi- and single-family housing, homeowner reimbursement, property buyout, planning, public services, infrastructure, and economic development programs supporting the Texas General Land Office (GLO)'s Hurricane Harvey recovery efforts in the City of Houston and Harris County.

We also provide deliverables-based project management services supporting state-run housing, infrastructure, and economic development programs for the GLO, including:

- ▶ Affordable Rental Program (\$586 million)
- ▶ Homeowner Reimbursement Program (\$105 million)
- ▶ Economic Revitalization Program (\$100 million)
- ▶ State-Run Houston/Harris County Homeowner Assistance Programs (\$565 million/\$286 million respectively)

GrantWorks works closely with the GLO to support the City of Houston and Harris County's massive Hurricane Harvey recovery effort. We provide subject matter expertise and technical assistance to help oversee the GLO's state-run housing programs with over 2,500 active participants, and implemented internal workflow and data management systems to support the effort.

To accommodate the growing scope and size of the program, we quickly and seamlessly increased capacity, increasing the number of grant managers, project reviewers, and associated staff members dedicated to the GLO by eight-fold. GrantWorks also developed QuickBase applications to help support the growing need for more robust workflows, developing tailored, program-specific ones for the Houston and Harris County programs and the GLO's Economic Revitalization Program (ERP). More than 80 experienced GrantWorks grant and project managers have delivered expert-level program support since our October 2018 start date.

- ▶ **Program Development** – Our comprehensive program design and development services include establishing program policies, providing policy guidance documentation, developing SOPs and

GRANT PROGRAM:

HUD CDBG-DR Program Funds
Administered by the Texas General
Land Office

GRANT AMOUNT:

\$3.26 billion

CONTRACT DATES:

October 18, 2018 – June 30, 2024

SERVICES PROVIDED:

- ✓ **Program Planning and Development**
 - Policies & Procedures
- ✓ **Program Administration and Program Management**
 - Program and Project Management
 - Grant Administration
 - Federal and State Reporting
 - 2 CFR 200 Compliance Review
 - Procurement Technical Assistance and Review
 - Workflow System Development
 - Document Management
 - Acquisition & URA
 - Environmental Review
 - Beneficiary Case Management
 - Affirmatively Furthering Fair Housing (AFFH) Review
- ✓ Construction Management Oversight
- ✓ Labor Standards Review
- ✓ Monitoring & Reporting Support
- ✓ Closeout Review
- ✓ Financial Services

work plans supported by customized templates and checklists, and providing guidance and support to establish protocols on record retention and integration, financial processes, and compliance monitoring assurance measures. **Updating the GLO's Harvey Disaster Recovery Implementation Manual was one of GrantWorks' first tasks under our Grant Administration Work Order.**

- ▶ **Grant Administration** – GrantWorks provides comprehensive grant administrative support to the GLO, including compliant recordkeeping, data integration, implementation and oversight of subrecipient programs, fraud detection, and support of the agency's Action Plan.
- ▶ **Technical Assistance** – GrantWorks provides hands-on technical assistance to the GLO, supporting audits and monitoring visits and overseeing project implementation timelines. We help create project schedules, provide feedback on project plans and subrecipient SOPs, and review vendor draws, completion reports, and contract amendments.
- ▶ **Reports** – GrantWorks provides comprehensive management reporting, measuring program performance against contract milestones. Reports include valuable forecasting to help optimize implementation efforts across the life of the programs.

COST, QUALITY, AND SCHEDULE PERFORMANCE

Working with GLO staff, GrantWorks' grant and project managers help monitor program costs, quality, and performance. We analyze project performance and funding expenditures against subrecipient contract milestones, conduct the analyses required to submit HUD Quarterly Progress Reports, prepare and submit monthly program accomplishments reports, and draft budget and contract amendments for GLO review. We work with the GLO to communicate programmatic progress to vendors, subrecipients, and other stakeholders and help find solutions to issues adversely impacting program progress.

COMPLIANCE WITH CODES, POLICIES, AND REGULATIONS

GrantWorks' oversight includes reviewing project documentation to ensure all required documentation adheres to applicable local, state, and federal codes, policies, and regulations. For example, GrantWorks reviews construction change order requests against federal cost eligibility requirements, reviews elevation plans against base flood elevation requirements, and reviews single-family housing reconstructions against minimum lot size requirements.

The Harris County Strike Team

Under a separate contract with the GLO, GrantWorks was hired to provide program support to facilitate the administration of four Harris County Hurricane Harvey CDBG-DR programs. The Harris County Strike Team—a five-member GrantWorks task force—provides implementation and closeout guidance for roughly \$300 million of federal assistance for families impacted by Hurricane Harvey.

The Strike Team's work is focused on improving the quality and efficiency of the County's processes across the life of the program—from application intake and eligibility determination, through draw requests and closeout. To date, they delivered 47 training modules to Harris County staff to help build mastery of integral program concepts. Training topics have included:

- Duplication of Benefits (246 attendees)
- Eligibility Determination (108 attendees)
- Adjusted Gross Income (152 attendees)
- Draws (93 attendees)
- Deeds & Liens (10 attendees)
- Ownership (21 attendees)

"Harris County HAP and Construction would like to thank the Strike Team for an awesome training today. I have received many messages telling me how much our team learned today and enjoyed the training. You made a world of difference with your wealth of knowledge with helping us understand what we are doing and how to do it more efficiently. Thanks for all you do."

Pamela Bryant
Disaster Recovery Housing Manager,
Harris County

TAB D

TECHNICAL PROPOSAL



Tab D - Technical Proposal

D.1 Scope of Work

As a full-service grant management firm, GrantWorks is capable and ready to execute all services and scope outlined in the RFP. We have extensive experience working with state and federal funding agencies including:

- ▶ Federal Emergency Management Agency (FEMA)
- ▶ Texas Division of Emergency Management (TDEM)
- ▶ Texas Parks and Wildlife Department (TPWD)
- ▶ Texas Department of Agriculture (TDA)
- ▶ Texas General Land Office (GLO)
- ▶ Texas Department of Housing and Community Affairs (TDHCA)
- ▶ Texas Department of Transportation (TxDOT)
- ▶ Texas Historical Commission (THC)
- ▶ Texas Water Development Board (TWDB)
- ▶ U.S. Department of Treasury (U.S. Treasury)
- ▶ U.S. Economic Development Administration (EDA)

GrantWorks has extensive experience across wide variety of grant and funding types, including but not limited to:

| | | |
|------------------------------------|----------------------------------|---|
| American Rescue Plan Act | EDA Public Works | Surface Transportation Environment and Planning |
| CDBG | FEMA PA | Texas Historical Commission |
| CDBG-CV | FEMA HMGP | Colonia Construction Fund |
| CDBG-DR | FEMA BRIC | Colonia Economically Distressed Areas Program |
| CDBG-DRP/MS | FEMA FMA | County Transportation and Infrastructure Fund |
| CDBG-MIT | Fire Ambulance and Service Truck | Texas Capital Fund |
| CARES Act | HOME Investment Partnerships | Texas Water Development Board |
| COVID-19 | Resilient Communities Program | |
| EDA Economic Adjustment Assistance | RESTORE Act | |
| | Safe Routes to Schools | |

D.2 Technical Approach

D.2.1 PROJECT AND PROJECT WORKSHEET DEVELOPMENT

GrantWorks provides expert project development technical assistance ahead of the grant writing process to ensure that all projects meet the standards and requirements of a wide variety of state and federal grant programs. We are skilled at project scoping and eligibility determination, and experienced in aligning community needs to funding-agency priorities. Our top-rated Application Services team stands ready to assist with application research, coordination, and writing to obtain optimal funding and/or vendors for your critical project needs. For FEMA grant programs and FEMA Public Assistance, GrantWorks' FEMA Services team supports the funding process as outlined below.

FEMA Projects and Application Services

Due to the extensive technical requirements associated with FEMA assistance, project development and application activities are performed by our FEMA Services group. Our extensive experience working with

state agencies, broad knowledge of FEMA requirements, and demonstrated success securing HMA grants can streamline the FEMA funding process. Our services include:

- ▶ Assist in determining project eligibility, feasibility, and effectiveness
- ▶ Provide advanced technical assistance to support accurate PA emergency and permanent work project estimates, including but not limited to recognized cost estimating, detailed damage descriptions and dimensions, scope of work, and proper identification of force account labor and equipment.
- ▶ Assist in the development of detailed scopes of work, and compiling project worksheets (PWs) to qualify Public Assistance projects.
- ▶ Develop and review PA and HMA documentation and applications to ensure they meet or exceed agency expectations.
- ▶ Complete Preliminary Environmental reviews and ensure compliance with the National Environmental Policy Act (NEPA)
- ▶ Proactively identify opportunities to maximize PA and Post-Disaster Mitigation Section 406 funding
- ▶ Calculate Benefit-Cost Analyses (BCA) using FEMA's BCA software program, when applicable
- ▶ Satisfy all FEMA Requests for Information (RFIs)
- ▶ Review and validate PA projects for:
 - Applicant eligibility
 - Work eligibility
 - Costs
 - Scope of work and/or
 - Additional hazard mitigation opportunities under the Stafford Act
- ▶ Support PW modifications:
 - Identify unclaimed and eligible expenses
 - Evaluate PWs for additional mitigation opportunities under the Stafford Act

D.2.2 APPROACH TO GRANT WRITING AND APPLICATION PREPARATION

Thorough knowledge state and federal agency requirements, combined with in-house expertise in mapping, project scoping, and beneficiary documentation, helps us to quickly identify and prioritize eligible projects. GrantWorks' Application Services team stands ready to facilitate the project funding process with the following activities:

- ▶ Coordinate with the client and local stakeholders to determine community priorities and goals, project objectives, implementation schedule, and budget considerations
- ▶ Provide expert guidance to the client on project feasibility, eligibility, effectiveness, positioning, and probability of funding to guide application strategies. **NOTE:** *GrantWorks may recommend dividing the requested scope of work among several applications to improve funding consideration.*
- ▶ Develop thorough, detailed grant applications that meet or exceed the expectations and requirements of the funding entity, including the scope of work, budget, and schedule.
- ▶ Complete preliminary environmental reviews and ensure compliance with the National Environmental Policy Act (NEPA) as well as state regulations

- ▶ Satisfy all Requests for Information (RFIs) from state and federal funding agencies
- ▶ Support workshops and meetings related to application development and submission
- ▶ Assist with public outreach (i.e., advertising, public meetings), as needed
- ▶ Confirm client has received notice of application disposition and funding obligation.

D.2.3 GRANT CONTRACT IMPLEMENTATION SERVICES

GrantWorks will help create well-run, efficient, and successful projects that comply with all state and federal reporting requirements.

We understand that consistent communication is vital for any successful project. Programmatic transparency facilitates stakeholder understanding of the program objectives and status, helping them feel more confident about the overall process. GrantWorks will establish protocols to communicate project progress with elected officials, city staff, and the public during the application progress and throughout the project implementation term. We collaborate daily with the project team and maintain regular contact with project engineers, local points of contact, construction contractors, and other relevant parties to ensure that projects stay on track and on time.

As grant administrators, we guide and assist with financial management, record keeping, scope changes, reporting, environmental clearance, acquisition, contract closeout, and other aspects of program implementation. Core tasks associated with administering funding assistance include the following:

- ▶ Facilitate project kickoff meeting to confirm program objectives, set roles and responsibilities, establish communication and reporting protocols, and gather requirements to customize GrantWorks 20/20 to the client's needs and preferences.
- ▶ Prepare and manage grant documentation and communications including start-up documents, forms, notices, agenda items, scope changes, project modification requests, etc.
- ▶ Establish and maintain financial framework and processes
- ▶ Implement a project reporting matrix that satisfies client requirements and grant compliance terms
- ▶ Create and maintain project records and documentation
- ▶ Oversee 2 CFR 200 and procurement compliance
- ▶ Provide technical assistance to support project implementation
- ▶ Identify and communicate operational risks and propose risk mitigation measures
- ▶ Monitor compliance throughout the contract term
- ▶ Provide technical monitoring, including attending site visits and technical meetings
- ▶ Work to resolve disputes with funding agencies, including preparation and submittal of appeals, and technical support during the appeals process
- ▶ Perform project closeout procedures and reconciliation of project files and records
- ▶ Support project audits

D.2.4 APPROACH TO FINANCIAL MANAGEMENT

We ensure that our grant-recipient clients establish and maintain financial processes that comply with state and federal regulations. We initially review invoices and supporting documentation for program

eligibility and benchmark conformance, determine whether contract budget revisions are needed, and confirm that quantities match contracts. We work proactively with all stakeholders to 1) avoid issues that may result in questioned costs or audit concerns and 2) resolve any identified issues as quickly as possible.

- ▶ Assist with financial management, including processing all invoices, contracts, and change orders received from the project engineer and contractors
- ▶ Assist in developing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state agency
- ▶ Facilitate milestone payments and ensure that all milestones are met before payment
- ▶ Deliver and route batches of project invoices with receipts periodically
- ▶ Track invoice submittal and payment processing

D.2.5 APPROACH TO RECORDKEEPING

Robust documentation accelerates project close out and provides a layer of protection in the event of an audit. GrantWorks will help establish document retention policies and create a digital library to provide easy access to all program documents including contracts, permits, financials, reports, and correspondence. We maintain a version-controlled archive of award documents and project agreements including all change requests, revisions, and attachments, and obtain back-up copies of client-owned documents, allowing them to keep physical copies locally.

D.2.6 APPROACH TO ENVIRONMENTAL CLEARANCE

GrantWorks has established procedures to evaluate projects for impact to environmental and historical resources, and an in-house environmental department dedicated securing and documenting appropriate clearances. Our services include:

- ▶ Conduct environmental reviews (including re-evaluations, when necessary)
- ▶ Prepare required forms and documentation
- ▶ Maintain communication with the project team
- ▶ Draft and submit public notices, as required
- ▶ Coordinate review procedures with overseeing agencies (SHPO, TCEQ, etc.)
- ▶ Facilitate responses to review comments
- ▶ Provide guidance to support solutions to environmental challenges

We have extensive experience managing projects subject to federal, state and local requirements under National Environmental Policy Act (NEPA), Texas Commission on Environmental Quality (TCEQ), FEMA Floodplain, Wetland/US Fish and Wildlife Service, Texas Historical Commission (THC), Texas Parks and Wildlife Department, TXDOT, and GLO's Coastal Management Zone.

D.2.7 APPROACH TO REAL PROPERTY ACQUISITION UNDER UNIFORM RELOCATION ACT

When real property acquisition is necessary GrantWorks can assist in implementing the requirements under the Uniform Relocation Act (URA) and ensure that all URA/TDA/GLO guidelines are followed and documented. GW20/20, GrantWorks' proprietary grant administration platform includes a robust Acquisition module that drives program management workflows for consistent and compliant application of the

processes. Our approach is designed to ensure the fair treatment of land owners, minimize litigation exposure, and promote the efficient and cost-effective use of federal funds. GrantWorks can:

- ▶ Guide client through the acquisition process
- ▶ Assemble required documentation
- ▶ Manage land owner communications, including General Information Notice (GIN), Initial Acquisition Offer, Notice of Eligibility (NOE), and other applicable communications
- ▶ Assist with procurement of surveys and appraisals
- ▶ Coordinate delivery of acquisition documents and reports to funding agencies
- ▶ Maintain copies of all documentation for inclusion in the close-out process

D.2.8 APPROACH TO COMPLIANCE MANAGEMENT

The GrantWorks Team has provided compliance management for more than 2,000 grant awards for infrastructure and capital improvement projects. Our project managers have extensive experience reviewing contract/bid packages for compliance, monitoring contractor performance, reviewing change orders, and processing construction pay estimates.

- ▶ Monitor the project to evaluate the progress and ensure the project adheres to the established budget, scope, and schedule, 2 CFR 200 administrative requirements, and applicable state requirements
- ▶ Review plans, bid documents, and change orders for compliance with regulations and conformance with the state contract
- ▶ Documentation and monitoring of Labor Standards requirements related to Davis-Bacon and Related Acts (DBRA), Texas Prevailing Wage, and Force Account

D.2.9 APPROACH TO CONSTRUCTION MANAGEMENT AND LABOR STANDARDS COMPLIANCE

The GrantWorks Team has a long history of providing clients with construction contract development assistance. This expertise enables us to review construction contracts to comply with state and federal requirements and ensure that we include all required contract provisions. Our project managers have extensive experience reviewing contract/bid packages for compliance, monitoring contractor performance, reviewing change orders, and processing construction pay estimates.

GrantWorks' standardized approach for vetting contractors is documented in our Standard Operating Procedures to ensure transparency throughout the project. Our team collects and reviews contractor information and verifies construction contractor eligibility with the funding agency. As a best practice, we create, use, and update checklists to document and ensure all contractors meet compliance requirements. GrantWorks performs debarment and SAM registry checks precontract, while other checklists are completed before notice-to-proceed issuance and subsequent tasks.

The GrantWorks Team monitors the construction process to evaluate contractor performance and ensure compliance with equal opportunity and labor standards provisions. During routine but random visits to work sites, we conduct interviews with on-site staff, document progress and findings, and report findings to the client. In addition to unscheduled site visits, the team schedules on-site progress inspections for quality assurance, compliance, certify partial-payment requests, and review, recommend, and process any change orders as needed.



Construction management services include:

- ▶ Help document compliance with all federal and state requirements related to equal employment opportunity, minimum wage, and overtime pay requirements
 - ▶ Provide Labor Standards assistance
 - ▶ Provide project engineers with instruction and forms packet, so they know up-front what information is required by the funding agency
 - ▶ Conduct pre-construction conference and prepare minutes
 - ▶ Review plans, bid documents, and change orders for compliance with regulations and conformance with the state contract
 - ▶ Compile and review construction contract documents
 - ▶ Review weekly payrolls, including compliance follow-ups and performing employee interviews
 - ▶ Oversee grant activities to ensure the project adheres to the established budget, scope, and schedule
- Closeout and Archiving Files

D.2.10 APPROACH TO AUDIT AND CLOSEOUT

The GrantWorks Team manages project closeout following 2 CFR Sections 200.343 and 200.344. GrantWorks assists in reconciling financial data in all applicable systems and preparing clients for state and federal audits. GrantWorks attends scheduled audit meetings, and is available to participate in future audits as necessary.

We excel in maintaining project files and proper documentation of all grant requirements. Our project files document that we fully implemented the approved scope of work, liquidated the obligated funds consistent with the scope of work, implemented and documented all environmental compliance grant conditions, submitted the required financial and performance reports, and closed out the project following federal award and sub-award provisions.

GrantWorks assists with reconciling financial data in all applicable systems and preparing the client for state and federal audits. GrantWorks attends scheduled audit meetings, and will participate in future audits, as necessary. Our audit and closeout services include:

- ▶ Perform internal reconciliation of project files and records
- ▶ Resolve any issues and concerns identified by funding agencies
- ▶ Work with the client to resolve any issues or concerns that may arise
- ▶ Prepare and submit final closeout documents
- ▶ Assist in working with state agencies to resolve any monitoring and audit findings and any third-party claims
- ▶ Provide auditor with audit guidelines
- ▶ Attend any scheduled state or federal audit visits
- ▶ Archive hard copy and electronic files

D.3 Project Initiation and Mobilization

GrantWorks' approach to project management focuses on addressing the community's future needs. We kick off each project by identifying the client's priorities and goals and structuring our project schedule, management tools, and deliverables to meet those long-term objectives.

Agreed-upon program processes and systems are put in place during the first 30 days of the engagement. The project management team will be available for kickoff and in-person meetings, system setup, and site visits. These will help clarify our understanding of client goals, needs, and expectations so we can move quickly and smoothly into implementation.

At the start of each project, our project managers help clients identify optimal approaches and program-eligible activities. We will then continue to work closely with all stakeholders to ensure that the project moves forward in a way that is effective, efficient, and complies with federal and state requirements. Examples of GrantWorks' established mobilization processes include:

- ▶ **Project Kickoff Meeting** – When awarded a contract, our first step will be to work with the client to schedule and conduct a program kickoff meeting with appropriate stakeholders to confirm program objectives, set roles and responsibilities, establish communication and reporting protocols, and gather requirements to customize GrantWorks 20/20 to the client's needs and preferences.
- ▶ **Policies & Procedures Development** – The project management team will thoroughly review all award documentation and terms, and apply our internal grant administration standards to identify all compliance needs according to funding agency requirements and project specifications. This information is used to develop the policies, plans, and procedures that will guide compliant project implementation throughout the life cycle of the grant. These might include:
 - Communication Plan
 - Financial Management Plan
 - Document Retention Standards
 - Reporting Matrix
 - Procurement Policy
 - Compliance/Closeout Plan
 - Subrecipient Monitoring Policy and Procedures
- ▶ **Management System Initiation** – At project onset, GrantWorks establishes business management and communications systems to create a framework for effective and efficient grant administration.
- ▶ **Compliance Assurance** – We integrate project timelines and grant compliance requirements across the contract term to build an operational compliance assurance plan that schedules tasks, deliverables, and periodic compliance checks.
- ▶ **Closeout** – We start every program with the end in mind. This simple statement means we create policies and procedures that support a compliant operation and a continuous closeout process throughout the project life cycle. From the beginning, we built an audit-ready program structured for closeout. Meticulous recordkeeping and documentation, critical milestone checklists, and transparent reporting facilitate routine and predictable final steps of the closeout process.

D.4 Tools and Technology

GrantWorks has developed innovative toolbox of grant administration resources to address the unique and specific requirements of grant-funded project management, these resources ensure sound data management, programmatic transparency, and continuous audit readiness.

D.4.1 GW 20/20 GRANT MANAGEMENT SYSTEM

GW20/20 The foundation of our toolbox is GrantWorks' proprietary grant management platform. GW 20/20 consolidates all information needed to manage grant-funded projects and programs. Grant types and funding sources trigger customized workflows that ensure accuracy, efficiency, and compliance program-wide. Capabilities include:

- ▶ Tracking the status of all grant requirements at an integrated program-level.
- ▶ Automating key performance indicator (KPI) display from the program-level through all subawardee tasks.
- ▶ Controlling information security through role-based staff, Coalition, and contractor access.
- ▶ Storing digital documents to ensure an audit trail for the life of the contract.

The GW 20/20 platform, shown in **Figure 11**, offers a user-friendly way to access program and project information through a secure, credential-based on-line dashboard, providing comprehensive insight into project progress and performance.

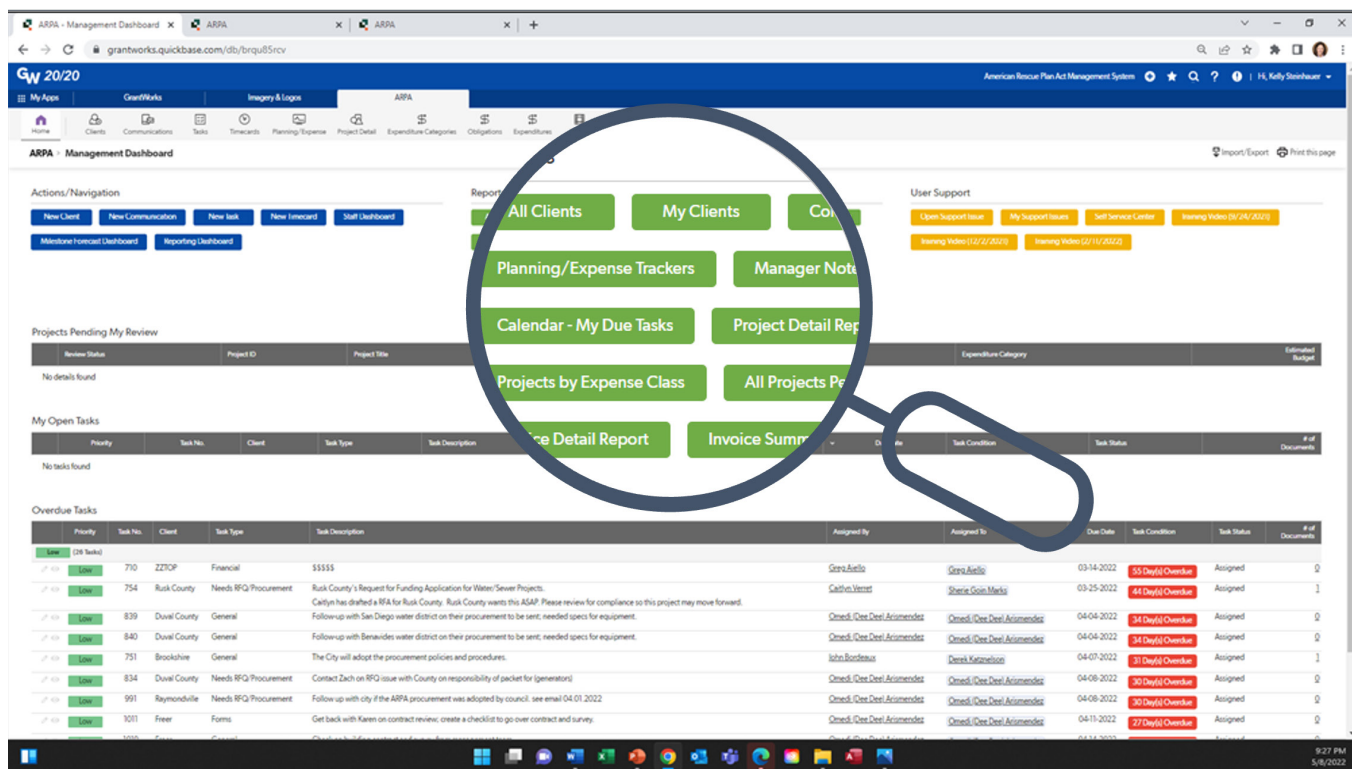


Figure 11. GW 20/20 Client Portal.

D.4.2 POWERFUL REPORT GENERATION & AUTOMATION

As illustrated in **Figure 12**, GrantWorks will develop and implement a powerful reporting framework, customized to respond to specific grant type and funding agency requirements. Client reporting preferences can be incorporated into the matrix to assemble and automate custom report delivery. Examples of available reports include:

- ▶ Project assignments with progress statuses
- ▶ Financial obligation/Expenditure details (with project category expenditures summary data)
- ▶ Selected Project Operations/Status Reports
- ▶ Request for Information (RFI) Reports
- ▶ Audit/Compliance and Monitoring Reports
- ▶ Additional grants' status and awarded grant activity reports as needed



Figure 12: Comprehensive Reporting Capability.

D.4.3 DOCUMENT MANAGEMENT & RECORDKEEPING

Our digital document management system establishes an archive for program documentation including contracts, financials, reports, reimbursement requests, permits, change orders, receipts, and correspondence. GrantWorks helps clients develop and implement document retention policies that address grant-specific documentation and project reporting requirements. This version-controlled archive accelerates project closeout and provides an extra layer of protection in the event of audit.

D.4.4 CUSTOMIZABLE TEMPLATE LIBRARY

GrantWorks' template library adds efficiency and consistency to the grant administration process. We have built agency guidance and requirements into our grant management platform to facilitate time-saving workflows and automated checklists that promote accuracy and compliance within the administration process. Templates used by the grant administration team include, but are not limited to:

- ▶ Grant Administration Templates and Checklists

- ▶ 2 CFR 200 compliant procurement documents including contracts, solicitation notices, and RFQ/RFP templates
- ▶ Disbursement Tracker for both construction and non-construction projects
- ▶ Grant-specific reporting templates
- ▶ Audit-Ready Checklists

D.5 Quality Assurance

We are proactive in our quality and performance management approach. GrantWorks' technical knowledge and industry experience allow us to incorporate the appropriate level of monitoring and control, ensuring the necessary compliance without overburdening our client.

GrantWorks focuses on establishing operational processes and conducting continuous internal reviews to maintain audit-ready project files. Our internal standard operating procedures (SOPs) provide a consistent, firm-wide framework that provides the structure necessary for consistency and the flexibility to address specific needs and requirements. GrantWorks maintains project compliance, technical accuracy, and quality by following these three critical steps:

- ▶ **Step 1:** Thoroughly assess and understand the Federal agency, state agency, and client requirements and needs.
- ▶ **Step 2:** Plan and perform work in a manner that meets those needs.
- ▶ **Step 3:** Continuously enhance the effectiveness and efficiency of our systems and processes.

GRANTWORKS QUALITY PROGRAM

Our Quality Program includes:

- ✓ Mapping out QA/QC requirements for all project processes and performance
- ✓ Providing detailed checklists with continual training and regular updates to staff and other affiliated personnel
- ✓ Conducting timely QA/QC tests where possible
- ✓ Reviewing and following up on reports, noting anomalies, and ensuring that terminology and statuses are consistent across the project and areas of work
- ✓ Checking for accuracy and validity of program data and documentation
- ✓ Adhering to contracts or agreements, guidelines, applicable federal/state laws, and program policies and procedures



GrantWorks offers detailed and ongoing internal training to its staff. We educate employees on the latest state and federal regulations via weekly meetings and through department and company-wide emails. Senior management puts extra time and effort into contextualizing regulatory changes and program requirements so that all staff understands the implications of any programmatic change and can apply that knowledge effectively. Our project team develops and implements project-specific internal and external checklists, and employees meet with management regularly. Our staff also benefit from informal peer-to-peer learning and coaching opportunities.

GrantWorks monitors project performance by tracking deliverables and conducting compliance testing. We periodically evaluate client compliance with applicable state and federal rules, regulations, policies,

and statutes. This information helps project managers anticipate and address past problems before they become issues on future projects.

Routine team meetings keep GrantWorks staff and subcontractors updated on the latest state and federal regulations and provide a forum for identifying and discussing programmatic challenges and solutions.

D.7 Assumptions/Exceptions

We have no assumptions and we understand and accept the terms of the RFP without exception.

TAB F

PROPOSAL PRICING

TAB F – PROPOSED COST OF SERVICES

F.1 Cost of Services

F.1.1 HOURLY RATES

Figure 13: GrantWorks Hourly Rates Schedule

| LABOR CATEGORY | HOURLY RATES - REMOTE | HOURLY RATES - INCLUSIVE |
|---|--------------------------|-----------------------------|
| Grant Writing & Application Preparation Services | | |
| Grant Writing Specialist | \$135.00 | \$173.50 |
| Grant Writing Assistant | \$125.00 | \$163.50 |
| Grant Administration | | |
| Principal | \$190.00 | \$228.50 |
| Subject Matter Expert | \$175.00 | \$213.50 |
| Appeals Specialist | \$166.50 | \$200.00 |
| Senior Project Manager | \$155.00 | \$200.00 |
| Senior Grant Manager | \$150.00 | \$188.50 |
| Senior Public Assistance Officer (BCA) | \$150.00 | \$188.50 |
| Junior Public Assistance Officer (BCA) | \$135.00 | \$173.50 |
| Mitigation Specialist | \$135.00 | \$173.50 |
| Grant Manager | \$135.00 | \$173.50 |
| Grant Specialist | \$125.00 | \$163.50 |
| Project Manager | \$125.00 | \$163.50 |
| Planner | | |
| Closeout Specialist | \$115.00 | \$153.50 |
| Environmental Scientist | \$110.00 | \$148.50 |
| Labor Standards | \$95.00 | \$133.50 |
| GIS/Mapping Analyst | \$95.00 | \$133.50 |
| Procurement Specialist | \$90.00 | \$128.50 |

***Note:** These applications fees exclude any licensed professional or other services not specifically provided by GrantWorks, Inc. such as special studies, environmental reviews and other associated requirements, and any services that are beyond the usual and normal services requiring third party assistance.

4.1.2 FIXED FEE WITH NOT TO EXCEED (NTE) CONTRACT

GrantWorks recommends a fixed fee with a not to exceed contract negotiated between the client and GrantWorks, with work issued against it on a project basis. GrantWorks will provide a justification for each project scope, and the client will base the negotiated fee for the project scope on a review of the justification provided by GrantWorks. A fixed fee with a not to exceed contract is preferred when considerable time and materials amounts can substantially differ for various services required to implement programs awarded funding. Our fees will also consider any local or third-party contributions. Payment milestones can be scheduled to include steps or standards that GrantWorks must meet before invoices are issued. A pricing schedule based on fixed-fees is included in **Figure 14**.

Figure 14: GrantWorks Fixed Fee Schedule

| ADMINISTRATIVE FEE SCHEDULE | | | | | | |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------------------------------------|-----------------------------|
| \$500,000.00 - \$999,999.99 | \$1,000,000.00 - \$2,999,999.99 | \$3,000,000.00 - \$4,999,999.99 | \$5,000,000.00 - \$9,999,999.99 | \$10,000,000.00 - \$24,999,999.99 | \$25,000,000.00 - \$99,999,999.99 | \$100,000,000.00 & Above |
| 7.5% | 7.25% | 6.85% | 6.4% | 5.9% | 5.2% | 4.85% |

The federally approved proposal format used by NCTCOG lets us clearly provide our value and expertise in grant management services with multiple agencies and programs. The criteria provided in your RFP with scoring consideration include the following:

- ▶ Executive Summary (10 points)
- ▶ Experience, References, Key Personnel (10 points)
- ▶ Technical Proposal (35 points)
- ▶ Cost Proposal (40 points)
- ▶ HUB/Affirmative Action (5 points)
- Total (100 points)**

As part of the procurement process, administrators must disclose and certify the profit percentage for professional administrative service costs over \$50,000. GrantWorks' expected profit is 6.1% of the above-referenced fee based on the company's 2019 gross revenue and net profit.

4.2 Term of Contract

It is understood that any contract resulting from this proposal shall be effective for 24 months from date of award with option to renew for up to three (3) additional one (1) year terms, not to exceed five (5) years in total.

4.3 Historically Underutilized Business Program

GrantWorks is not a Certified Historically Underutilized Business (HUB). GrantWorks does, however, seek subcontracting opportunities for each major project. We focus on local firms and then widen our source list as needed, continuing to seek historically utilized business (HUB) firms that are competitive and capable. We understand that a HUB firm is a corporation, sole proprietorship, partnership, or joint venture formed to make a profit in which at least 50% ownership of the business is by a woman, minority, and/or service-disabled veteran.

Our procurement policies and source identification procedures clearly outline the steps to ensure HUBs have work opportunities with GrantWorks. Our method for identifying potential sources for the principal supply and service areas is accomplished by aggressively seeking these businesses using published source lists and local, state, and federal resources.

GrantWorks encourages HUB firms to participate in the request for proposal (RFP) process. We use HUB subcontractors by using the following affirmative steps:

- ▶ Placing HUB firms on our solicitation lists
- ▶ Assuring we solicit HUB firms whenever they are potential sources
- ▶ Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by HUB firms
- ▶ Establishing delivery schedules, where the requirement permits, which encourage participation by HUB firms

- ▶ Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

4.4 Affirmative Action and Equal Employment Opportunity

GrantWorks performs all services on behalf of local governments without regard to race, national origin, religion, color, sex, age, familial status, or disability. GrantWorks does not discriminate in employment opportunities and complies with all federal, state, and local laws.

GrantWorks' Affirmative Action Program and policy of nondiscrimination and equal opportunity comply with Executive Order 11246, as amended. GrantWorks recruits, hires, trains, and promotes persons in all job titles without regard to race, creed, color, age, disability, religion, sexual orientation, marital and/or veteran status, genetic information, pregnancy, gender identity or expression, national origin, ancestry, sex, or citizenship status unless the government imposes such a requirement as a condition of employment. We ensure that hiring and promotion decisions follow equal employment opportunity principles by imposing only job-related requirements that do not have an adverse impact—other employment decisions further the principle of equal employment opportunity.

GrantWorks administers all personnel actions such as compensation, benefits, company-sponsored training, education, tuition assistance, transfer, demotion, termination, layoff, return from layoff, and social and recreational programs fairly without discrimination against protected classes mentioned above. We can only achieve equal opportunity through demonstrated leadership and implementation of a viable Affirmative Action Program. Our Affirmative Action Program sets forth specific affirmative action and equal employment opportunity responsibilities of managers, supervisors, and employees. It is incumbent that employees do not discriminate against protected classes in any policy, practice, or procedure.

TAB E

REFERENCES

Figure 15: References

REFERENCE #1: KERR COUNTY, TEXAS

| | |
|--|--|
| Contact Name: Charlie Hastings | Contact Title: County Engineer |
| Address: 3766 SH 27, Kerrville, Texas 78028 | |
| Phone: 830-896-9046 | E-mail: chastings@co.kerr.tx.us |

REFERENCE #2: TOWN OF REFUGIO, TEXAS

| | |
|---|----------------------------------|
| Contact Name: Wanda Dukes | Contact Title: Town Mayor |
| Address: 609 Commerce St., Refugio, TX 78377 | |
| Phone: 361-526-5361 | E-mail: trcity@tisd.net |

REFERENCE #3: CITY OF BROWNSVILLE, TEXAS

| | |
|--|--|
| Contact Name: Helen Ramirez, AICP | Contact Title: Interim City Manager |
| Address: 1001 E. Elizabeth Street, 2nd Floor, Brownsville, TX 78522 | |
| Phone: 956-548-6007 | E-mail: helen.ramirez@brownsvilletx.gov |

REFERENCE #5: ROCKPORT CENTER FOR THE ARTS

| | |
|--|---|
| Contact Name: Luis Puron | Contact Title: Executive Director |
| Address: 638 E Market Street, Rockport, Texas 78382 | |
| Phone: 361-450-8022 | E-mail: luis@rockportartcenter.com |

REFERENCE #6: CITY OF JOSEPHINE, TEXAS

| | |
|--|--|
| Contact Name: Pattie Brooks | Contact Title: City Secretary |
| Address: 108 Hubbard Street, Josephine, Texas 75164 | |
| Phone: 972-843-8282 | E-mail: pbrooks@cityofjosephine.com |

TAB G

ATTACHMENTS

**ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 6.04.

Name of Organization/Contractor(s):

Grantworks, Inc.

Signature of Authorized Representative:



Date: June 22, 2023

**ATTACHMENT II:
CERTIFICATIONS OF OFFEROR**

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:

Bruce Hitzgel

Date: June 22, 2023

**ATTACHMENT III:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:


1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:



Date: June 22, 2023

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using non-appropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

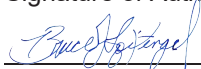
The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:



Date: June 22, 2023

The GrantWorks, Inc. (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the _____ (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee;
and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:

Bruce Heston

Date: June 22, 2023

**ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

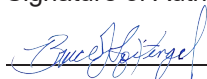
No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:



Date: June 22, 2023

| CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity | | FORM CIQ |
|--|---|-----------------|
| <p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p> | <div style="text-align: center; border-bottom: 1px solid black; padding-bottom: 5px;">OFFICE USE ONLY</div> <div style="padding: 5px;"> Date Received </div> | |
| <div style="border: 1px solid black; padding: 5px;"> 1 Name of vendor who has a business relationship with local governmental entity. </div> | | |
| <div style="border: 1px solid black; padding: 5px;"> 2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.) </div> | | |
| <div style="border: 1px solid black; padding: 5px;"> 3 Name of local government officer about whom the information is being disclosed. <div style="text-align: center; border-top: 1px solid black; width: 80%; margin: 0 auto;"> Name of Officer </div> </div> | | |
| <div style="border: 1px solid black; padding: 5px;"> 4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary. <div style="margin-top: 20px;"> <p>A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> </div> <div style="margin-top: 20px;"> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> </div> </div> | | |

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.

**ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

GrantWorks, Inc.

Signature of Authorized Representative:



Date: June 22, 2023

**ATTACHMENT VIII:
CERTIFICATION OF GOOD STANDING
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

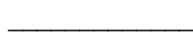
Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:



The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.



The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):



Sole Proprietor



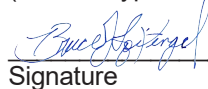
Partnership



Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Bruce J. Spitzengel
(Printed/Typed Name and Title of Authorized Representative)



Signature

Date: June 22, 2023

NOT APPLICABLE

ATTACHMENT IX: HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED BUSINESS ENTERPRISES

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.

If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

_____ Minority-Owned Business Enterprise
_____ Women-Owned Business Enterprise
_____ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:


Authorized Signature

Bruce J. Spitzengel

Typed Name

June 22, 2023

Date

Subscribed and sworn to before me this _____ day of _____ (month), 20__ in

_____ (city), _____ (county), _____ (state).

Notary Public in and for _____ (County),

State of _____ Commission expires: _____

SEAL

**ATTACHMENT X
ATTESTATION OF CONTRACTS NULLIFYING ACTIVITY**

The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment.

Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g. phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country.

The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:



Bruce J. Spitzengel

GrantWorks, Inc.

June 22, 2023

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
 - I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED
PERSON:



NAME OF AUTHORIZED PERSON:

Bruce J. Spitzengel

NAME OF COMPANY:

GrantWorks, Inc.

DATE:

June 22, 2023

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.


☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:



Bruce J. Spitzengel

GrantWorks, Inc.

June 22, 2023

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

EXHIBIT A Service Area Designation Forms

| Texas Service Area Designation or Identification | | | |
|--|--|---|---|
| Respondent Name: | GrantWorks, Inc. | | |
| Notes: | Indicate in the appropriate box whether you are proposing to service the entire State of Texas | | |
| | Will service the entire State of Texas <input checked="" type="checkbox"/> | Will not service the entire State of Texas | |
| | | | |
| | | | |
| | If you are not proposing to service the entire State of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services. | | |
| Item | Region | Metropolitan Statistical Areas | Will You Serve This Designated Service Area? |
| 1. | North Central Texas | 16 counties in the Dallas-Fort Worth Metropolitan area | |
| 2. | High Plains | Amarillo Lubbock | |
| 3. | Northwest | Abilene Wichita Falls | |
| 4. | Upper East | Longview Texarkana, TX-AR Metro Area Tyler | |
| 5. | Southeast | Beaumont-Port Arthur | |
| 6. | Gulf Coast | Houston-The Woodlands-Sugar Land | |
| 7. | Central Texas | College Station-Bryan Killeen-Temple Waco | |
| 8. | Capital Texas | Austin-Round Rock | |
| 9. | Alamo | San Antonio-New Braunfels Victoria | |
| 10. | South Texas | Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission | |
| 11. | West Texas | Midland Odessa San Angelo | |
| 12. | Upper Rio Grande | El Paso | |

| Nationwide Service Area Designation or Identification Form | | | |
|--|--|------------------------------------|-------------------------------------|
| Respondent Name: | GrantWorks, Inc. | | |
| Notes: | Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States. | | |
| | Will service all Fifty (50) States <input checked="" type="checkbox"/> | Will not service Fifty (50) States | |
| | | | |
| | <p>If you are not proposing to service to all Fifty (50) States, then designate on the form below the States that you will provide service to. By designating a State or States, you are certifying that you are willing and able to provide the proposed goods and services in those States.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p> | | |
| Item | State | Region/MSA/City | Designated as a Service Area |
| 1. | Alabama | | |
| 2. | Alaska | | |
| 3. | Arizona | | |
| 4. | Arkansas | | |
| 5. | California | | |
| 6. | Colorado | | |
| 7. | Connecticut | | |
| 8. | Delaware | | |
| 9. | Florida | | |
| 10. | Georgia | | |
| 11. | Hawaii | | |
| 12. | Idaho | | |
| 13. | Illinois | | |
| 14. | Indiana | | |
| 15. | Iowa | | |
| 16. | Kansas | | |
| 17. | Kentucky | | |
| 18. | Louisiana | | |
| 19. | Maine | | |


| | | | |
|-----|----------------|--|--|
| 20. | Maryland | | |
| 21. | Massachusetts | | |
| 22. | Michigan | | |
| 23. | Minnesota | | |
| 24. | Mississippi | | |
| 25. | Missouri | | |
| 26. | Montana | | |
| 27. | Nebraska | | |
| 28. | Nevada | | |
| 29. | New Hampshire | | |
| 30. | New Jersey | | |
| 31. | New Mexico | | |
| 32. | New York | | |
| 33. | North Carolina | | |
| 34. | North Dakota | | |
| 35. | Ohio | | |
| 36. | Oregon | | |
| 37. | Oklahoma | | |
| 38. | Pennsylvania | | |
| 39. | Rhode Island | | |
| 40. | South Carolina | | |
| 41. | South Dakota | | |
| 42. | Tennessee | | |
| 43. | Texas | | |
| 44. | Utah | | |
| 45. | Vermont | | |
| 46. | Virginia | | |
| 47. | Washington | | |
| 48. | West Virginia | | |
| 49. | Wisconsin | | |
| 50. | Wyoming | | |

EXHIBIT C Service Questionnaire

Respondents are encouraged to consider that cooperative contracts are able to be offered to any public-sector agency that can benefit from them, anywhere in the nation.

In Exhibit B, you provided your standard rates for services. For any or all of these services, you may therefore provide a percentage discount off of this standard pricelist. A 0% discount must still be denoted on the line item(s) with the number zero. Respondents are **not** required to propose a discount.

Indicate the services you are able to offer, as well as any Proposed % Discount from the pricing offered on Exhibit B. If you are not proposing a percentage-discount, please mark that field as "0".

| Category # | Description | Yes | No | Proposed % Discount |
|------------|--|-----|---|---------------------|
| 1 | Grant Management & Consulting Services | |  | 0 |

Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Service Category as described in Exhibit B.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXShare Public Purchasing Cooperative. The numbered activities in each Service Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.
- Respondents who wish to propose additional services or pavement analysis services are encouraged to do so by attaching additional (as many as necessary) to describe said products or services and their associated pricing structures.

Note: Respondent is not required to complete any questions that are not applicable to the services you are bidding.

TAB H

RESUMES

BRUCE SPITZENGE

PRESIDENT

PROFESSIONAL QUALIFICATIONS

Bruce Spitzengel has worked with grants since 1975, first as the planning director for Texas City, then as assistant planning director for Pasadena, Texas. In 1979, he founded a Houston, Texas-based firm that eventually became GrantWorks. The firm has grown to include 400+ employees in 8 primary offices and 86 field locations, with headquarters in Austin, Texas. GrantWorks is the most successful provider of local government grant services in Texas due to Bruce's expertise in CDBG, CDBG-DR, HOME, planning, infrastructure development, affordable and fair housing, and application preparation.

Under Bruce's leadership, GrantWorks has become a full-service project management firm. The firm specializes in contract administration, application preparation, technical assistance, beneficiary documentation, planning studies, land and infrastructure development, affordable housing development, and state and federal compliance. GrantWorks has secured and managed over \$8 billion in grant funding for 600+ local government clients.

In addition to business development, Bruce plays a direct role in creating federally funded projects, including CDBG infrastructure, CDBG-DR, and multi-family affordable housing. Bruce has helped countless communities develop complicated CDBG projects. He gained his significant knowledge base from over 45 years of grant and CDBG experience.

Bruce is incredibly proud that in 2014 GrantWorks was designated by HUD as a Technical Assistance Provider resource for Texas.

EMPLOYMENT HISTORY

- President and Principal-in-Charge, GrantWorks, Inc., Austin, Texas, September 1979 – Present



45 YEARS

GRANT MANAGEMENT EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Master of Arts, Geography, Kansas State University, Manhattan, Kansas, 1975

Bachelor of Arts, Liberal Arts, Kansas State College, Manhattan, Kansas, 1973



HIGHLIGHTS

- Over 45 years of experience with HUD and CDBG grants
- Expert in CDBG project development, needs identification, and infrastructure projects

MIRENDA HARRIS

VICE PRESIDENT OF APPLICATION SERVICES

PROFESSIONAL QUALIFICATIONS

As Vice President, Mirenda manages GrantWorks' Application and Procurement Services Team and has been instrumental in developing application and procurement processes and procedures. The Application Services Team focuses on helping local governments apply for and manage the Texas Department of Agriculture (TDA), Texas General Land Office (GLO), Texas Department of Housing and Community Affairs (TDHCA), and U.S. Economic Development Administration (EDA) program funds. These programs include but are not limited to TDA Colonia Construction, Community Development Block Grant (CDBG), Texas Capital Fund, Downtown Revitalization/Main Street (DRP/MS), Fire Ambulance and Service Truck (FAST) as well as GLO Community Development Block Grant-Disaster Recovery (CDBG-DR) and CDBG Mitigation (CDBG-MIT).

RELEVANT EXPERIENCE

VICE PRESIDENT/ASSOCIATE VICE PRESIDENT OF APPLICATION SERVICES, GRANTWORKS, INC., PALESTINE, TEXAS, JULY 2020 – PRESENT

As the Application Services Team Lead, Mirenda navigates complex application and procurement requirements, develops checklists to guide the application and procurement process, prepares template policy documents, and communicates daily with elected officials, key staff, and engineers to provide guidance on the application and procurement process. She recently managed a team of 19 application writers and support staff who submitted over 65 applications for \$600 million in CDBG-MIT funds in Texas.

DIRECTOR OF APPLICATION SERVICES, GRANTWORKS, INC., PALESTINE, TEXAS, APRIL 2019 – AUGUST 2020

As the Director of Application Services, Mirenda wrote applications while supporting the Application Team in submitting 67 Hurricane Harvey CDBG-DR, CDBG, FAST, DRP/MS, and Colonia Construction Fund applications.

GRANT CONSULTANT, GRANTWORKS, INC., PALESTINE, TEXAS, MARCH 2013 – MARCH 2019

Mirenda was responsible for application preparation, project management, technical assistance, and liaison with elected officials, staff, engineers, and state agencies. She wrote, managed, and closed out projects for TDHCA HOME, TDA CDBG, GLO CDBG-DR, and other program grants. She also completed environmental reviews and tax abatement programs.



18 YEARS

GRANT WRITING & GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Sociology
University of Texas at Tyler
Tyler, Texas, 1994

HIGHLIGHTS

Prepared over 166 applications

Accomplished acquiring over \$42 million in grant funds

Lead Application Services and Writers Team to successful application submission

Expertise in federal grant programs, including CDBG and CDBG-DR

2 CFR 200.318-200.327 knowledgeable; Appendix I Part 200

REGISTRATIONS/ CERTIFICATIONS

TxCDBG Certified Administrator,
Texas Department of Agriculture,
2023

Nonprofit Management Certification
2019

GRANT CONSULTANT, KERBOW & ASSOCIATES CONSULTING, PALESTINE, TEXAS, JANUARY 2003 – APRIL 2013

Mirenda began her career as a Grant Consultant with Kerbow & Associates Consulting in 2003. In this position, she wrote, managed, and closed out projects for TDA CDBG, TDA Texas Capital Fund, GLO CDBG-DR, TDHCA HOME, Economic Development Administration (EDA), and other grant programs. Mirenda was responsible for application preparation, project management, technical assistance, and liaison with elected officials, staff, engineers, and state agencies. She also completed environmental reviews and tax abatement programs.

EMPLOYMENT HISTORY

- ▶ Vice President of Application Services, GrantWorks, Inc., Palestine, Texas, January 2022 – Present
- ▶ Associate Vice President of Application Services, GrantWorks, Inc., Palestine, Texas, August 2020 – January 2022
- ▶ Director of Application Services, GrantWorks, Inc., Palestine, Texas, April 2019 – August 2020
- ▶ Grant Consultant, GrantWorks, Inc., Palestine, Texas, March 2013 – March 2019
- ▶ Grant Consultant, Kerbow & Associates Consulting, Palestine, Texas, January 2003 – April 2013

SHAWNA MCELFISH

DIRECTOR OF APPLICATION SERVICES

PROFESSIONAL QUALIFICATIONS

Shawna has nine years of grant administration and project management experience. She joined GrantWorks in October 2019 as an Application Specialist, where she wrote grants for community and economic development projects. Shawna coordinated with municipalities, chambers of commerce, local businesses, economic development corporations, and other local entities to develop projects for many different types of grant applications. Key tasks included gathering data, monitoring the progress of deadlines, and preparing application materials. She was promoted to Director of Application Services in August 2021 and helps manage the daily operations of the Application Services Team.

RELEVANT EXPERIENCE

DIRECTOR OF APPLICATION SERVICES, GRANTWORKS, INC., WHITEHOUSE, TEXAS, AUGUST 2021 - PRESENT

Shawna serves as the Director of Application Services and provides day-to-day operational support for the Application Specialists.

APPLICATION SPECIALIST, GRANTWORKS, INC., WHITEHOUSE, TEXAS, OCTOBER 2019 – AUGUST 2021

As an Application Specialist at GrantWorks, Shawna's responsibilities include working with cities and counties to prepare applications according to all program requirements. She provides general advice and technical assistance to the entity that selects the best fundable project. She also completes and submits applications on or before the deadline to the proper funding program. Shawna specializes in funding sources, including the Texas Department of Agriculture, Texas Department of Transportation, Texas General Land Office, and the US Economic Development Administration.

HARDWARE SPECIALIST, GRAND OPENINGS, TYLER, TEXAS, JULY 2016 – SEPTEMBER 2019

As a Hardware Specialist, Shawna was responsible for marketing, sales, and customer service of all decorative hardware. She provided estimates, processed orders, and scheduled deliveries of hardware sales. She was accountable for processing purchase order requests, delivery tickets, vendor invoices, and data entry in MAS for the Tyler branch sales staff. Other duties included weekly processing billing, check deposits, liens, and credit applications. She also prepared weekly sales reports and handled requests for information.



9 YEARS

GRANT APPLICATION & GRANT MANAGEMENT EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Coursework, Southwestern Adventist University, Keene, Texas, 1996-1997



HIGHLIGHTS

Detail orientated

Organized

Strong communication skills



REGISTRATIONS/ CERTIFICATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2023



PROJECT MANAGER, TRAYLOR & ASSOCIATES, TYLER, TEXAS, JULY 2012 – JULY 2016

Shawna maintained close interaction and communication with City/County staff, engineers, architects, and construction contractors. She also communicated with state agencies, including the Texas Department of Agriculture (TDA), Texas Department of Transportation (TxDOT), Texas General Land Office (GLO), US Department of Agriculture (USDA), and Texas Parks and Wildlife Department (TPWD). Shawna ensured compliance with state and federal laws concerning all aspects of grants. She held public hearings and attended Council meetings. Other responsibilities included writing grant applications for cities and counties, preparing Environmental Review records, and managing all grants, including financial management. Shawna was also responsible for monthly billing on over 40 grants, data entry, and labor standards compliance.

OFFICE MANAGER & FLOORCOVERING SALES, FLOORMAX OF TYLER, TYLER, TEXAS, AUGUST 2005 – OCTOBER 2011

In this role, Shawna was responsible for customer service and customer sales. She processed and delivered customer estimates and orders. Other duties included vendor relations and bookkeeping, including but not limited to A/R, A/P, payroll, and processing taxes. Shawna maintained all office files, supplies, and contacts.

NURSERY COORDINATOR, LANES CHAPEL UMC, TYLER, TEXAS, NOVEMBER 2004 – AUGUST 2005

Shawna was accountable for four nursery workers. She maintained proper order in the nursery and coordinated nursery workers' schedules. She also ensured the safety of children and implemented all policies and procedures. Other responsibilities included hiring, training, and troubleshooting.

MEDIA ACCOUNTANT, MOROCH & ASSOCIATES, DALLAS, TEXAS, JUNE 2000 – JUNE 2001

Shawna was responsible for approving invoices, coordinating and maintaining vendor/client relations, creating discrepancy reports and resolving billing issues, generating billing adjustments, and coordinating the release of monthly payables with the company comptroller.

EMPLOYMENT HISTORY

- ▶ Director of Application Services, GrantWorks, Inc., Whitehouse, Texas, August 2021 – Present
- ▶ Application Specialist, GrantWorks, Inc., Whitehouse, Texas, October 2019 – August 2021
- ▶ Hardware Specialist, Grand Openings, Tyler, Texas, July 2016 – September 2019
- ▶ Project Manager, Traylor & Associates, Tyler, Texas, July 2012 – July 2016
- ▶ Office Manager & Floor Covering Sales, FloorMax of Tyler, Tyler, Texas, August 2005 – October 2011
- ▶ Nursery Coordinator, Lanes Chapel UMC, Tyler, Texas, November 2004 – August 2005
- ▶ Media Accountant, Moroch & Associates, Dallas, Texas, June 2000 – June 2001

CHARLES EDWARDS, RMLO

DIRECTOR OF APPLICATION SERVICES

PROFESSIONAL QUALIFICATIONS

Charles Edwards has over 15 years of grant application and administration experience. He has an additional six years in residential construction project management. Charles joined GrantWorks as a Director of Application Services after owning and operating a community development consulting firm where he applied for and managed state and federal funding for municipal and county governments. Charles has successfully received funding for hundreds of applications through multiple Federal and State agencies.

RELEVANT EXPERIENCE

DIRECTOR OF APPLICATION SERVICES, GRANTWORKS, INC., PARIS, TEXAS, MARCH 2022 - PRESENT

Charles serves as a Director of Application Services and provides day-to-day operational support for the Application Specialists.

OWNER/CONSULTANT, RESOURCE MANAGEMENT & CONSULTING CO., PARIS, TEXAS, AUGUST 2007 – MARCH 2022

Charles owned and operated Resource Management & Consulting Co., a community development consulting firm, managing multiple grant programs for 30-plus cities and counties in the Northeast Texas region. His experience includes the successful writing and administration of programs offered by the Texas Department of Agriculture (TDA), Texas Department of Housing and Community Affairs (TDHCA), Texas Department of Emergency Management (TDEM), Texas Parks and Wildlife (TPWD), Bureau of Justice Assistance (BJA), Federal Emergency Management Agency (FEMA), Department of Treasury, and many others. Program management included preparing environmental assessments, labor standards monitoring, financial management, civil rights, fair housing, and Section 3 compliance.

WARRANTY MANAGER, CONSTRUCTION MANAGER, SENIOR CONSTRUCTION MANAGER - DFW SOUTH, KIMBALL HILL HOMES DALLAS, TEXAS, 2001 – AUGUST 2007

Charles began his career as a warranty manager, attending to homeowner requests and coordinating with subcontractors to quickly and professionally complete repairs. He was promoted to construction manager in 2002, and Senior Construction Manager of DFW South in 2005, overseeing five subdivisions containing over 1,000 lots and 12 construction managers.



15 YEARS

GRANT APPLICATION & GRANT MANAGEMENT EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Bachelor of Science, Texas A&M
University - Commerce, Commerce,
Texas, 1999



HIGHLIGHTS

Knowledgeable of Federal and State
program guidelines

Excellent communication skills

Understands all aspects of a project,
from concept to development to
management and completion



REGISTRATIONS/ CERTIFICATIONS

Residential Mortgage Loan
Originator, NMLS License No.
630161

TxCDBG Certified Administrator,
Texas Department of Agriculture,
2023

EMPLOYMENT HISTORY

- ▶ Director of Application Services, GrantWorks, Inc., Paris, Texas, March 2022 – Present
- ▶ Owner/Consultant, Resource Management & Consulting Co., Paris, Texas, August 2007 – March 2022
- ▶ Senior Construction Manager, Kimball Hill Homes, Dallas, Texas, 2005 – 2007
- ▶ Construction Manager, Kimball Hill Homes, Dallas, Texas, 2002 – 2005
- ▶ Warranty Manager, Kimball Hill Homes, Dallas, Texas 2001 – 2003

TYLER SMITH

VICE PRESIDENT OF COMMUNITY DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Tyler Smith is a government solution professional with over 10 years of experience serving communities devastated by coastal and river flooding. Tyler began working in disaster recovery in 2010 in Cedar Rapids, managing a rental rehabilitation program following the Great Iowa Flood of 2008. In 2013, he moved to New York to launch the State's Hurricane Sandy recovery buyout program, which eventually purchased more than 1,300 homes in Staten Island, Queens, Brooklyn, Rockland County, Long Island, and upstate New York. In early 2018, Tyler moved to Houston to support the Texas General Land Office's Partial Repair and Essential Power for Sheltering (PREPS) Program, primarily working as a Data and Reporting Manager. Tyler has experience working as a HUD Technical Assistance Provider, a URA compliance consultant, and a licensed real estate professional.

RELEVANT EXPERIENCE

VICE PRESIDENT OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC., AUSTIN, TEXAS, MARCH 2023 - PRESENT

Tyler helps communities with project implementation. He internally manages a team of 65+ and provides daily support for the Community Development Department. His team includes directors, regional managers, senior project managers, project managers, assistant project managers, coordinators, and labor standards specialists and assistants.

VICE PRESIDENT, BUYOUT & ACQUISITION, GRANTWORKS, INC., AUSTIN, TEXAS, JANUARY 2022 – MARCH 2023

Tyler joined GrantWorks in February 2019 as Associate Vice President of Buyout & Acquisition. GrantWorks promoted Tyler to Vice President of Buyout and Acquisition in January 2022. We describe key projects below.

Program Manager, Buyout and Acquisition, CDBG-DR Hurricane Harvey Buyout and Acquisition Programs, Multiple Clients, Texas, February 2019 – Present

Tyler joined the GrantWorks Team in February 2019 after several existing GrantWorks clients received CDBG-DR Hurricane Harvey-recovery buyout allocations. Tyler developed process maps and attended meetings, helping local officials understand the guidelines and restrictions that come with CDBG-DR buyout & acquisition funds. He managed the project planning and design process for 16 sub-recipients and authored their GLO buyout applications and guidelines. Clients include Austin County, Liberty County, Wharton County, Polk County, Fayette County, Jasper County, Victoria County, City of Victo-



10+ YEARS

DISASTER RECOVERY EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Associate of Arts, Liberal Arts –
History, Middlesex County College,
Edison, New Jersey, 2019

HIGHLIGHTS

Experienced managing large
disaster recovery programs

Over 10 years of HUD CDBG-DR,
URA, FEMA HMGP experience

Buyout, acquisition, and URA
(Relocation) Subject matter expertise

Managed over \$700 million in
CDBG-DR funds under the New York
State Governor's Office following
Superstorm Sandy (2013-2018)

Consulted as a HUD Technical
Assistance Provider, specializing in
buyout/acquisition

Real estate professional with prior
licensing in New York State

ria, San Jacinto County, Texas City, Grimes County, Milam County, City of Ingleside, City of Jasper, and Waller County.

SENIOR CONTRACT PROJECT MANAGER, INDEPENDENT DISASTER RECOVERY CONSULTANT, HOUSTON, TEXAS AND STATEN ISLAND, NEW YORK, JULY 2016 – FEBRUARY 2019

Reports Manager, FEMA Funded Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas General Land Office, Houston, Texas, January 2018 – October 2018

Tyler worked with the GLO, FEMA, H2Bravo, and a coalition of subcontractors to deliver Texas' PREPS Program, which provided minor/temporary repairs to homes impacted by Hurricane Harvey. Tyler was responsible for generating and distributing daily and weekly reports, ad hoc reporting requests, data security, presentation materials, program marketing, process mapping, and database reconciliation in this role. The PREPS program completed over 15,500 home repairs and contacted over 85,000 applicants in seven months.

Relocation Manager, CDBG-DR Buyout Program, Pennsylvania Department of Community & Economic Development, Dauphin, Wyoming, and Luzerne Counties, Pennsylvania, September 2018 – April 2019

Tyler was the Relocation Manager for the Pennsylvania Department of Community and Economic Development (DCED) CDBG-DR Buyout Programs in Dauphin, Wyoming, and Luzerne Counties. He completed URA forms as required by HUD and calculated payments for tenant rental assistance. He also assisted in relocating 26 tenant households to replacement dwellings outside the floodplain in eight months so DCED could purchase the homes free of occupants.

HUD Technical Assistance Consultant/URA Specialist, CDBG-DR Advisory Services, Georgia Department of Community Affairs, Atlanta, Georgia, October 2018 – March 2019

Tyler provided CDBG-DR advisory services to the State of Georgia's Department of Community Affairs. He assisted state leadership with crafting their recovery implementation plan, formal action plan, and program guidelines for buyout programs related to flooding events. Tyler developed visual process maps and workflows, showing the required steps for CDBG-DR buyout program implementation and execution. Tyler provided subject matter expertise to ensure a successful rollout of the state's grantee-sub-recipient project approach.

Audit Specialist, New York City Build-it-Back Program (CDBG-DR Rehabilitation), New York, New York, January 2016 – September 2016

As an Audit Specialist, Tyler provided internal audit services to the City of New York's Build-it-Back Program to ensure the program complied with all HUD requirements. He augmented the existing audit staff and verified that the audit team reviewed records appropriately before issuing payments. He adjusted internal workflows to increase review efficiencies, accelerating the rate at which the Build-it-Back program could issue payments for repairing properties.

SENIOR CONTRACT/SENIOR PROJECT MANAGER, PANORAMA GOVERNMENT SOLUTIONS, NEW YORK, NEW YORK, SEPTEMBER 2014 – JULY 2016

Senior Program Manager/Senior Case Manager, New York Rising Buyout & Acquisition Program, New York Governor's Office of Storm Recovery, Staten Island, New York, April 2013 – February 2017

Tyler was a principal contributor to New York's successful Hurricane Sandy recovery buyout program. Tyler closed over 150 cases as a Senior Case Manager in 18 months. Following his promotion to Senior Program Manager, Tyler worked with GOSR to develop policies and strategies to comply with HUD requirements while managing a staff of over 20 disaster recovery professionals. The project concluded

with approximately 1,300 damaged home purchases in five years, using \$455 million in CDBG-DR funds. Tyler developed policies, procedures, forms, documents, training materials, and presentations for supported program design elements. He trained case management staff, oversaw program applicant escalations and resolutions, and assisted with HUD policy interpretation and compliance measures related to the buyout and acquisition program.

SENIOR CASE MANAGER, PROSOURCE TECHNOLOGIES, LLC, NEW YORK, NEW YORK, JULY 2010 – SEPTEMBER 2014

Project Manager, Right-of-Way Acquisition Services, Viking Gas Transmission, Subsidiary of Oneok, Inc., Eagan, Minnesota, August 2012 – April 2013

Tyler provided right-of-way acquisition services for Viking Gas Transmission in Eagan, Minnesota. He indexed historical records in the SEQUEL server and assisted in staff database training. He collected easements and calculated damages to facilitate pipeline inspections and/or repairs. Tyler also negotiated settlements and issued payments to landowners for crop damages in rural territories.

Program Administrator, CDBG-DR Funded Jumpstart Rental Rehabilitation Program, City of Cedar Rapids, Cedar Rapids, Iowa, July 2010 – August 2012

Tyler was the Program Administrator for the CDBG-DR-funded Jumpstart Rental Rehabilitation Program, Jumpstart Rental Income Reimbursement Program, and the locally funded Tools and Appliances Reimbursement Program. These programs provided rental property owners with the financial resources necessary to repair their damaged properties to make affordable housing accessible in the aftermath of the historic 2008 flooding. He disbursed over \$8.7 million to repair 450 low-income rental housing units, including HUD housing for low-income and disabled seniors. He managed bid procurement and bid review for each site project. Tyler monitored Davis Bacon wage compliance for non-exempt projects and monitored low-income tenant compliance and affordable housing rental rates. He supported the Jumpstart Business Recovery Assistance Programs, Floodway Acquisition Program, Community Revitalization Program, Construction Study Program, and the Local Option Sales Tax (LOST) Rental Recovery Program.

EMPLOYMENT HISTORY

- ▶ Vice President of Community Development, GrantWorks, Inc., Auston, Texas, March 2023 – Present
- ▶ Vice President of Buyout & Acquisition, GrantWorks, Inc., Austin, Texas, January 2022 – March 2023
- ▶ Associate Vice President of Buyout & Acquisition, GrantWorks, Inc., Austin, Texas, February 2019 – January 2022
- ▶ Senior Contract Project Manager, Independent Disaster Recovery Consultant, Houston, Texas and Staten Island, New York, July 2016 – February 2019
- ▶ Senior Contract/Senior Project Manager, Panorama Government Solutions, New York, New York, September 2014 – July 2016
- ▶ Senior Case Manager, Prosource Technologies, LLC, New York, New York, July 2010 – September 2014

MAUREEN MAHONEY

ASSOCIATE VICE PRESIDENT OF COMMUNITY DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Maureen Mahoney has more than 42 years of grant management experience. She joined GrantWorks in January 2021 as an Application Specialist after 14 years with the State of Texas. GrantWorks promoted Maureen to Associate Vice President in February 2022 because of her experience. Maureen works with local governments to develop projects and grant applications that address needed water, wastewater, street, housing, and drainage system improvements and bolster rural economic development for various programs. These programs include Community Development, Colonia, Capital, Disaster Relief, and the U.S. Department of Commerce, Economic Development Administration's infrastructure programs.

RELEVANT EXPERIENCE

ASSOCIATE VICE PRESIDENT OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC., DRIPPING SPRINGS, TEXAS, JANUARY 2022 – PRESENT

Maureen assists communities with project development and implementation and internally provides day-to-day support for the Community & Economic Development Project Managers.

APPLICATION SPECIALIST, GRANTWORKS, INC., DRIPPING SPRINGS, TEXAS, JANUARY 2021 – JANUARY 2022

As an Application Specialist at GrantWorks, Maureen worked with local governments to develop projects and write grant applications that addressed needed water, wastewater, street, and drainage system improvements and bolstered rural economic development for various programs. These programs include Community Development, Colonia, Capital, Disaster Relief, and the U.S. Economic Development Administration's infrastructure programs.

DIRECTOR OF REGULATORY OVERSIGHT, DISASTER RECOVERY, TEXAS GENERAL LAND OFFICE, AUSTIN, TEXAS, JANUARY 2019 – DECEMBER 2019

Maureen managed all Environmental Services, Labor Standards, Affirmatively Furthering Fair Housing, Buyouts & Acquisitions, Business Management, Community Oversight (Field Staff), Multi-Family Development, Economic Development, and Special Projects teams assigned by Deputy Director. Duties included:

- ▶ Oversight of the management and operations of the Galveston Public Housing program
- ▶ Worked with GLO Legal and Housing Advocates to achieve



42 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Business Administration & Management
William Woods College
Fulton, Missouri, 1982

HIGHLIGHTS

Innovative problem solver

Leading teams to promote innovative strategies to stimulate and encourage good business practices

Excellent communication skills

A strong advocate in community relations, outreach, and customer service



obligations of the Conciliation Agreement

- ▶ Developed organizational plans and solutions to issues and/or concerns.
- ▶ Presented management plans strategies and implementation plans
- ▶ Conducted training to staff on modified solutions
- ▶ Responsible for all program areas of the City of Galveston (housing & infrastructure) disaster recovery projects, City of Houston (housing, multi-family, and infrastructure), and Harris County (housing, multi-family, and infrastructure)
- ▶ Program resource for management and staff with a working knowledge of all CDBG-DR
- ▶ Assisted upper management in all areas in the Disaster Recovery Division, policy and program development, training, hiring, presentations to local communities, and community outreach

MANAGER ANALYST VI, DISASTER RECOVERY, TEXAS GENERAL LAND OFFICE, AUSTIN, TEXAS, JULY 2016 – JANUARY 2019

Maureen was a program resource for management and staff with a working knowledge of all CDBG-DR and program development. She provided oversight of the management and operations of the Galveston Public Housing Program. Maureen worked with GLO legal and housing advocates to achieve this program's Conciliation Agreement's obligations. Maureen was also responsible for all programs area of the City of Galveston (housing and infrastructure) disaster recovery projects. She provided public speaking and community outreach.

GRANT MANAGER, DISASTER RECOVERY, TEXAS GENERAL LAND OFFICE, AUSTIN, TEXAS, SEPTEMBER 2012 – JULY 2016

As a Grant Manager, Maureen was responsible for all Disaster Program Projects in the Houston-Galveston area. She served as the Labor Standards Officer for the Texas GLO and was a program resource for management with a working knowledge of all areas of CDBG. Maureen was also responsible for community outreach and training and performed special projects as assigned.

EMPLOYMENT HISTORY

- ▶ Associate Vice President of Community Development, GrantWorks, Inc., Dripping Springs, Texas, January 2022 – Present
- ▶ Application Specialist, GrantWorks, Inc., Dripping Springs, Texas, January 2021 – January 2022
- ▶ Director of Regulatory Oversight, Disaster Recovery, Texas General Land Office, Austin, Texas, January 2019 – December 2019
- ▶ Manager Analyst VI, Disaster Recovery, Texas General Land Office, Austin, Texas, July 2016 – January 2019
- ▶ Grant Manager, Disaster Recovery, Texas General Land Office, Austin, Texas, September 2012 – July 2016
- ▶ Manager, Disaster Recovery, Texas Department Of Housing and Community Affairs, Austin, Texas, February 2012 – September 2012
- ▶ Grant Manager, Texas Department Of Agriculture, Austin, Texas, June 2006 – February 2012
- ▶ Grant Manager, City Of Corpus Christi, Corpus Christi, Texas, October 1979 – June 2006

CRISTAL FUNDERBURK

DIRECTOR OF COMMUNITY DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Since 2018, Cristal Funderburk has served as a Director and Assistant Director of Community Development at GrantWorks. She assists with internal process improvement, quality control, labor standards, and mentorship in these roles.

From 2013 to 2017, Cristal was a Senior Project Manager/Project Manager. During this time, she managed over 40 federal and state projects totaling \$30+ million for Texas communities. Her experience includes managing public infrastructure construction, disaster recovery, parks, housing rehabilitation, and coastal projects. She managed financial and technical project requirements to meet strict thresholds, including requests for proposals/qualifications, construction procurement, review of contractor pay estimates and engineering invoices, contract awards, quarterly status reports, financial status reports, contract amendments, environmental studies, fair housing requirements, labor standards, and project completion reports for grants funded by the HUD and various state programs.

Because of the training she received from experienced staff, Cristal quickly developed the skillset to manage the complexities of CDBG contracts and effectively coordinate with local government and state agency contacts. She has also trained new employees in all aspects of project management responsibilities.

Cristal joined GrantWorks in 2011 as a labor standards specialist. She learned how to coordinate with contractors and subcontractors regarding federal and state labor standards compliance and review certified payroll documentation in this role. She also assisted low-to-moderate income homeowners and guided them through the application process to qualify them for grant assistance.

RELEVANT EXPERIENCE

DIRECTOR OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC. AUSTIN, TEXAS, JULY 2020 – PRESENT

Cristal assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers.

Grant Administrator, Hurricane Ike CDBG-DR Round 1 and 2.2, Brazoria County, Texas, August 2015 – August 2017, Grant Amount: \$16.8 million

Brazoria County received CDBG-DR funds for non-housing activities benefitting multiple cities, districts, and county projects to improve infrastructure needs directly impacted by Hurricane Ike. Cristal took the lead project manager role for the first round of Brazoria County's



9 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Arts, Geography,
University of Texas at Austin, Austin,
Texas, 2010

HIGHLIGHTS

Develops departmental processes
to improve project management

Expertise in HUD CDBG-
DR regulations and financial
management

REGISTRATIONS/ CERTIFICATIONS

TxCDBG Certified Administrator,
Texas Department of Agriculture,
2023

CDBG-DR funding in 2015. Cristal facilitated monthly conference calls to coordinate with the County and GLO staff members. She also helped to strategize the next steps for the projects.

Grant Administrator, Hurricane Ike/Dolly CDBG-DR Round 2.1 and 2.2, City of Freeport, Freeport, Texas, December 2013 – Present, Grant Amount: \$1.5 million

The Texas General Land Office awarded Freeport the funds for several CDBG-DR projects. These projects included installing SCADA equipment and generators for backup power for the water and sewer facilities. The City also used the funds to rehabilitate a lift station that failed during Hurricane Ike. Cristal assisted with the implementation of the projects as they moved through construction.

Additional CDBG-DR Experience

Cristal has managed an additional \$1.4 million of CDBG-DR funding, including projects for Calhoun County and the cities of Escobares and Waller, Texas.

EMPLOYMENT HISTORY

- ▶ Director of Community Development, GrantWorks, Inc., Austin, Texas, July 2020 – Present
- ▶ Assistant Director of Community Development, GrantWorks, Inc., Austin, Texas, January 2018 – July 2020
- ▶ Senior Project Manager/Project Manager, GrantWorks, Inc., Austin, Texas, February 2013 – December 2017
- ▶ Labor Standards Specialist, GrantWorks, Inc., Austin, Texas, June 2011 – February 2013

JEFF CARILLO

DIRECTOR OF COMMUNITY DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Jeff Carrillo assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers. Jeff manages numerous CDBG-funded grants, including Community Development, Colonia, and Downtown Revitalization Programs through the Texas Department of Agriculture and disaster recovery through the Texas General Land Office. He has also managed Texas Infrastructure Fund grants through the Texas Department of Transportation.

Jeff is a TxCDBG-certified administrator and has successfully managed over 50 federally funded projects, shepherding them through the entire grant administration cycle, from contract execution to closeout. Projects managed include public infrastructure, private property rehabilitation, and disaster recovery. Jeff's project management efforts focus on ensuring that the quality of service to internal and external stakeholders meets the highest standards. He was promoted to Assistant Director in 2018 and Associate Director in 2020.

RELEVANT EXPERIENCE

DIRECTOR OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC. AUSTIN, TEXAS, SEPTEMBER 2021 – PRESENT

Jeff assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers.

ASSOCIATE DIRECTOR OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC., AUSTIN, TEXAS, SEPTEMBER 2020 – SEPTEMBER 2021

Jeff assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers.

Grant Administrator, Texas CDBG-DR 2015-DR Flood, Drainage and Pump Station Improvements, Willacy County, Texas, April 2019 – Present, Grant Amount: \$995,500

Willacy County received funding to improve drainage and pump stations in an emergency following the 2015 Flood. Jeff provides grant administration services, including reviewing and processing reimbursement requests and providing Davis-Bacon, Section 3, and programmatic technical assistance and guidance. Jeff facilitates communication between state and local stakeholders, engineers, and contractors to ensure successful project completion.



6 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Community & Regional Planning, University of Texas, Austin, Austin, Texas, 2014

Bachelor of Arts, University of Missouri, Columbia, Missouri, 2001

HIGHLIGHTS

Managed and successfully closed over 50 grants, including CDBG, Disaster Recovery, TxDOT TIF, and Safe Routes to School

Excellent communication skills

REGISTRATIONS/ CERTIFICATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2022

Grant Administrator, Texas CDBG-DR Hurricane Ike/Dolly Round 2.2, Water and Sewer System Upgrades, City of Clute, Texas, August 2012 – December 2018, Grant Amount: \$1,664,451

The City of Clute received Disaster Recovery funds to upgrade its existing water and sewer systems. Jeff provides project management services to help shepherd the project to completion, and this project is expected to finish by the end of 2018 on time and under budget.

Grant Administrator, Texas CDBG-DR Hurricane Ike/Dolly Round 2.2, Flood and Drainage Facilities Upgrades, Kleberg County, Texas, January 2013 – December 2018, Grant Amount: \$1,000,000

Kleberg County received Disaster Recovery funds to upgrade its existing flood and drainage facilities. Jeff provides project management services to help shepherd the project to completion, and this project is expected to finish by the end of 2018 on time and under budget.

Grant Administrator, Transportation Infrastructure Fund (TIF), Texas Department of Transportation, Upton County, Texas, April 2014 – August 2019, Grant Amount: \$7,049,063

Upton County was awarded a Transportation Infrastructure Fund to help mitigate road damages affected by oil and gas exploration and production-related activities. Jeff coordinated with the Texas Department of Transportation, project engineers, and county representatives to procure several road materials and a force account documentation. The project was completed on time and within budget.

Grant Administrator, Transportation Infrastructure Fund, Texas Department of Transportation, Kleberg County, Texas, April 2014 – August 2019, Grant Amount: \$740,433

Kleberg County was awarded a Transportation Infrastructure Fund to help mitigate road damages affected by oil and gas exploration and production-related activities. Jeff coordinated with the Texas Department of Transportation, project engineers, and county representatives to procure several road materials and a force account documentation. The project was completed on time and within budget.

EMPLOYMENT HISTORY

- ▶ Director of Community Development, GrantWorks, Inc. Austin, Texas, September 2021 – Present
- ▶ Associate Director of Community Development, GrantWorks, Inc. Austin, Texas, September 2020 – September 2021
- ▶ Assistant Director of Community Development, GrantWorks, Inc. Austin, Texas, September 2018 – September 2020
- ▶ Senior Project Manager, GrantWorks, Inc., Austin, Texas, April – September 2018
- ▶ Project Manager, GrantWorks, Inc., Austin, Texas, August 2014 – April 2018
- ▶ Austin History Center, Austin, Texas, October 2011 – August 2014

REGAN LENEHAN

DIRECTOR OF COMMUNITY DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Regan Lenehan began her career at GrantWorks as a Project Manager, focusing on infrastructure and economic development projects. Regan currently trains and oversees a team of Community & Economic Development Project Managers, providing technical assistance on CDBG grants funded by the Texas Department of Agriculture and the Texas General Land Office. She specializes in Community Development, Colonia Construction, Main Street, Downtown Revitalization, and Disaster Recovery/Mitigation contracts.

Regan is a TxCDBG-certified administrator and has successfully managed over 75 projects. Her experience includes public infrastructure, private property rehabilitation, economic development, main street, and disaster recovery. She has also managed the Texas Infrastructure Fund and Safe Routes to School grants through the Texas Department of Transportation.

RELEVANT EXPERIENCE

DIRECTOR OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC. AUSTIN, TEXAS, OCTOBER 2021 – PRESENT

Regan oversees a team of Project Managers who assist communities and collectively manage over \$100 million in CDBG grant contracts.

SENIOR CONSULTANT, COMMUNITY DEVELOPMENT, GRANTWORKS, INC., AUSTIN, TEXAS, APRIL 2018 – OCTOBER 2021

Regan provided internal quality control for procurement reviews, labor standards activities, and technical support and training for GrantWorks staff.

SENIOR PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, JANUARY 2004 – JANUARY 2015

Regan worked directly with stakeholders to successfully implement CDBG projects. Her administration activities included financial management, requests for proposals and qualifications, and sealed bid procurement reviews, quarterly status reports, fair housing, civil rights, and labor standards compliance activities, and project completion/state-agency monitoring reviews. She specialized in the Texas Capital Fund economic development program.



15 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Community & Regional Planning, University of Texas, Austin, Austin, Texas, 2004

Bachelor of Arts, Latin American Studies, Vassar College, Poughkeepsie, New York, 1997

HIGHLIGHTS

Develops departmental policy and procedure

Leads a team of project managers
Conversational Spanish skills

REGISTRATIONS/ CERTIFICATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2021

ERIC HARTZELL

SENIOR VICE PRESIDENT, STATE RUN PROGRAMS

PROFESSIONAL QUALIFICATIONS

As Executive Vice President of GrantWorks, Eric Hartzell brings over 29 years of leadership in the community and economic development, disaster recovery, affordable housing, and urban planning. His duties include guiding the firm's steady growth while improving the quality and scope of services.

Aside from his executive functions, Eric directly creates and oversees dozens of federally funded programs and projects, including CDBG and CDBG-DR infrastructure, single-family, multifamily affordable housing development, economic development programs, comprehensive planning, and Colonia improvements. His significant knowledge base gained from years of directing the GrantWorks main office in Austin, Texas, is a valuable resource in preparing and implementing HUD and other grant programs and projects.

Before joining GrantWorks in 1995, Eric served as a CDBG Regional Coordinator at the Texas Department of Housing & Community Affairs and as a Planner for the City of Austin Water & Wastewater Utility.

RELEVANT EXPERIENCE

EXECUTIVE VICE PRESIDENT, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 1995 – PRESENT

Executive Oversight and Subject Matter Expert, Hurricane Harvey CDBG-DR Program Management Support Services, Texas General Land Office, Austin, Texas, October 2018 – Present, Grant Amount: \$3.3 billion

Eric oversees and coordinates a team of 60-plus GrantWorks and subcontractor personnel administering the implementation of \$3.3 billion in Harvey CDBG-DR funding for the State of Texas. The assignment covers more than 20 GLO-run and major sub-recipient (Houston and Harris County) multifamily housing development, economic development, single-family housing construction and reimbursement, planning, public services, infrastructure, and buyout/acquisition programs.

Eric provides subject matter expertise in CDBG regulations, including DR-specific Federal Register requirements and waivers, and cross-cutting federal regulations such as fair housing, procurement, and acquisition. The GrantWorks GLO Harvey team has consistently



29 YEARS

CDBG AND CDBG-DR MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Community and Regional Planning, University of Texas, Austin, Texas, 1993

Bachelor of Science, Geography, Ohio University, Athens, Ohio, 1991

HIGHLIGHTS

- Leads DR Grant Administration and Project Management teams
- Provided oversight and expertise in developing more than \$300 million in CDBG-DR and CDBG non-entitlement project activities for local governments
- Provided oversight and expertise in developing over \$300 million in CDBG-DR and CDBG nonentitlement project activities for local governments
- Expert in CDBG, disaster recovery, and cross-cutting regulations, including fair housing, procurement, duplication of benefits, and acquisition

REGISTRATIONS/CERTIFICATIONS

- Certified Planner, American Institute of Certified Planners

provided high-quality services while meeting deadlines in fulfilling its extensive mission.

Executive Oversight and Subject Matter Expert, CDBG-DR Hurricane Harvey and 2015-2016 Texas Floods, Multiple Local Governments, Texas, January 2016 – Present

Eric provided oversight and subject matter expertise in developing over 20 successful competitive CDBG-DR infrastructure and housing applications by Texas cities and counties for drainage, sewer, water, and street infrastructure improvements, multifamily housing development, and single-family rehabilitation and reconstruction. Eric contributed expertise in identifying fundable, eligible projects that meet the CDBG National Objectives and address key community needs. Post-funding, Eric provides ongoing technical review and assistance to GrantWorks project implementation staff, particularly the development of four new affordable multifamily properties and complex infrastructure and public facility projects in the Rockport-Aransas County area.

Subject Matter Expert, Hurricane Ike Round 2.2 CDBG-DR Program, Multifamily Developments, Galveston Housing Authority, Galveston, Texas, Grant Amount: \$65.5 million, July 2013 – May 2018

The Galveston Housing Authority (GHA) received CDBG-DR funding to replace two multifamily developments heavily damaged by Hurricane Ike with the new Villas on the Strand and Cedars at Carver Park. GLO selected GrantWorks to assist GHA in administering this award. Eric provided procurement, multifamily development, and CDBG regulatory expertise, working closely with key GrantWorks managers, GHA, the developer, and the GLO.

Executive Oversight and Subject Matter Expert, CDBG-DR Hurricanes Ike/Dolly, Texas General Land Office on Behalf of Multiple Local Governments, Texas, May 2009 – December 2016

Eric provided oversight and subject matter expertise in developing more than 30 successful competitive CDBG-DR infrastructure and housing applications by Texas cities and counties for various drainage, sewer, water, public facility, and street infrastructure improvements. Eric contributes expertise in identifying fundable, eligible projects that meet the CDBG National Objectives and address key community needs. Post-funding, Eric provided ongoing technical review and expertise to GrantWorks staff implementing projects such as \$200 million in the City of Galveston projects, including surface and subsurface public infrastructure replacement along eight primary corridors, municipal incinerator demolition and clearance, and construction of a new citywide wastewater treatment plant, a downtown fire station, a primary water pump station, a public facilities service center, and numerous smaller projects; \$23 million in the City of Houston projects to improve drainage and support the development of new affordable housing in four lower-income central city neighborhoods; and GLO assignments to document and qualify economic development activities for third-party administered programs in Galveston and Southeast Texas, ultimately achieving full HUD clearance.

EMPLOYMENT HISTORY

- ▶ Executive Vice President, GrantWorks, Inc., Austin, Texas, July 1995 – Present
- ▶ CDBG Regional Coordinator, Texas Department of Housing & Community Affairs, Austin, Texas, December 1993 – July 1995
- ▶ Water & Wastewater Utility Planner, City of Austin, Austin, Texas, August 1993 – December 1993

MARTHA AROSEMENA, AICP, PMP

SENIOR VICE PRESIDENT, STATE RUN PROGRAMS

PROFESSIONAL QUALIFICATIONS

Martha Arosemena, AICP, PMP, is an experienced Senior Vice President with a demonstrated history of effectively managing co-located and remote teams. She has federal and state grant program management expertise, emphasizing Community Development Block Grant-Disaster Recovery (CDBG-DR) program development and implementation. With over 19 years of CDBG and CDBG-DR experience, Martha provides consultative, project and program implementation, and team management services. Her 29+ years of total work experience includes state, non-profit, and consultative sectors.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT/VICE PRESIDENT/ASSOCIATE VICE PRESIDENT/DIRECTOR OF PROJECT MANAGEMENT/ SENIOR PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, SEPTEMBER 2011 – PRESENT

Team Management and Oversight, Hurricane Harvey CDBG-DR Program Management Support Services, Texas General Land Office, Austin, Texas, October 2018 – Present, Grant Amount: \$3.3 billion
Martha helps provide the day-to-day management for a team of over 70 Grant Managers, Project Managers, and subcontractors who provide direct CDBG-DR assistance to the Texas General Land Office (GLO). Martha works with stakeholders and staff to provide the resources and subject matter expertise necessary to help implement \$3.3B in CDBG-DR-funded state and subrecipient programs. Martha's implementation experience and solutions-oriented approach help ensure policies and regulatory guidance translate into implementable processes and procedures. She works closely with GLO executives and program-level staff to identify programmatic risks and opportunities, taking steps to mitigate risks and pursue opportunities.

Grant Administrator, Galveston Rental Housing Replacement Program, Texas General Land Office, Galveston Island, Texas, December 2016 – March 2020, Grant Amount: \$26 million

In partnership with the Galveston Housing Authority, the Texas General Land Office used \$26M in CDBG-DR funds to implement a single-family rental housing replacement program. The program aimed to repair and replace 97 affordable rental single-family units destroyed by Hurricane Ike. Martha provided technical assistance and grant support services to the GLO, Galveston Housing Authority (GHA), and the three private developers responsible for the units' construction and management. Her support included but was not limited to preparing requests for reimbursement, submitting quarterly



19 YEARS

CDBG AND CDBG-DR MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Community and Regional Planning, University of Texas, Austin, Texas, 2011

Bachelor of Arts, Anthropology and Spanish, University of Austin, Texas, 1993

HIGHLIGHTS

- Oversees implementation of \$350 million in CDBG-DR funding
- Expertise in federal policies and regulations, including 2 CFR 200
- Develops internal training procedures

REGISTRATIONS/ CERTIFICATIONS

- Certified Planner, American Institute of Certified Planners
- Certified Project Management Professional, Project Management Institute

TRAINING

- Member, American Planning Association, Texas Chapter, since 1999

and annual reports, and providing hands-on technical assistance for project closeout. Martha used her attention to detail and programmatic knowledge to provide detailed hands-on assistance to one of the developers who had never implemented a CDBG-DR program before. By helping the developer navigate each step of the process successfully, Martha and the GrantWorks Team ensured that all draws were accurate. We submitted reports in a timely manner, and project-related documentation met GLO programmatic requirements.

Grant Administrator, Hurricane Ike Round 2.2 CDBG-DR Program, Multi-family Developments, Texas General Land Office and Galveston Housing Authority, Galveston, Texas, Grant Amount: \$154.5 million, July 2012 – May 2018

GHA received funding to replace three multi-family developments destroyed by Hurricane Ike with the new Oleanders, Villas on the Strand, and Cedars at Carver Park. The Texas General Land Office and Galveston Housing Authority selected GrantWorks to administer this multiphase award. Martha provided grant administration services that included but were not limited to reviewing and processing requests for reimbursement and providing HUD and CDBG-DR cross-cutting programmatic, technical assistance. Martha worked closely with the developer's and builder's third-party services providers to ensure compliance with Davis-Bacon labor standards, Section 3, and other CDBG-DR requirements. Martha facilitated communication between the various State, GHA, and developer stakeholders and was fundamental in shepherding the project through the multiple HUD and GLO monitorings and successful GLO closeout.

Grant Administration Oversight, Texas CDBG-DR Round 2.1, City of Rockport, Texas, Grant Amount: \$1 million, 2012 – 2015

The City of Rockport received CDBG-DR funds to upgrade its existing storm sewer system. Martha provided project management services that helped shepherd the project from inception to completion. She successfully finished this project on time and under budget.

Grant Administration Oversight, Hurricane Dolly Round 1 CDBG-DR Program, Power Generator Installation, Jim Wells County, Alice, Texas, Grant Amount: \$252,270, March 2010 – April 2013

The GLO awarded Jim Wells County disaster recovery funds to help mitigate electrical power loss during future hurricanes. Martha coordinated with the Texas General Land Office, project engineers, environmental consultants, and local and county representatives to procure and install two new emergency power generators in Premont, Texas. She completed this project on time and within budget.

EMPLOYMENT HISTORY

- ▶ Senior Vice President/Vice President/Associate Vice President/Director of Project Management/ Senior Project Manager, GrantWorks, Inc., Austin, Texas, September 2011 - Present
- ▶ Project Manager, Office of the Attorney General, Austin, Texas, September 2009 - August 2011
- ▶ Project Manager/Colonia Planner, GrantWorks, Austin, Texas February 2003 - August 2009
- ▶ Manager, Research and Training, Texas Association of Community Development Corporations, Austin, Texas, September 2001 - January 2003
- ▶ Program Specialist, Texas Commission on Environmental Quality, Austin, Texas, May 1997 - August 1999

JO CARROLL

SENIOR VICE PRESIDENT, OPERATIONS

PROFESSIONAL QUALIFICATIONS

Jo Carroll is a nationally acclaimed HUD/CDBG and housing expert with extensive management and administrative experience in local, state, and federal programs that revitalize communities, assist low-income and special needs families, and redevelop housing, infrastructure, and public facilities. She is a National “HUD Best Practices” winner for Housing, Public Services, and Minority Business Participation. HUD also recently accepted Jo to serve as an “expert in Disaster Recovery” at the 2018 HUD CDBG-DR Clinic. Jo uses this knowledge and experience in designing and managing disaster recovery programs to re-house thousands of displaced residents. Her experience also includes the co-ownership of a home construction business, enabling her to apply first-hand knowledge and experience in the home building and construction industry.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF OPERATIONS, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 2020 – PRESENT

As Senior Vice President of Operations at GrantWorks, Jo provides critical leadership and managerial expertise in delivering multiple operations and programs. Her expertise is managing HUD CDBG/CDBG-DR, ARPA, COVID-19, CARES Act, FEMA, and other state and federal programs.

Subject Matter Expert, American Rescue Plan Act Program Management, 180+ Local Government Clients, Texas and New Jersey, March 2021 – Present, Grant Amount: \$900 million

Jo pioneered our ARPA Team by studying legislation before the act was passed and worked with lobbyist groups while Congress refined the legislation. She stays current with directives, FAQs, Federal Register publications, and interpretive guidance from advocacy groups. She continually educates and provides senior leadership to the 40+ member ARPA team.

Executive Sponsor, Various State-Managed Emergency Rental Assistance Programs, Florida and Texas, February 2021 – Present

Jo provides contract support and SME consultation to managers and staff who work on CARES Act programs. These programs provide rental and utility relief to tenants and landlords who meet eligibility criteria which vary slightly by state.

DIRECTOR/SENIOR PROGRAM MANAGER/SENIOR PROJECT MANAGER/ PROJECT MANAGER, APTIM ENVIRONMENTAL & INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, AND AUSTIN AND HOUSTON, TEXAS, APRIL 2009 – JULY 2020



40 YEARS

CDBG PROGRAM MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Psychology,
Texas A&M University, College
Station, Texas 1982

HIGHLIGHTS

- Program Manager of four major CDBG-DR programs, including New Jersey Hurricane Sandy and Texas Hurricane Rita, Ike, and Harvey Programs
- 40+ years of HUD and CDBG housing and infrastructure program management experience
- National “HUD Best Practices” winner for Housing, Public Services, and Minority Business Participation

REGISTRATIONS/ CERTIFICATIONS

- Certified HOME Program Specialist

AFFILIATIONS

- Past memberships on the National Community Development Association Committees, National Affordable Housing Committee, and National HOME Program Committee
- Past Member of Board of Directors, NCDA Region VIB

Program Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs, Trenton, New Jersey, May 2013 – June 2020

The RREM Program provided disaster housing relief services for over 10,000 homeowners damaged by Superstorm Sandy in nine coastal counties. Jo managed a team of 150+ professionals delivering program management services, including policy development, damage assessments, environmental mitigation, CDBG-DR expertise, case management, call center operations, construction oversight and inspections, and compliance monitoring. Program activities include rehabilitation, reconstruction, elevation, mitigation, resiliency, demolition, lead paint/asbestos assessments and clearances, construction management, and engineering design services. The project team completed construction following HUD, HQS, NJDCA Construction Standards, the International Residence Code (IRC), Energy Star, and HUD's CPD Green Building Checklist. She provided all aspects of program management, and her team of policy, environmental, and construction professionals provided leadership and oversight for program design and construction management. Jo and her team of 150+ disaster experts collaborated daily with New Jersey State staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

Program Manager, Build it Forward Programs Master Program Manager, City of Houston Housing Community Development Department, Houston, Texas, January 2018 – July 2019

The City of Houston Hurricane Harvey Recovery Programs used \$450 million FEMA and \$1.2 billion CDBG-DR funding to assist homeowners and renters damaged or displaced by Hurricane Harvey. The project team served as the Master Program Management firm engaged to assist in the overall administration of the multiple programs, including providing comprehensive case management services and developing and operating a call center to handle inbound and outbound calls for program applicants. As the Program Manager, Jo managed a team of 80+ professionals delivering the development of program guidelines and workflows, compliance, and advising the City regarding policy and

Policy and Process Coordinator, Program Management Services for the FEMA Rapid Repairs Program, New York, New York, November 2012 – February 2013

The New York City Rapid Repairs Program (NYCRRP) provided emergency temporary repair services (limited to essential power, heat, and hot water) for residents affected by Superstorm Sandy that allowed them to remain or return to their homes or "shelter-in-place." Jo designed and developed program policies, including policies for case management in compliance with local, state, and federal requirements to define the program workflow and provide a systemic, consistent approach to delivering services. Since the program was the first-of-its-kind to provide shelter-in-place (previous FEMA disaster response programs involved providing group shelters and trailers to house residents off-site temporarily), a major challenge was identifying potential situations and issues pre-planning resolution through developing general operating policies. Because of her experience and knowledge of managing other CDBG-DR programs, Jo quickly provided general guidelines (tailored to NYCRRP needs) to kick-start program implementation.

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Operations, GrantWorks, Inc., Austin, Texas, July 2020 – Present
- ▶ Director/Senior Program Manager, Aptim Environmental & Infrastructure, LLC, Trenton, New Jersey, and Houston, Texas, July 2017 – July 2020
- ▶ Program Manager/Senior Project Manager, CB&I Environmental & Infrastructure, LLC, Trenton, New Jersey, February 2013 – June 2017
- ▶ Project Manager, Shaw Environmental & Infrastructure, Inc., Austin, Texas, April 2009 – February 2013
- ▶ CDBG Independent Consultant, Multiple Cities, Counties, States, Nonprofits, 2000 – April 2009

KEN PEVOVAR, PMP

HUD/FEMA TECHNICAL ADVISOR

PROFESSIONAL QUALIFICATIONS

Ken Pevovar has 16 years of experience managing public infrastructure, FEMA, and CDBG-DR projects in every stage of the lifecycle, from initiation to close-out. Ken has diverse training in construction, education, and management. He received HUD training in CDBG-DR grant management and is certified at the Master level for the industry-leading Xactimate 28 estimating software system. He is a PMI-certified project manager with significant infrastructure experience from designing and installing city and county communications/network operations centers and a pipeline and metering station project for a proposed power plant. His expertise in disaster recovery began as a Red Cross Disaster Services volunteer and shelter manager.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF PROGRAM MANAGEMENT, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 2020 – PRESENT

As Senior Vice President at GrantWorks, Ken provides leadership and managerial expertise in delivering multiple operations and programs. His expertise centers on HUD CDBG/CDBG-DR, ARPA, COVID-19, CARES Act, FEMA, and other state/federal programs.

Subject Matter Expert, American Rescue Plan Act Program Management, 180+ Local Government Clients, Texas and New Jersey, March 2021 – Present, Grant Amount: \$900 million

Ken pioneered our ARPA Team by studying legislation before the act was passed and worked with lobbyist groups while it was refined. He stays current with directives, FAQs, Federal Register publications, and interpretive guidance from advocacy groups and continually educates and provides senior leadership to the team.

Executive Sponsor, Various State-Managed Emergency Rental Assistance Programs, Florida and Texas, February 2021 – Present

Ken provides contract support and SME consultation to managers and staff who work on CARES Act and ARPA-funded programs. These programs provide rental and utility relief to tenants and landlords who meet eligibility criteria which vary slightly by state.

Consultant, Application Development for the Competitive Mitigation Grant Program for the Texas General Land Office, Bay City, Jones Creek, Mathis, and Richwood, Texas, August 2020 – October 2020

Ken worked with City governments, engineers, and GIS staff to develop local projects, evaluate beneficiary groups, and perform other tasks required to compile applications for \$46 million in competitive grant funding.



16 YEARS

PROJECT/CONSTRUCTION MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Education,
Monmouth, West Long Branch,
New Jersey, 1999

Bachelor of Science, Biology,
Monmouth University, West Long
Branch, New Jersey, 1997

HIGHLIGHTS

- Developed a successful change management System for the State of New Jersey
- Disaster recovery conference speaker and panel presenter
- Managed FEMA's first permanent repairs program (DALHR)
- Executed three FEMA task orders in the Northern Mariana Islands
- Spearheaded the creation of the ARPA Team to provide specialized services to the government

REGISTRATIONS/ CERTIFICATIONS

- Certified Project Management Professional (PMP), Project Management Institute, Certification No. 1935804
- Xactimate Master Level 3 Certification, Certificate No. 150321

**DIRECTOR/SENIOR PROGRAM MANAGER/SENIOR PROJECT MANAGER/
PROJECT MANAGER/ CONSTRUCTION MANAGER, APTIM ENVIRONMENTAL
& INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, AND HOUSTON, TEXAS,
MAY 2015 – JULY 2020**

Senior Project Manager, Permanent Housing Construction Program, FEMA, Northern Mariana Islands, November 2019 – June 2020

Based in Saipan, Ken managed three task orders on the FEMA Individual Assistance Program, including repairing and reconstructing storm-damaged housing. The repair program replaced doors, windows, storm shutters, kitchens, bathrooms, and, most importantly, roofs, building them to withstand winds up to 195 mph. The reconstruction effort used USACE plan sets to construct CMU and cast-in-place concrete dwellings conforming to the USACE specification manual. Ken and his team managed all subcontractors, procurements, construction activity, and reporting to FEMA. This disaster recovery program repaired and reconstructed 180 – 200 homes in response to Super Typhoon Yutu and required a great deal of planning and coordination to overcome logistics, supply chain, and resource constraints.

Senior Construction Manager, Build it Forward Houston, City of Houston Housing and Community Development Department, Houston, Texas, July 2018 – August 2019

Ken served as the Senior Construction Manager for CDBG-DR housing recovery programs. The Build it Forward programs included repair, elevation, and reconstruction of single-family dwellings, the landlord (small rental), and new home buyer assistance. He managed procurements, wrote construction-related policies, developed guidelines and SOPs, and provided consultation and guidance to the City of Houston's senior management team.

Program Manager, Master Program Manager for Disaster Recovery Projects, City of Houston Housing and Community Development Department, Houston, Texas, January 2018 – October 2018

Ken was Program Manager for the FEMA Individual Assistance (IA) Direct Assistance for the Limited Home Repair (DALHR) Program. This program provided permanent home repair to 185 non-substantially damaged homes in Houston. Ken and his team developed program policies, SOPs, and forms in line with guidelines supplied by the Texas General Land Office (GLO). He directly supervised staff, including case managers, inspectors, construction managers, estimators, and close-out specialists.

Senior Construction Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs, Trenton, New Jersey, March 2015 – January 2018

The New Jersey RREM is a disaster recovery program initiated after Superstorm Sandy to rebuild, repair, or mitigate residential properties. Ken served in many different roles. As part of the Program Management Team, Ken conducted site inspections and managed the inspection team. While he managed a team of field assessors and quality control personnel, Ken developed protocols, training modules, SOPs, and schedules. Ken created data collection tools and organizational processes for construction managers in the field and refined scopes of work for program contractors. He developed and implemented training modules for construction managers and was a subject matter expert for the Xactimate estimating software package. He also created the scope adjustment process and managed a staff of 16 adjusters.

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Program Management, GrantWorks, Inc., Austin, Texas, July 2020 – Present
- ▶ Director of Operations/Senior Program Manager/Senior Project Manager, Aptim Environmental & Infrastructure, LLC, Houston, Texas, July 2017 – June 2020
- ▶ Construction Manager, CB&I Environmental & Infrastructure, LLC, Houston, Texas, May 2015 – June

FRED “SONNY” KUNCHICK, CGM

SENIOR VICE PRESIDENT OF FEMAS SERVICES

PROFESSIONAL QUALIFICATIONS

Sonny Kunchick has extensive experience as a Hazard Mitigation Specialist and Emergency Response Planner. Based in the State of Montana, he has worked at the local, state, and federal government levels to ensure that communities understand and address their vulnerabilities to natural hazards and the associated risks to communities’ physical, social, and economic well-being before and after a disaster and finds solutions to mitigate those hazards and risks. Sonny’s experience includes managing from smaller mitigation projects to multi-million dollar large infrastructure projects for states, tribes, and non-profit organizations.

Sonny has managed and supported hundreds of mitigation projects that total over \$300 million. He has been deployed to over 50 Federally Declared Disasters around the country in different capacities with a personal goal of building stronger, safer, more resilient, and adaptable communities.

Prior to joining GrantWorks, Sonny served as the lead point of contact for all non-disaster funding Hazard Mitigation Assistance (HMA) programs (BRIC, PDM, and FMA) to the State of Washington and multiple tribal nations. Previously, he served as the point of contact for much of the HMGP projects funded in the State of Washington and many of the tribal nations within the state. He also served as the point of contact for all HMA programs in Alaska. Over his 14 years of FEMA experience, Sonny has responded to ten large federal disasters as a Planning Response Planner. This experience allowed Sonny to understand all the programs and how to work across programs, agencies, and many more involved parties to make a more functional system and establish communication to support clients to the best of our ability.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT, FEMA SERVICES, GRANTWORKS, INC., JOLIET, MONTANA, NOVEMBER 2022 – PRESENT

Sonny is a Subject Matter Expert on mitigation projects through their whole lifecycle, from project development and grant application submission, through project closeout. He leverages his extensive understanding of hazard mitigation policies, Code of Federal Regulations (CFR), procedures, guidance, and project management expertise to support client mitigation goals to reduce future natural hazard impacts.

GOVERNMENT SERVICES MANAGER, HORNE, LLC, BELLINGHAM,



14 YEARS

HAZARD MITIGATION EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

BA, Environmental Studies, Hazard Mitigation & Emergency Planning, Western Washington University, Bellingham, Washington, 2008

HIGHLIGHTS

- Managed millions of dollars in FEMA HMA Programs, including BRIC, PDM, HMGP, and 406 Mitigation to states and Tribal Nations all around the country
- Provided HMA and 406 Mitigation Training (formal and informal) to other FEMA employees, states, tribes, and nonprofits

REGISTRATIONS/ CERTIFICATIONS

- Certified Federal Grants Manager, Management Concepts
- Former Certified Floodplain Manager
- Certified Emergency Manager

TRAINING

- FEMA Mitigation Software (FEMAGO, Grants Manager, NEMIS, and eGrants)
- Completed FEMA Professional Development Courses

WASHINGTON, JUNE 2022 – NOVEMBER 2022

Sonny supported Horne with HMA Programs.

HAZARD MITIGATION SPECIALIST, FEMA, REGION 10, BOTHELL, WASHINGTON, SEPTEMBER 2009 – APRIL 2022

Sonny provided project management oversight for over \$300 million in HMA projects to the states of Alaska and Washington. He supported federal response efforts during emergency activations and at presidentially declared disaster sites. In this role, Sonny was deployed to over 40 disasters, starting with Hurricane Ike in 2008. His experience includes serving as Hazard Mitigation Deputy Branch Director, Planning Section Branch Deputy Director, Grants and Planning Specialist, and Hazard Mitigation 406 Specialist. He also responded to and was deployed as a Planning Situation Unit Lead over the last ten years.

EMERGENCY PLANNING SPECIALIST, FEMA, REGION 10, BOTHELL, WASHINGTON, AUGUST 2008 – AUGUST 2009

Sonny served as an Operations Planning Specialist for 12 Presidential Disaster Declarations. He updated FEMA Region X's Emergency Operations Plan. He also trained Emergency Support Functions (ACOE, Red Cross, DOT, USCG, USGS) on Stafford Act Responsibilities during initial Emergency Response and to Presidentially Declared Disaster Declarations.

EMERGENCY RESPONSE PLANNER, WHATCOM COUNTY HEALTH DEPARTMENT, BELLINGHAM, WASHINGTON, SEPTEMBER 2007 – AUGUST 2008

Sonny established educational material for government and business continuity in emergencies and disasters. He organized and maintained the mass vaccination clinic inventory and updated Health Department Emergency Operations Plans for the County. As a part of his responsibilities, Sonny established and maintained strong working relationships with partner government agencies and businesses. He participated in and helped manage health department and partner agencies' emergency tabletop and functional exercises. He also supported the Whatcom County Medical Reserve Corps.

EMPLOYMENT HISTORY

- ▶ Senior Vice President, FEMA Services, GrantWorks, Inc., Joliet, Montana, November 2022 – Present
- ▶ Government Services Manager, Hazard Mitigation, Horne, LLC, Bellingham, Washington, June 2022 – November 2022
- ▶ Hazard Mitigation Specialist, FEMA, Bothell, Washington, September 2009 – April 2022
- ▶ Emergency Planning Specialist, FEMA, August 2008 – August 2009
- ▶ Event Coordinator, International Disaster and Risk Conference, United Nations – International Strategy for Disaster Recovery, Davos, Switzerland, August 2008
- ▶ Emergency Response Planner, Whatcom County Health Department, Bellingham, Washington, September 2007 – August 2008
- ▶ Research Assistant, Western Washington University, Office of Sustainability, Bellingham, Washington, October 2007 – February 2008
- ▶ Research Assistant, The Resilience Institute, Western Washington University, Bellingham, Washington, March 2007 – February 2008

TIMOTHY MUNK

DIRECTOR OF PUBLIC ASSISTANCE

PROFESSIONAL QUALIFICATIONS

Tim Munk is a FEMA PA Project Manager with over 15 years of engineering, construction, and disaster recovery experience. He has prepared and overseen the preparation of project worksheets in all categories of work. Tim has worked with local, county, and state governments, including road departments, utilities, school boards, emergency responders (local and state police and fire departments and the national guard), and private nonprofits. He has prepared over 250 project worksheets.

Tim has extensive construction and repair, utilities, HVAC systems, water and wastewater treatment, and roadway repair experience. He has written plans, evaluated risks, and conducted exercises for local counties and jurisdictions in Texas, Louisiana, Massachusetts, Colorado, Oklahoma, California, and Puerto Rico. Tim excels in providing comprehensive all-hazard planning services in FEMA PA disaster recovery phases. He has a vast knowledge of federal regulations, policies, and laws applicable to the PA program, including the new PA Delivery Model.

He has served as a report specialist, deputy PAC, program analyst, and closeout specialist for several disasters throughout the country. Tim has also worked on several hazard mitigation planning projects. He has done extensive work on the Alternate and Improved Projects team for Hurricane Katrina, flooding in Oklahoma, and the devastating floods in Colorado in 2013 to repair roads and utilities. He coordinated facility flooding and wind damage efforts in North Dakota, Massachusetts, and Texas.

RELEVANT EXPERIENCE

DIRECTOR OF PUBLIC ASSISTANCE, FEMA SERVICES, GRANTWORKS, INC., HOUSTON, TEXAS, OCTOBER 2020 – PRESENT

Tim coordinates FEMA PA programs providing technical assistance support for disaster-related operations. He assists local communities in managing their grant applications for PA funding to repair their infrastructure damaged by disasters, including roads, bridges, hospitals, schools, water treatment facilities, etc.

Project Manager, FEMA Public Assistance, City of Patton Village, Patton Village, Texas, January 2021 – January 2022

Tim coordinates road repairs within the city of Patton Village defining project scope and design within the scope of the FEMA PW. This project includes restoring the roadway base and surfaces for the



15 YEARS

PUBLIC ASSISTANCE & MITIGATION EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Mechanical Engineering, Lamar University, Beaumont, Texas, 1980

HIGHLIGHTS

- Extensive program knowledge of the Stafford Act, 44 CFR, 2 CFR, SRIA Legislation, PAAP programs, PAPP, and all other programs

REGISTRATIONS/ CERTIFICATIONS

- Certified FEMA Project Specialist

City, including the design, procurement, and construction of four miles of roadway for \$1.4 million in construction costs.

Project Manager, Texas Severe Winter Storms FEMA Public Assistance, Statewide, Texas, February 2021 – May 2021

Tim assists GrantWorks clients with the winter storms experienced during the winter of 2021. The coordination includes helping clients identify FEMA categories of work they may be eligible for during the preliminary damage assessment phase of the disaster and how to apply for assistance through state agencies and FEMA.

PROJECT SPECIALIST/PA COORDINATOR (PAC), HEALTH AND SOCIAL SERVICES (HSS) TEAM, INTEGRATED SOLUTIONS CONSULTING (ISC)/AECOM, PUERTO RICO, APRIL 2018 – APRIL 2019

Tim was assigned to the health and human services sector and supported the mental health facilities. He coordinated with local, state, and federal agencies, completed damage assessments, compiled an initial project list, and developed preliminary cost estimates. Tim evaluated situational criteria and provided determinations based on existing policies/regulations. He addressed special considerations, and temporary facilities, identified hazard mitigation opportunities, and formulated projects aligned with the PA program. Tim served as Interim Lead/PAC in months of absence with no assigned lead.

CONSULTANT/PROJECT SPECIALIST/CLOSEOUT SPECIALIST, INTEGRATED SOLUTIONS CONSULTING (ISC)/AECOM RECOVERY, CALIFORNIA, AND TEXAS, DECEMBER 2015 – 2017

- ▶ **2017 Floods, Alameda, and Santa Clara Counties, California:** Tim was a consultant with Integrated Solutions Consulting (ISC) and prepared local emergency response preparedness plans, mitigation, and recovery efforts. ISC deployed Tim to Alameda County and Santa Clara County following flooding in 2017. He wrote project worksheets totaling \$100 million.
- ▶ **Closeout Program Delivery Support, City of Denton, Texas:** ISC/AECOM Recovery deployed Tim to Denton CRC and provided closeout program delivery support.

EMPLOYMENT HISTORY

- ▶ Director of Public Assistance, FEMA Services, GrantWorks, Inc., Houston, Texas, October 2020 – Present
- ▶ Project Specialist/PAC, Integrated Solutions Consulting (ISC)/AECOM Recovery, City, Puerto Rico, April 2018 – April 2019
- ▶ Consultant/Project Specialist/Closeout Specialist, Integrated Solutions Consulting (ISC)/AECOM Recovery, California and Texas, December 2015 – 2017
- ▶ Financial and Disaster Specialist, Leidos/Tetra Tech, Norman, Oklahoma, and Boulder County, Colorado, January 2014 – December 2015
- ▶ Independent Consultant, TBD Services, Melbourne, Florida, June 2009 – October 2013
- ▶ Project Manager, Global Contingency & Emergency Management Services Division, IAP Worldwide Services, Inc., Melbourne, Florida, September 2005 – September 2008

CAROLINA CASTRO

DIRECTOR OF HAZARD MITIGATION

PROFESSIONAL QUALIFICATIONS

Carolina “Carly” Castro joined GrantWorks as a Hazard Mitigation Project Manager in February 2019 and Director of Hazard Mitigation in May 2023. Carly has experience developing hazard mitigation applications and working with communities to manage their approved mitigation projects. As a Project Manager, she facilitates conversations between project stakeholders, technical professionals, and state and federal agents. She works with community representatives to identify their needs and suitable paths through available hazard mitigation assistance programs.

RELEVANT EXPERIENCE

DIRECTOR OF HAZARD MITIGATION/SENIOR HAZARD MITIGATION PROJECT MANAGER/HAZARD MITIGATION PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, AUGUST 2019 – PRESENT

By preparing financial and quarterly status reports, Carly tracks technical and financial project requirements to comply with the TDEM and FEMA regulations. She develops hazard mitigation assistance grant applications and budgets based on locality objectives and needs. Specifically, Carly works on critical facility generators and hazard mitigation plans with experience with hurricane-safe rooms and facility hardening/ retrofits. She also reviews contracts, proposals, procurement documentation, and the professional qualifications of selected bidders. Carly also prepares the scope of work modification documentation and associated environmental assessment for agency review.

ASSISTANT PROJECT MANAGER/SENIOR PROJECT MANAGER, TRILEAF CORPORATION, AUSTIN, TEXAS, SEPTEMBER 2016 – JULY 2019 AND FEBRUARY 2019 – JULY 2019

Carly managed projects from project initiation, budget development, milestone tracking, review of purchase orders, and closure documentation. To achieve compliance and project resolution, she communicated client goals, interests, and positions in negotiation with participating agencies, organizations, or interested parties. She developed the scope of work for projects, including agency consultation requirements, timeline forecasting, milestone completion, and contingency planning. Carly collaborated across multiple internal and external stakeholder organizations to maintain timelines or adjust projected completion dates for multiple ongoing projects. She



6 YEARS

HAZARD MITIGATION EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

BS, Bioenvironmental Sciences,
Texas A&M University, College
Station, Texas, 2014

HIGHLIGHTS

- Expertise in adhering to strict project deadlines, facilitating multi-jurisdictional planning processes, and conducting stakeholder outreach
- Creates hazard risk assessments and mitigation action strategies

TRAINING

- 40-Hour Hazardous Waste Operations and Emergency Response, July 2014 – Present
- 38-Hour US Army Corps of Engineers Wetland Delineation Training Program, February 2017

supported multiple active projects at different life cycle stages throughout its expanding southwest territory and prepared weekly project summary trackers for distribution to clients. Carly provided quality assurance (QA) reviews of the National Environmental Policy Act (NEPA) deliverables and Phase I Environmental Site Assessments (ESA) following ASTM E1527-13. She prepared standard operating procedures and training documents to streamline tasks and deliverables and mentored staff through individual training, training materials, and QA reviews.

PROJECT SCIENTIST, TRILEAF CORPORATION, AUSTIN, TEXAS, SEPTEMBER 2014 – AUGUST 2016

Carly conducted research, performed analyses, and interpreted environmental data for NEPA investigations to complete Environmental Assessments and ESA reports. She prepared Categorical Exclusion documentation for environmental and community impacts of telecommunications projects following the Federal Communications Commission requirements. She also evaluated project sites for potential wetland indicators and habitats associated with state and federally listed threatened or endangered species protected by the Endangered Species Act. Carly coordinated with landowners, vendors, and laboratories to complete Phase II ESA to assess soil, groundwater, and soil-vapor samples for contaminants. She conducted site reconnaissance to develop a profile and evaluated sites for potential sources of contaminants. Carly performed migratory bird evaluations to ensure project compliance with the Migratory Bird Treaty Act. She consulted municipal, state, and federal agencies for regulatory and permitting requirements.

EMPLOYMENT HISTORY

- ▶ Director of Hazard Mitigation, FEMA Services, GrantWorks, Inc., Austin Texas, April 2023 – Present
- ▶ Senior Project Manager, FEMA Services, GrantWorks, Inc. Austin, Texas, May 2022 – April 2023
- ▶ Hazard Mitigation Project Manager, FEMA Services, GrantWorks, Inc. Austin, Texas, August 2019 – May 2022
- ▶ Senior Project Manager, Trileaf Corporation, Austin, Texas, February 2019 – July 2019
- ▶ Assistant Project Manager, Trileaf Corporation, Austin, Texas, September 2016 – July 2019
- ▶ Project Scientist, Trileaf Corporation, Austin, Texas, September 2014 – August 2016

JOHN ZAKIAN, CECD

EDA/UDSA TECHNICAL ADVISOR

PROFESSIONAL QUALIFICATIONS

John Zakian has held top executive positions in city and county management, a non-profit chief executive creating economic development organizations, a chief executive in a community development agency, a chief executive of a large city parking authority, a CDFI programs grant reviewer/rater including New Market Tax Credits, and a chief executive for a public agency financing tax-exempt and taxable economic and non-profit development instruments. He has specialized experience in capital project management and financing, post-disaster economic development strategy implementation, and non-profit capacity-building action and business plans. John also has specialized experience in city and county government functions, creating 501(c)(3) non-profit corporations, grant procurement and management, public sector financing, post-disaster economic recovery plans and strategies, creating non-traditional revolving loan funds, and creating redevelopment and development plans.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF ECONOMIC DEVELOPMENT, GRANTWORKS, INC., NEW BEDFORD, MASSACHUSETTS, OCTOBER 2021 – PRESENT

John is responsible for GrantWorks' economic development efforts with the Economic Development Administration (EDA) and other state and federal economic development programs. John provides technical assistance for GrantWorks Hurricane Harvey and Economic Revitalization Program contracts with the Texas General Land Office. John has a great deal of experience working at all levels of government and in various programs.

CONSULTANT, ECONOMIC & HOUSING DEVELOPMENT GRANT/ FINANCING, MUNICIPAL SERVICES, AND DISASTER RECOVERY CONSULTING, ZAKIAN CONSULTING, INC., NEW BEDFORD, MASSACHUSETTS, 2006 – PRESENT

Independent Consultant through Haggerty Consulting, Inc., Federal Programs Subject Matter Expert, Embedded in NYC Office of Management and Budget, April 2013 – May 2017

John provided guidance for administering the Sandy HUD \$4.2 billion CDBG-DR Action Plan concentration on best practices for programs design and implementation, ongoing needs assessment, facilitate selection of subrecipients for activities delivery, and ongoing support to conform innovative programs addressing identified needs with HUD rules and guidelines.



36 YEARS

ECONOMIC DEVELOPMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Executive Program Certificate, Leadership in the 21st Century, Harvard University, Cambridge, Massachusetts, 2000

Executive Program Certificate, Strategic Public Sector Negotiation, Harvard University, Cambridge, Massachusetts, 1997

Executive Program Certificate, Senior Executive State and Local Government Management Practices and Theories, Harvard University, Cambridge, Massachusetts, 1997

Master of Public Administration, Public Administration, Pace University, New York, New York, 1985

Bachelor of Arts, Government, Bates College, Lewiston, Maine, 1972

REGISTRATIONS/ CERTIFICATIONS

- Certified Economic Developer, (CECD), IEDC

Federal Grant Application Reviewer, Multiple Federal Agencies throughout the US, 2010 – Present

Federal agencies include US Treasury CDFI Fund Grant Application Grader and New Market Tax Credit applications, USDA, USDOL, and HHS Community Economic Development Grants.

Economic Development Specialist Consultant, ATCS Services, LLC, December 2011 – March 2013

Assigned to firm's FEMA Long Term Community Recovery ESF #14 cadre contracts working in communities on post-disaster recovery strategies.

Coordination Group Supervisor, FEMA ESF-14 Long Term Community Recovery Cadre, Birmingham, Alabama, May 2011 – December 2011

Managed with FEMA Long-Term Community Recovery Branch in Birmingham, Alabama. Tasked to lead comprehensive needs assessment and developing long term recovery plans for ten communities damaged by April 2011 tornadoes coordinating with multiple federal agencies including EDA, HUD, USDA, and USDOL.

Senior Vice President (December 2007 – January 2010) and Senior Advisor (January 2010 – April 2011), Greater New Orleans Development Foundation, Greater New Orleans, Inc., New Orleans, Louisiana

Executive with two regional economic development corporations restarted post-Hurricane Katrina for a ten parish (county) area including New Orleans (1.3 million residents), successful in applying and securing multiple federal EDA grants in support of strategic redevelopment efforts for the region.

FEDERAL DISASTER GRANT ADMINISTRATOR & CHIEF RESILIENCE OFFICER, CITY OF MINOT, MINOT, NORTH DAKOTA, JUNE 2017 – OCTOBER 2021

John was the administrator of the City's HUD CDBG-DR/NDR \$174 million grant for post-disaster recovery and resilience projects. He created and managed affordable rental and single-family housing projects, infrastructure, and economic development initiatives. He also served as City's subject matter expert for federal rules and regulations governing grant programs. His position responsibilities included negotiating sub-recipient agreements, property acquisitions, construction and development contracts, and creating financial assistance programs.

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Economic Development, GrantWorks, Austin, Texas, October 2021 – Present
- ▶ Disaster Recovery Grant Program Administrator and Chief Resilience Officer, City of Minot, Minot, North Dakota, June 2017 – October 2021
- ▶ Consultant, Economic & Housing Development Grant/Financing, Municipal Services, and Disaster Recovery Consulting, Zakian Consulting, Inc., New Bedford, Massachusetts, 2006 – Present
- ▶ Executive Vice President, Montgomery Village Foundation, Montgomery Village, Maryland, 2003 – 2006
- ▶ Assistant City Administrator, City of West Palm Beach, West Palm Beach, Florida, June 2001 – May 2003
- ▶ Executive Director, New Bedford Economic Development Council, Inc., New Bedford, Massachusetts, 1998 – 2001
- ▶ Director of Management & Operations, County of Westchester, New York, February 1996 – January 1998

RENEE WOTT, MPA

EDA PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Renee Wott is the Vice President of Economic Development at GrantWorks. Before joining GrantWorks, Renee was an Economic Development Specialist with the U.S. Department of Commerce, Economic Development Administration for two years in Chicago, Illinois. In this position, she managed the grants monitoring process (pre- and post-award) of various grant recipients and programs of over \$50 million in federal funding. Grant recipients included Regional Economic Development Organizations, Economic Development Districts, Higher Education Institutions, and various government entities. Renee provided expert technical assistance to grantees throughout the life of the grant award. She processed programmatic requirements of federal grants, amendments, progress reporting, and evaluation and financial reporting of federal grants, including reimbursements, advance payments, and quarterly financial reports. Renee has extensive knowledge of the Code of Federal Regulations (CFR) and federal grant compliance and guidelines. She reviewed and determined approval of regional strategic planning through regional Comprehensive Economic Development Strategies (CEDS) for compliance with EDA's guidelines. She also reviewed and processed documents for the regional designation of new Economic Development Districts recognized by the U.S. Department of Commerce.

RELEVANT EXPERIENCE

VICE PRESIDENT OF ECONOMIC DEVELOPMENT, GRANTWORKS, INC., CHICAGO, ILLINOIS, JUNE 2022 – PRESENT

As the Vice President of Economic Development, Renee is responsible for strategic planning. She leads a newly created unit in the company devoted to identifying opportunities to assist existing and prospective clients in formulating and funding, primarily through state and federal grants and economic development projects, and to provide technical assistance support to other key units in the company, including client services, proposals, and marketing. She provides expertise in fundamentals and principles of economic development to assist the company's units in understanding the needs, requirements, terminology, strategy, and goals of projects and activities involving business, industrial, commercial, and workforce retention and growth.

From an outreach perspective, Renee prepares and carries out marketing and outreach efforts to the company's target markets of cities, counties, and economic development organizations, as well



4 YEARS

ECONOMIC DEVELOPMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Public Administration, Public Administration, Bowling Green State University, Bowling Green, Ohio, 2020

Bachelor of Arts, Bowling Green State University, Bowling Green, Ohio 2018

HIGHLIGHTS

- Two years of experience with the U.S. Department of Commerce, Economic Development Administration
- Knowledgeable of EDA's processes and procedures and internally workings

AFFILIATIONS

- Secretary, CommercePride, November 2020 – June 2022
- Secretariat Member, American Model United Nations, November 2018 – Present

as facilitates the identification of new potential regional markets in which the company can become involved. She engages with clients expressing interest in an economic development project or activity by assisting in defining the need or goal and exploring the services and support that the company can provide. Renee supports and supervises all clients who engage the company in economic development grant procurement, administration, project delivery, and compliance. She also tracks policies and initiatives at the federal and state levels, creating opportunities or challenges for clients' economic development plans and the company's abilities to serve and support its clients.

ECONOMIC DEVELOPMENT SPECIALIST, U.S. DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION, CHICAGO, ILLINOIS, JULY 2020 – JULY 2022

Renee spent two years as an Economic Development Specialist with the U.S. Department of Commerce, Economic Development Administration in Chicago, Illinois. In this position, she managed the grants monitoring process (pre- and post-award) of various grant recipients and programs of over \$50 million in federal funding. Grant recipients included Regional Economic Development Organizations, Economic Development Districts, Higher Education Institutions, and various government entities. Renee provided expert technical assistance to grantees throughout the life of the grant award. She processed programmatic requirements of federal grants, amendments, progress reporting, and evaluation and financial reporting of federal grants, including reimbursements, advance payments, and quarterly financial reports. Renee has extensive knowledge of the Code of Federal Regulations (CFR) and federal grant compliance and guidelines. She reviewed and determined approval of regional strategic planning through regional Comprehensive Economic Development Strategies (CEDs) for compliance with EDA's guidelines. She also reviewed and processed documents for the regional designation of new Economic Development Districts recognized by the U.S. Department of Commerce.

OFF-CAMPUS STUDENT ADVISOR, BOWLING GREEN STATE UNIVERSITY, OFFICE OF DEAN OF STUDENTS, BOWLING GREEN, OHIO, AUGUST 2018 – MAY 2020

Renee implemented a new volunteer-based mentor program which yielded a 90% persistence rate of program participants. She supervised ten volunteers for the duration of the program, increased student volunteer positions by 70% in the program's second year, and facilitated training, hiring, and supervision of all volunteers. Renee collaborated with internal departments to fund and implement a week long series of engagement events for over 500 students. She processed all payments for purchasing supplies and vendors with a \$10,000 program budget. She also planned a series of timely and focused workshops and programs to enhance student academic success.

EMPLOYMENT HISTORY

- ▶ Vice President of Economic Development, GrantWorks, Inc., Chicago, Illinois, June 2022 – Present
- ▶ Economic Development Specialist, U.S. Department of Commerce, Economic Development Administration, Chicago, Illinois, July 2020 – June 2022
- ▶ Off-Campus Student Advisor, Bowling Green State University, Office of Dean of Students, Bowling Green, Ohio, August 2018 – May 2020
- ▶ City Markets and Facilities Intern, City of Chicago Department of Cultural Affairs and Special Events, Chicago, Illinois, June 2019 – January 2020
- ▶ Research Associate, Center for Regional Development, Bowling Green, Ohio, August 2019 – December 2019

TRES DAVIS

SENIOR VICE PRESIDENT

PROFESSIONAL QUALIFICATIONS

Tres Davis has over 29 years of experience with federally funded housing programs. Since 2000, he has led the GrantWorks Housing Division in the state and federally funded construction or rehabilitation of more than 5,000 single-family housing units across Texas, including demolition and clearance of existing substandard structures and elevation of structures located within the floodplain. Tres has overseen the adoption and implementation of Housing Program Designs in 43 communities directly impacted by Hurricane Harvey. Before joining GrantWorks, Tres was with the Texas Department of Housing & Community Affairs' HOME division.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT, GRANTWORKS, INC., AUSTIN, TEXAS, 2000 – PRESENT

Tres is an experienced Senior Vice President with a demonstrated history of working in government consulting, disaster relief, and construction industries. He is a strong education professional skilled in negotiation, analytical skills, asset management, team building, and environmental awareness.

Corporate Sponsor, Major CDBG Home Rehabilitation and Home Reconstruction Programs, City of Dallas, Department of Housing & Neighborhood Revitalization, Dallas, Texas, October 2022 – Present

As the Corporate Sponsor, Tres commits resources to meet the City's needs and the scope of work. He also ensures that the City is satisfied with the services the GrantWorks Team provides.

Senior Program Manager, Hurricane Harvey 2017 CDBG-MIT Resilient Home Program, Texas General Land Office, Coastal Bend, and Central/Golden Crescent Regions, Texas, August 2021 – Present

The Texas General Land Office, Community Development & Revitalization Division selected GrantWorks as one of two firms to implement the \$100 million Resilient Home Program (RHP) for CDBG-MIT funding as a sub-category of the Homeowner Assistance Program (HAP) to build more resilient housing in the areas damaged by Hurricane Harvey. Homeowners can choose resilient construction



29 YEARS

FEDERALLY FUNDED HOUSING EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Master of Science, Construction Management, Texas A&M University, College Station, Texas, 1992

Bachelor of Art, Sociology, Tulane University, New Orleans, Louisiana, 1986



HIGHLIGHTS

Over 5,000 homes built

Overseen over 500 successful HOME Program grants

types, including steel frames, tilt walls, and 3D-printed homes. The GrantWorks Team was responsible for the first home approved for assistwe anticipate assist-ing over 2,500 homeowners. GrantWorks has helped over 40% of the total number of survivors statewide. GrantWorks continues to work closely with the client to ensure all aspects of the program comply with federal regulations.

SENIOR REGIONAL COORDINATOR, TECHNICAL ASSISTANCE TO CITIES, COUNTIES, AND NONPROFITS, TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS, AUSTIN, TEXAS, 1993 – 2000

Tres was responsible for implementing, training, and providing technical assistance for cities, counties, and nonprofits implementing HOME Programs. In addition to technical assistance, Tres conducted on-site monitoring of grant recipients in central Texas and those in the Texas Panhandle.

Senior Regional Coordinator, HOME Online, Texas Department of Housing and Community Affairs, Austin, Texas, 1997 – 1998

Tres designed the Texas Department of Housing and Community Affairs' first online contract and draw database. HOME Online was a side project conceived by Tres while at the department. For this effort, Tres received a HUD Best Practices Award.

Senior Regional Coordinator, State of Texas Tenant-Based Rental Assistance Program Guidelines, Texas Department of Housing and Community Affairs, Austin, Texas, 1993

In this role, Tres oversaw writing program guidelines for the State of Texas Tenant-Based Rental Assistance Program.

EMPLOYMENT HISTORY

- ▶ Senior Vice President, GrantWorks, Inc., Austin, Texas, 2000 – Present
- ▶ Senior Regional Coordinator, Texas Department of Housing and Community Affairs, Austin, Texas, 1993 – 2000

DONNA JOHNSON

VICE PRESIDENT OF APPLICATION SERVICES

PROFESSIONAL QUALIFICATIONS

Donna Johnson has over 27 years of experience working with state and federal-funded contracts, including the design and implementation of programs, overall project management, and construction management. Her responsibilities include builder procurement, contract negotiation, code enforcement, fair housing, cost tracking, labor (union and non-union), and client relations. She has held sole management responsibility for projects ranging from \$2 million to \$25 million. Because of her knowledge and experience, she has served as a trial expert witness.

Donna is a seasoned CDBG housing and HOME program implementer with 19 years of direct management experience. She knows what is required to monitor and provide oversight of federally funded housing projects successfully. She has served as the Contract Manager and Inspector of over 4,000 single-family homes constructed as part of CDBG-DR and the HOME Program in the last 18 years, ensuring the construction meets the construction specifications and code.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT/VICE PRESIDENT/ASSOCIATE VICE PRESIDENT OF STATE HOUSING PROGRAMS, GRANTWORKS, INC., AUSTIN, TEXAS, JANUARY 2003 – PRESENT

As the Application Services Team Lead, Mirenda navigates complex application and procurement requirements, develops checklists to guide the application and procurement process, prepares template policy documents, and communicates daily with elected officials, key staff, and engineers to provide guidance on the application and procurement process. She recently managed a team of 19 application writers and support staff who submitted over 65 applications for \$600 million in CDBG-MIT funds in Texas.

Technical Advisor, Major CDBG Home Rehabilitation and Home Reconstruction Programs, City of Dallas, Department of Housing & Neighborhood Revitalization, Dallas, Texas, October 2022 – Present

As a Technical Advisor, Donna guides and advises on the work performed. She also keeps current and advises the project team on CDBG and crosscutting state/federal compliance requirements, including grant administration, construction management, and environmental.



18 YEARS

STATE & FEDERAL PROGRAM EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Engineering, Trinity College, San Antonio, Texas, 1988

HIGHLIGHTS

Over 5,000 homes built

Overseen over 500+ HOME Program grants

REGISTRATIONS/ CERTIFICATIONS

2015 IRC Code Training

HUD Uniform Physical Condition Standards Certification, HUD Certification No. I42386, 2016

OSHA 40-Hour HAZWOPER Training

Senior Program Manager, 2018 South Texas Floods and 2019 Lower Rio Grande Valley Floods, CDBG-DR Homeowner Assistance Program and Homeowner Reimbursement Program, Texas General Land Office, Cameron, Jim Wells, Hidalgo, and Willacy Counties, Texas, February 2021 – Present

The Texas General Land Office, Community Development and Revitalization Division selected GrantWorks to provide program implementation services for the \$285.6 million CDBG-DR Homeowner Assistance Programs (HAP) and Homeowner Reimbursement Programs (HRP) in response to severe storms and 2018 South Texas Floods, 2019 Lower Rio Grande Valley Floods, and Tropical Storm Imelda. Donna oversees the successful implementation of the Homeowner Assistance and Reimbursement Program (HARP) in the Lower Rio Grande Valley area of the state. The HARP project team was responsible for the first home built in the state under this program. Donna worked with the team to set up the program.

CORPORATE ENGINEER, ZHAGRUS ENVIRONMENTAL, SALT LAKE CITY, UTAH, JANUARY 1999 – FEBRUARY 2001

Donna served as Project Manager for the building decontamination of a commercial superfund site in New York State. The project involved the surgical decontamination of a 6-acre, three-story building. Donna was responsible for cost control, plans, client relations, and contract negotiation. The project team included over 60 laborers (union and non-union), equipment and materials, and hazardous material shipping. She completed this project on time and under budget.

ENVIRONMENTAL REMEDIATION PROJECT MANAGER, OHM REMEDIATION SERVICES, INC./IT GROUP, TRENTON, NEW JERSEY, JULY 1995 – JANUARY 1999

Donna was the Project Manager responsible for the Octagon Process Warehouse's remediation and decontamination in Octagon, New Jersey. She performed field characterizations/analyses on various unknown drums staged on several floors, waste characterization, transportation, and disposal. Donna ensured that the health and safety plan was followed and interfaced with clients, government agencies, and the media. The project was completed on schedule.

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Texas Housing Programs, GrantWorks, Inc., Austin, Texas, January 2022 – Present
- ▶ Vice President of State Housing Programs, GrantWorks, Inc., Austin, Texas, October 2019 – January 2022
- ▶ Associate Vice President of State Housing Programs, GrantWorks, Inc., Austin, Texas, January 2003 – October 2019
- ▶ CDBG Grant Consultant/Project Manager, R.K. Vann Associates, Lufkin, Texas, March 2001 – December 2002
- ▶ Corporate Engineer, Zhagrus Environmental, Salt Lake City, Utah, January 1999 – February 2001
- ▶ Environmental Remediation Project Manager, OHM Remediation Services, Inc./IT Group, Trenton, New Jersey, July 1995 – January 1999
- ▶ Project Manager, North American Environmental Control, New York, New York, March 1988 – July 1995

CHRIS REYNOLDS

PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Chris Reynolds is a Housing Program Manager, Project Manager, and Damage Assessor/Xactimate Specialist at GrantWorks. He has 17 years of professional experience as a Licensed Home Inspector/Consultant. His experience includes four years as a New Home Construction Inspector and seven years as a Commercial Mortgage Property Inspector. Chris is also a HUD and State of Texas Certified UPCS Affordable Housing Inspector and holds a Xactimate Level 1 Certification.

RELEVANT EXPERIENCE

HOUSING PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, JANUARY 2019 - PRESENT

Chris performs phase inspections for new home construction for the HOME Program. Types of inspections include foundation pre-pour, plumbing rough, frame, and final home inspection. Chris coordinates with construction builders and superintendents. He manages bids, inspection reports, new home closings, grant and loan closings/signings, and construction progress. He also performs pre- and post-construction inspections, new home applicants, and invoice verification.

CONSTRUCTION CONSULTANT, BURGESS CONSTRUCTION CONSULTANTS, INC., AUSTIN, TEXAS, MAY 2015 – DECEMBER 2018

As a Construction Consultant, Chris performed phase inspections of new home construction for custom and production home builders. Types of inspections included foundation pre-pour, plumbing rough, frame, final home inspection, and energy audits. He developed relationships with superintendents and consulted on building codes, techniques, and new energy requirements. Chris also set a schedule for all inspections, input data, and pictures using MS Surface Pros and mobile printers.

INSPECTION SPECIALIST, TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS, AUSTIN, TEXAS, AUGUST 2010 – MAY 2015

Chris was a physical property inspector for the Texas Department of Housing and Community Affairs. He inspected multifamily and single-family homes/units around the state built with state funds, i.e., Tax Credits, Bonds, Housing Trust Funds, and CEAP programs. He inspected Texas UPCS standards adopting HUD REAC protocols and procedures.



17 YEARS

INSPECTION EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Bachelor of Arts, Commercial Arts,
Texas State University, San Mac-
ros, Texas, 1988



HIGHLIGHTS

17+ years of inspection consulting
experience



REGISTRATIONS/ CERTIFICATIONS

Certificate, Electronic Training,
DuPont/Crossfield Training Center,
Houston, Texas 1992

Certificate, Desktop Publishing,
Houston Community College,
Houston, Texas 1990

Xactimate Level 1 Certification,
January 2021

Professional Home Inspector

Licensed Texas Irrigator

Licensed Drone Pilot for Xacti-
mate Reports

ICC Certified Residential Building,
Plumbing, and Energy

HUD & Texas Certified UPCS Af-
fordable Housing Inspector

Home Performance Energy Tester
and Auditor

Chris communicated findings using electronic reporting software, generated and sent reports with pictures and monitored and approved all repair work on the deficiency list. He also educated city and county agencies on weatherization techniques, energy code compliance, and the U.S. Department of Energy protocol and procedures. He was the web liaison for creating accessible documents and forms for the TDHCA website.

PROFESSIONAL HOME INSPECTOR, PILLAR TO POST HOME INSPECTIONS, AUSTIN, TEXAS, APRIL 2004 – AUGUST 2010

Chris was an independent contractor on a day-to-day schedule performing professional residential inspections using various inspection tools. He provided digital photos of problem areas, typing and printing on-site electronic reports. Chris climbed roofs, inspected crawl spaces, and walked attics daily. He met with and communicated the report findings to the home buyer and realtor and uploaded reports via an internet connection at the end of the day.

COMMERCIAL PROPERTY INSPECTOR, COVIUS AND STRATEGIC ASSET SERVICES, AUSTIN, TEXAS, JULY 2008 – JULY 2019

As an independent contractor, Chris accepted and performed commercial mortgage field inspections as assigned by mortgage lenders for Freddie Mac and Fannie Mae inspections. He contacted all parties involved, scheduled appointments, and input all data using company software over the internet.

HUD REAC INSPECTOR/CONTRACTOR, US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, MULTIPLE LOCATIONS, NATIONWIDE, APRIL 2007 – AUGUST 2010

As an independent contractor, Chris performed inspections of multifamily and single-family properties that HUD subsidized. He contacted all parties involved, scheduled appointments, and reported to HUD. Chris input all data on-site using a handheld computer and government software. He also followed strict HUD protocol and inspection procedures and standards.

EMPLOYMENT HISTORY

- ▶ Project Manager/Home Inspector, GrantWorks, Inc., Austin, Texas, January 2019 - Present
- ▶ Construction Consultant, Burgess Construction Consultants, Inc. Austin, Texas, May 2015 - December 2018
- ▶ Inspection Specialist, Texas Department of Housing and Community Affairs, Austin, Texas, August 2010 - May 2015
- ▶ Professional Home Inspector, Pillar to Post Home Inspections, Austin, Texas, April 2004 - August 2010
- ▶ Commercial Property Inspector, Covius and Strategic Services, Austin, Texas, July 2008 - July 2019
- ▶ HUD REAC Inspector/Contractor, U.S. Department of Housing and Urban Development, Multiple Locations, USA, April 2007 - August 2010

JASON ALEVAR

SENIOR ECONOMIC DEVELOPMENT PROJECT MANAGER



PROFESSIONAL QUALIFICATIONS

Jason Avelar is dedicated to telling stories using accurate data through economic research that drives economic development in his region. His work has led to changes in key policy areas such as education, workforce development, business, transportation, and other areas. Jason has also conducted business intelligence research for several industries, including water, agriculture technology, information technology, petrochemical, and logistics, to help the Baton Rouge Area with business recruitment and expansion. He has also served as a liaison for small businesses and entrepreneurs in the Baton Rouge Area by advocating for business-friendly policy while providing resources and consulting around contract procurement and regional resource funding.

Jason continues his efforts to strengthen the small business ecosystem at GrantWorks where he has provided oversight of the Texas General Land Office's Economic Revitalization Program. Jason also has experience in marketing, brand association, identifying the target customer, SWOT analysis, maintaining financial documents, managing employees, and maintaining account expenditures. His work in data analysis is notable through an Economic Outlook publication in 2019 in the Baton Rouge Metro Area. He was at the forefront of tracking different economic indicators during the beginning of the COVID-19 Pandemic, releasing weekly dashboards.

RELEVANT EXPERIENCE

SENIOR ECONOMIC DEVELOPMENT PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, MARCH 2023 – PRESENT

In March 2023, GrantWorks promoted Jason to Senior Economic Development Project Manager, where he is now responsible for oversight on projects that are federally funded by the Economic Development Administration. His responsibilities include project timeline mapping, contract preparation and reporting, expense review and reimbursement adhering to federal guidelines, contract invoicing and project closeouts. The average grant size of Jason's projects is currently \$6.9 million. Jason has also assisted in business development efforts for the Economic Development department by creating a scorecard model for potential EDA applicants to assess the strength of their projects and by drafting proposals of services for various clients.

2 YEARS

GRANT MANAGEMENT EXPERIENCE



COMPANY

GrantWorks, Inc.



EDUCATION

Bachelor of Science, Economics,
Louisiana State University, Baton
Rouge, Louisiana, May 2019



HIGHLIGHTS

Economic development research
(EMSI, Salesforce, Gazelle.ai)

Statistical software proficiency (Sta-
ta, R, EViews, SQL)

Financial valuation and modeling
(Excel, Google Sheets)



TRAINING

Bloomberg Marketing Concepts,
National, February 2019

Empirical Economic Analysis Con-
centration, National, May 2019

Gazelle Power User, National, June
2019

Financial Modeling and Valuation,
August 2019

SQL Bootcamp, February 2020

GRANT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, MAY 2020 – MARCH 2023

Grant Manager, CDBG-DR Economic Revitalization Program, Texas General Land Office, Austin, Texas, May 2020 – Present, Grant Amount: \$100 million

Jason was embedded in the Texas General Land Office (GLO) where he provided oversight of the CDBG-DR Economic Revitalization Program implementation, a CDBG-DR program to help small businesses recover economically from Hurricane Harvey. His responsibilities include quality control of documentation provided by applicant businesses and a third-party vendor to ensure legitimacy, accuracy, and compliance with federal guidelines.

ECONOMIC RESEARCH AND POLICY ANALYST AND SMALL BUSINESS AND ENTREPRENEURSHIP COUNCIL STAFF LEAD, BATON ROUGE AREA CHAMBER, BATON ROUGE, LOUISIANA, APRIL 2019 – MAY 2020

Jason worked with over 200 local small businesses in the region to identify barriers to growth and provide industry-specific consulting and resources to aid in business growth. He facilitated quarterly roundtable discussions with high-level executives regarding policy advocacy for key areas such as healthcare, access to capital, and workforce development. Jason developed a tier system for small businesses in the region to benchmark their growth into large ones using revenue, employment, technology, and industry data. He also implemented a local business intelligence tool to help small business owners and entrepreneurs benchmark their business performance and expedite growth using market and labor data.

MARKETING/TRAINER INTERN, BATON ROUGE SOCCER CLUB, BATON ROUGE, LOUISIANA, SUMMER 2018

Jason researched and recorded quantitative and qualitative data from marketing campaigns, training camps, and market and enrollment data for 12 different clubs across Louisiana and Texas via Microsoft Excel and Google Sheets. Using Stata and Regression Analysis, he successfully interpreted large data-sets to identify key factors in the club's enrollment rate, resulting in a 7% increase in enrollment for the Summer. Jason also updated and tracked insurance, suspensions, and game statistics on over 4,000 players while flagging discrepancies in the system to ensure clean and accurate reporting.

RETAIL INTELLIGENCE AGENT, THIRD CHANNEL, OAKLEY, LOUISIANA, JANUARY 2014 – SEPTEMBER 2016

Jason recorded inventory and financial reports for all Oakley products at ten store locations across Louisiana. He also maintained inventory and financial reports for all Oakley products at each location. Jason provided on-site training and sales demonstrations to employees at each store location. He created and managed marketing promotions for Oakley sunglasses via point-of-purchase materials, increasing each location's sales by at least 15%.

EMPLOYMENT HISTORY

- ▶ Senior Economic Development Project Manager, GrantWorks, Inc., Austin, Texas, March 2023 – Present
- ▶ Grant Manager, GrantWorks, Inc., Austin, Texas, May 2020 – March 2023
- ▶ Economic Research and Policy Analyst, and Small Business and Entrepreneurship Council Staff Lead, Baton Rouge Area Chamber, Baton Rouge, Louisiana, April 2019 – May 2020
- ▶ Marketing/Trainer Intern, Baton Rouge Soccer Club, Baton Rouge, Louisiana, Summer 2018
- ▶ Retail Intelligence Agent, Third Channel, Oakley, Louisiana, January 2014 – September 2016
- ▶ President, Phi Iota Alpha Fraternity, Louisiana State University, Baton Rouge, Louisiana, August 2011 – December 2015

TYLER ENGLE

VICE PRESIDENT OF APPLICATION SERVICES

PROFESSIONAL QUALIFICATIONS

Tyler Engle provides clients with technical and formative assistance on economic development projects through various state and federal grant programs. Tyler worked as Executive Director of the Joint Economic and Community Development Board of Unicoi County, Tennessee, Inc., before joining GrantWorks. Tyler procured and administered grants and programs for economic and community development in this capacity, including a multi-million-dollar, multi-agency, multi-year adaptive reuse project transforming a disused glass plant into a prime greenfield site. Over five years, the downtown development programs he helped design and initiated brought an almost 50% reduction in the vacancy rate in the City's central business zone. He also provided technical assistance and support on industrial projects related to ad valorem land, sales, and use taxes for the greater Johnson City metropolitan area. Tyler has spoken across the South about best practices in downtown, community, and economic development.

RELEVANT EXPERIENCE

ECONOMIC DEVELOPMENT COORDINATOR, GRANTWORKS INC., ERWIN, TENNESSEE, JULY 2022 – PRESENT

Tyler is an Economic Development Coordinator at GrantWorks. Tyler provides grant administration support on various federal and state grant programs. He provides technical assistance in understanding the needs and requirements of grant programs. Tyler ensures continuous engagement and end-to-end client support and submits timely and thorough pay applications and reports on the client's behalf.

- ▶ Prepares project progress reports for agency submission
- ▶ Creates project-specific procurement documents and assists in the preparation of contracts for use by the client in the project environment
- ▶ Develops project narratives for stakeholder use
- ▶ Works with clients to design project and program timeline(s) for successful and compliant implementation

EXECUTIVE DIRECTOR, JOINT ECONOMIC & COMMUNITY DEVELOPMENT BOARD FOR UNICOI COUNTY, ERWIN, TENNESSEE, DECEMBER 2016 – FEBRUARY 2022

Tyler created opportunities for economic development by providing support to expand and retain existing industries in the region.

- ▶ Managed multiple governmental responsibilities and reporting



6 YEARS

ECONOMIC DEVELOPMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Economic Development, Economic Development Institute, University of Ohio, Athens, Ohio, September 2021

Master of Business Administration, Rutgers Business School, Camden, New Jersey, September 2018

Bachelor of Arts, Psychology & Sociology, Carson-Newman College, Jefferson, Tennessee, 2011

HIGHLIGHTS

Understanding of economic development from the practitioner and the elected official perspective

Past work focused on capacity building and sustainable solutions

TRAINING

Economic Development Institute Oklahoma University, September 2021

Lean and Six Sigma Business Process Training, 2018

duties. Coordinated funding from federal, state, local, and regional agencies (e.g., TVA, ARC, TNECD, county, municipalities, etc.)

- ▶ Led the first comprehensive economic development plan in over ten years, and the first county-wide land-use planning effort in 20 years
- ▶ Drove over \$50 million in deals providing more than 300 jobs from 2017 to 2021 in Tier IV (distressed) county
- ▶ Developed industrial site-search funnel with up to \$450 million in RFIs and deal-flow quarter to quarter
- ▶ Created the first-ever economic development plan involving negotiated allocations of resources
- ▶ Negotiated comprehensive incentives with county and city legislative bodies and industrial bond authorizing bodies
- ▶ Drafted ordinances, white papers, and ad valorem real and personal property tax prospectuses
- ▶ Represented funding bodies at state and national conferences
- ▶ Coordinated monetary resources on behalf of all stakeholders
- ▶ Developed, advocated for, and successfully saw the adoption of legislation in the Tennessee General Assembly
- ▶ Secured significant FDI in a manufacturing plant as shutdown process began by former tenant mid-COVID-19

CHAIRMAN, UNICOI COUNTY BOARD OF EDUCATION (PART-TIME), ERWIN, TENNESSEE SEPTEMBER 2012 – SEPTEMBER 2020

Tyler was publicly elected from a city district of nearly 6,000 constituents. He developed an eight-figure, balanced annual budget through a complex funding mechanism (Tennessee Basic Education Plan 1.0/ BEP 1.5/BEP 2.0/Minimum Match formulae) for annual presentation to the county legislature. He oversaw the design and implementation of employee health plans, differentiated compensation, pension benefits, and other post-employment benefits (OPEB) for 400+ School Department employees. Tyler maintained an up-to-date understanding of labor relations and negotiation regulations for 200+ unionized education professionals (TEA/NEA). He regularly provided professional development training related to changes in law related to employment, healthcare, and operation. He was a liaison with the Superintendent for the continued best practices operation of the School System of more than 2,700 boys and girls. He also oversaw the capital improvement programs for nine physical plant locations.

VICE-PRESIDENT, THE MGI COMPANIES, ERWIN, TENNESSEE, OCTOBER 2010 -- SEPTEMBER 2015

Tyler managed a skilled team across a variety of job positions. He monetized job processes across fields while setting up a corporate structure and creating new endeavors for the company. In association with other key persons at MGI, he wrote their 5-year operation plan--Operation: 2015. Tyler also oversaw creating and implementing of new apparel brands and rejuvenating aging brand identities.

EMPLOYMENT HISTORY

- ▶ Economic Development Coordinator, GrantWorks, Inc., Erwin, Tennessee, July 2022 – Present
- ▶ Executive Director, Joint Economic & Community Development Board for Unicoi County, Erwin, Tennessee, December 2016 – February 2022
- ▶ Chairman, Unicoi County Board of Education (Part-Time), Erwin, Tennessee, September 2012 – September 2020
- ▶ Vice-President of Operations, The MGI Companies, Erwin, Tennessee, October 2010 – September 2015

GREG AIELLO

SENIOR DIRECTOR OF ARPA

PROFESSIONAL QUALIFICATIONS

Greg Aiello, PE, is a Professional Engineer with over 20 years of experience leading high-profile projects related to disaster recovery, commercial construction, and transportation engineering. He is an effective communicator who believes that clear messaging and a consistent workflow are the keys to navigating comprehensive programs. Greg takes pride in leading large teams and provides strategic guidance resulting in quality services and client satisfaction. He is skilled at cultivating and maintaining partnerships with stakeholders in the public and private sectors. He is adept at problem-solving, developing new reporting and program policies, and process re-engineering for greater efficiency.

RELEVANT EXPERIENCE

SENIOR DIRECTOR, GRANTWORKS, INC., MOUNT LAUREL, NEW JERSEY, JANUARY 2022 – PRESENT

As the ARPA Senior Director, Greg provides leadership and project management expertise supporting multiple ARPA programs and projects. He manages the GrantWorks ARPA Team and provides the guidance and support required for successful project implementation. Greg reviews project scopes and assigns personnel with the knowledge, skill, and experience necessary for success. He mentors the team and coordinates resource requirements within the GrantWorks framework.

CONSTRUCTION MANAGER, RJP CONSULTING GROUP, LLC., EXTON, PENNSYLVANIA, SEPTEMBER 2019 – JANUARY 2022

Greg managed the demolition and reconstruction of the Vince Lombardi Service Area as part of the New Jersey Turnpike Program. Greg managed all aspects of this program, from initial site investigation, feasibility studies, and budgeting through due diligence, entitlements, permitting, bidding, contract award, construction supervision, and building turnover. He provided daily supervision of the schedule and costs to deliver the project on time and within budget.

PROJECT MANAGER, CB&I ENVIRONMENTAL & INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, APRIL 2014 – SEPTEMBER 2019

Greg oversaw a team of 16 employees and 10 consultants on this residential disaster recovery program. The team conducted damage assessments, lead and asbestos inspections, and prepared cost estimates to rehabilitate/reconstruct single-family, multi-unit, and mobile homes. He developed and implemented a new workflow process



18 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Civil Engineering, L.C. Smith College of Engineering & Computer Science, Syracuse University, Syracuse, New York, May 1998

HIGHLIGHTS

Professional Engineer with 20+ years of project management experience

Experience in high-profile disaster recovery projects

REGISTRATIONS/ CERTIFICATIONS

Professional Engineering, Civil, License No. #24GE04905600, New Jersey

Work Zone Coordinator Certification
Xactimate Level 1 Certification

that streamlined production, increased productivity, and cost savings.

PRINCIPAL ENGINEER, THE RBA GROUP, INC., PARSIPPANY, NEW JERSEY, JULY 2007 – APRIL 2014

On-site Traffic Engineering Lead, Bayonne Bridge Replacement Project, Port Authority of New York & New Jersey, Newark, New Jersey, November 2011 – April 2014, Contract Value: \$1.3 billion

The Bayonne Bridge Replacement Project was a politically charged, high-profile project to increase the navigation clearance of the bridge to allow super container ships to access the marine terminals in New York and New Jersey. Greg managed and guided consultants strategically to ensure they delivered quality services.

On-site Lead Engineer/Project Manager, All-Electronic Toll Collection Project, Port Authority of New York & New Jersey, Newark, New Jersey, July 2008 – November 2011, Contract Value: \$90 million

Greg served in dual roles as the lead engineer/project manager and designer for the all-electronic Toll Collection Project, a high-profile project to remove traditional toll booths from the Authority's bridges and tunnels and implement cashless toll collection.

PROJECT MANAGER, TOLL BROTHERS, INC., FREEHOLD, NEW JERSEY, FEBRUARY 2005 – JULY 2007

Greg was accountable for all facets of business associated with the fast-paced construction of 300 new homes on schedule and within budget.

TRANSPORTATION ENGINEER, THE RBA GROUP, MORRISTOWN, NEW JERSEY, SEPTEMBER 2000 – FEBRUARY 2005

Greg played a pivotal role in the development of the group, including hiring and managing consultants. His responsibilities included presentations to senior management. He also trained employees, developed drawings, and prepared cost estimates, specifications, and memos.

TRANSPORTATION ENGINEER, THE RBA GROUP, MORRISTOWN, NEW JERSEY, SEPTEMBER 2000 – FEBRUARY 2005

On-Site Project Manager/Designer, Accident Analysis and Reporting System, Port Authority of New York and New Jersey, New York, New York, July 1998 – June 2000

Greg developed an accident tracking system using a Geographic Information System (GIS) based accident tracking system to identify and mitigate locations with high crashes. He also managed consultants and delegated project tasks.

EMPLOYMENT HISTORY

- ▶ Senior Director, GrantWorks, Inc., Mount. Laurel, New Jersey, January 2022 – Present
- ▶ Construction Manager, RJP Consulting Group, Mount Laurel, New Jersey, September 2019 – January 2022
- ▶ Project Manager, CB&I Environmental & Infrastructure, LLC, Trenton, New Jersey, April 2014 – September 2019
- ▶ Principal Engineer, The RBA Group, Inc., Parsippany, New Jersey, July 2007 – April 2014
- ▶ Project Manager, Toll Brothers, Inc., Freehold, New Jersey, February 2005 – July 2007
- ▶ Transportation Engineer, The RBA Group, Morristown, New Jersey, September 2000 – February 2005
- ▶ Junior Transportation Engineer, Vollmer Associates, LLP, New York, New York, June 1998 – August

FRED MORRIS, AICP

DIRECTOR OF ARPA PROGRAM

PROFESSIONAL QUALIFICATIONS

Fred Morris has been a Director of Development Services, Public Works, and Economic Development for local Texas governments since 2002. He has managed permitting and inspections, contract and construction management, zoning/subdivision, and site plan review. Fred has also provided code interpretations and negotiated project elements to improve development quality. Fred has directed, managed, and supervised 40 team members in water distribution, wastewater collections, treatment plant operations, park maintenance, streets, and drainage. He has also served as emergency preparedness manager for all essential public utility and transportation services. His work in economic development provides critical insights into the viability of various potential projects under ARPA.

Fred Morris is a seasoned professional with many years of experience in team building and personnel management. He has managed diverse teams of planners, building and code officials, administrative staff, and field personnel. His experience with state and federal grant management includes EPA Superfund Cleanups, TxDOT Enhancement Grants for historic rehabilitations, public improvements, and trail systems, and SRTS and CDBG. He has designed and implemented local grant programs assisting in property improvements and neighborhood reinvestment.

RELEVANT EXPERIENCE

DIRECTOR, GRANTWORKS, INC., BELTON, TEXAS, JUNE 2021 – PRESENT

As the Technical Director at GrantWorks, Fred provides technical leadership and compliance expertise to support multiple ARPA programs and projects. He provides technical support to the GrantWorks ARPA Team for successful project implementation. Fred uses his knowledge, skill, and experience to mentor the team.

SENIOR PLANNING MANAGER, CITY OF BAYTOWN, BAYTOWN, TEXAS, 2020 – MAY 2021

Fred managed team functions associated with the development review, ordinance development, interpretation, and application. He was responsible for permit review and inspection services, and code enforcement. He mentored a team in professional development and growth. Fred's team used GIS programs for addressing streetlights, data management, and application.



25 YEARS

PLANNING & DEVELOPMENT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Urban and Regional Planning, Texas A&M University, College Station, Texas 1984

Bachelor of Science, Physical and Applied Geography, Southwest Texas State University, San Marcos, Texas, 1982

HIGHLIGHTS

Wide range of planning and community development experience working for local governments

REGISTRATIONS/ CERTIFICATIONS

Certified Planner, American Institute of Certified Planners

DIRECTOR OF PUBLIC WORKS AND DEVELOPMENT SERVICES, CITY OF PORTLAND, PORTLAND, TEXAS, 2018 – 2020

Fred managed permitting and inspections, contract and construction management, zoning/subdivision, and site plan review. He provided code interpretations and negotiated project elements to improve development quality. He also directed, managed, and supervised 40 team members in water distribution, wastewater collections, treatment plant operations, park maintenance, streets, and drainage. In addition, Fred served as emergency preparedness manager for all essential public utility and transportation services.

ASSISTANT DIRECTOR OF DEVELOPMENT SERVICES AND ECONOMIC DEVELOPMENT, CITY OF BURLESON, BURLESON, TEXAS, 2015 – 2017

Fred assisted a team of planners and economic development professionals in implementing targeted growth objectives, context-sensitive design solutions, permitting and inspection process improvements, and infrastructure enhancement programs.

DIRECTOR OF DEVELOPMENT SERVICES, CITY OF HARKER HEIGHTS, HARKER HEIGHTS, TEXAS, 2012 – 2015

Fred directed planning and development programs, project review, permitting, inspections, code enforcement, GIS enhancements, and infrastructure design improvements. He developed FBC overlays and negotiated site development components for development projects. In addition, Fred introduced and applied context-sensitive design elements. He also implemented transit considerations as a project component.

DEVELOPMENT SERVICES DIRECTOR, CITY OF BELTON, BELTON, TEXAS, 2002 – 2011

Fred created FBC-based regulations to implement community objectives in housing, economic development, building form, transportation alternatives, and downtown revitalization. He served as the primary contact for development inquiries. He also directed a Superfund remediation project and numerous road, street, and utility programs. In addition, Fred created a stormwater utility district and managed planning, inspections, permitting, GIS, and code enforcement operations.

EMPLOYMENT HISTORY

- ▶ Technical Director, GrantWorks, Inc., Belton, Texas, June 2021 – Present
- ▶ Senior Planning Manager, City of Baytown, Baytown, Texas, 2020 – May 2021
- ▶ Director of Public Works and Development Services, City of Portland, Portland, Texas, 2018 – 2020
- ▶ Assistant Director of Development Services and Economic Development, City of Burleson, Burleson, Texas, 2015 – 2017
- ▶ Director of Development Services, City of Harker Heights, Harker Heights, Texas, 2012 – 2015
- ▶ Development Services Director, City of Belton, Belton, Texas, 2002 – 2011
- ▶ Downtown Economic Development Manager, City of Temple, Temple, Texas, 1999 – 2002
- ▶ Sales and Marketing Manager, American Spincast Inc., Belton, Texas, 1995 – 1999
- ▶ Chief Planner, City of Georgetown, Georgetown, Texas, 1992 – 1995
- ▶ City Planner, City of Killeen, Killeen, Texas, 1989 – 1992
- ▶ Planner III, Office of Comprehensive Planning, Fairfax County, Virginia, 1987 – 1989
- ▶ Consultant, JT Dunkin & Associates, Dallas, Texas, 1984 – 1987

